



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 – June 20, 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 May 30 Board Meeting (*attached*): to be accepted

7:10

8. Website: Antoine Tedesco: presentation and discussion

7:40

9. 2015 Draft Audited Statements

10. Finance
 - 10.1. 2016 Year-to-Date Statistics (*attached*): for information
 - 10.2. 2016 Year-To-Date Financial Report: not available due to early meeting date

8:05

Motion needed to discuss the next 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.

11. City Budget Submission (*Budget Memo attached*): for discussion and confirmation
Confidential attachment sent separately to Board members only

Motion needed to return to the public meeting.

8:30

12. Strategic Planning Report (*June 8 Notes attached*): for discussion and confirmation
 - 12.1. Additional issues and actions
 - 12.2. Amend Procedural Bylaw to re-name the Revenue Generation Committee
 - 12.3. Amazing Game
 - 12.4. Colouring book

Applegrove Board Meeting Agenda

June 20, 2016

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13. Resignation from the Board
14. Directors' Concerns
- 8:45**
15. Adjournment



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Board of Management Meeting AGENDA -- Monday, June 20, 2016

8:50

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of the May 30 Board of Management Meeting (*attached*): to be accepted
- D. Next steps on vacation liability
- E. Executive Director's Report (*attached*): to be accepted
- F. Correspondence List (*to be distributed at the meeting*): for information and decisions

8:59

- G. Adjournment

Next Meetings and Events

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



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Minutes of the Board of Directors Meeting May 30, 2016

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

Present: Pierre Bois, Sabrina Dias (Chair), Jean Lim-O'Brien, Neil Sinclair, Jim Valentine
Regrets: Tolga Ay, Vai Teng Law, Mercedes Lee, Chris Sulway
Staff: Susan Fletcher, Susan Horley, May Seto (Recorder)
Guest: Kathy Steffan (Auditor)

1. Call to Order/Adoption of Agenda/Introductions

Sabrina 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 – Jean

5. 2015 Draft Audited Statements

Kathy Steffan from Welch highlighted the draft audited statements. Board members had many questions and needed clarification on where the vacation liability was shown in the 2015 audit. In order to get a comprehensive answer, Virginia Lackey, who took the lead on Applegrove's audit was conferenced in by speaker phone to address issues and questions from the Board. Virginia agreed to confirm amount as of December 31 in a formal letter. The Board agreed that a letter from Welch with a confirmed amount of unfunded vacation liability would be sufficient.

6. EHT Issue

Board members expressed their concerns with the EHT issue. Susan H. provided information to members as needed. Kathy Steffan provided information regarding this issue and stated that Welch would not be making an adjustment to the statements. Susan F. mentioned that the Ministry of Finance was informed about the situation and is waiting to hear back from them. However, the person Susan F. spoke to said it could take up to 6 weeks for a decision on this matter. Susan F. will follow up with the Ministry of Finance to see if a decision could be made in time for the June board meeting.

MOTION (Sinclair/Lim O'Brien)

To thank Kathy Steffan for attending the Board meeting.

Carried

7. Board Development: Program Presentation: Child and Youth Program

Deferred

8. Volunteer Hours

9. Donation Envelope

The donation envelope circulated.

10. Minutes of the April 25 Board of Directors Meeting

MOTION (Sinclair/Lim-O'Brien)

To accept the minutes of April 25.

Carried

11. Financial

11.1. 2016 Year-To Date Statistics

YTD statistics were reviewed

11.2. 2016 Year-to-date Financial Report

The YTD Financial Report was reviewed and Susan H. answered any questions.

MOTION (Sinclair/Bois)

To accept the April 30 YTD financial report as presented.

Carried

12. Budget

Susan provided an overview of the Admin budget and provided information about new requests.

MOTION (Valentine/Sinclair)

To submit the Admin Budget as proposed and in accordance with the City guidelines.

Carried

MOTION (Valentine/Sinclair)

To prepare new requests as discussed.

Carried

May provided an overview of the Child and Youth Report and highlighted 2 program proposals. Board members discussed and May answered any questions.

MOTION (Lim-O'Brien/Bois)

To implement the off-site afterschool program as proposed.

Carried

MOTION (Lim-O'Brien/Bois)

To implement the Junior Leaders program as proposed.

Carried

MOTION (Valentine/Sinclair)

To reduce afterschool upper age limit to 11 years or grade 5, with staff discretion to allow exemptions as needed.

Carried

13. Revenue Generation Committee Report

Board members discussed refund to Info Fair vendors. An option for a discount for another event in the future was also suggested.

MOTION (Lim-O'Brien/Sinclair)
To refund \$25 per vendor.
Carried

MOTION (Bois/Valentine)
To accept the May Revenue Generation report as presented.
Carried

14. Community Integration Committee Report

MOTION (Dias/Lim-O'Brien)
To accept the Community Integration report as presented.
Carried

15. Directors' Concerns - None

16. Adjournment

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

Chair

Secretary

Applegrove Statistics			2016 Printed June 9, 2016				
Cumulative different people			January	February	March	April	May
Applegrove Parent/Child Drop-in							
Children	350	739	715	867	807	677	
Parents	314	229	220	264	243	182	
Caregivers		270	263	304	283	257	
Subtotal		1,238	1,198	1,435	1,333	1,116	
The Applegrove Connection (previously Edgewood)							
Children	146	209	140	186	203	183	
Parents	102	32	23	23	22	39	
Caregivers		83	65	93	103	62	
Subtotal		324	228	302	328	284	
Helping Our Babies Grow							
Infants and Children	24	26	58	32	58	57	
Moms	39	31	61	34	60	67	
Subtotal		57	119	66	118	124	
Therapeutic Play							
Children		4	13	11	0	0	
Adults		4	13	12	0	0	
Subtotal		8	26	23	0	0	
Children and Youth							
Summer Camp							
After4, PA, March Leadership	68	1,005	991	981	1,029	1,052	
Teen	23	66	95	91	139	49	
Subtotal		1,071	1,086	1,072	1,168	1,101	
Adult Programs							
Seniors	157	190	183	231	228	229	
Committee/Board members		40	36	72	81	30	
Other*		6	150	153	202	0	
Subtotal		236	369	456	511	259	
Outreach Events							
# of events							
Contacts							
Phone and e-mail		315	387	359	353	336	
Total exc outreach	1,223	3,249	3,413	3,713	3,811	3,220	
Cumulative		3,249	6,662	10,375	14,186	17,406	
*Other includes Book Club, special events, Annual Meeting, Income Tax Clinic,							



Memorandum

Roberto Rossini
Deputy City Manager & Chief Financial Officer

Office of the Deputy City Manager & Chief
Financial Officer
City Hall
7th Floor East, 100 Queen St. West
Toronto, Ontario M5H 2N2

Tel: 416-392-8773
Fax: 416-397-5236
rossin@toronto.ca
www.toronto.ca

June 2, 2016

To: Division Heads
Heads of Agencies

Cc: City Manager and Deputy City Managers
Josie La Vita, Executive Director, Financial Planning

From: Roberto Rossini, Deputy City Manager & Chief Financial Officer

Subject: 2017 Operating Budget Process, Directions and Guidelines

This memorandum sets out budget directions and guidelines for the 2017 Operating Budget process and a timetable for the budget submissions, administrative review and proposed review by the Budget Committee, Executive Committee and Council.

The Committee and Council review schedule and operating guidelines will be the subject of a *Budget Directions* report planned for the June 22, 2016 meeting of Budget Committee. The report will outline the directions below and recommend that the Budget Committee set the budget target for the 2017 Budget process. The guidelines, targets and process schedule will be considered by Executive Committee on June 28, 2016 and by Council for its approval at its meeting of July 12 and 13, 2016.

Given the above, the Operating Budget submission will have a 2 phase deadline that adheres to the overall proposed 2017 Budget process schedule and timeframes:

- A Base Budget submission due **June 20, 2016**
- Budget Reductions and New Request submission due **August 2, 2016**

In late 2015, staff began an earnest conversation about the state of the City's finances. Most recently, Executive Committee considered a report from the City Manager, Chief Financial Officer and Deputy City Managers of Cluster A and B that outlined the *City of Toronto's long-term financial direction (EX15.1)* to be considered by City Council at its meeting of June 7 and 8, 2016.

The report's analysis of the past six years of budgets concluded that expenses declined in real per capita dollars due to expenditure constraint, savings from cost-shared programs and the deferral of operating and capital expenses (and associated debt servicing). This combined with revenue growth in utility rates for water and solid waste (neutral to the Tax-Supported Budget), TTC fares and other user fees and, in particular, rapid growth in Municipal Land Transfer Taxes helped the City balance its budget in recent years. Each of these expense and revenue conditions has been critical in supporting balanced budgets and selective investments in services.

However, the analysis also strongly suggests that the positive conditions of the recent past are unlikely to continue and cannot form the basis for sound financial planning going forward. The

report's 5-year forecast shows that the *net pressure* on the tax base for 2017 is estimated to be \$483 million, after accounting for assessment growth, a 2% residential property tax rate increase and a marginal increase in the Municipal Land Transfer Tax. The MLTT is assumed to stabilize after the 2016 Budget where it was increased by \$100 million based on actual MLTT experience in 2015. Corporate and service pressures facing the City include:

- increased salary and benefit costs arising from new collective agreements for Locals 79 and 416;
- higher than planned utility costs due new provincial pricing;
- the annualized impacts resulting from several new initiatives approved as part of the 2016 budget process;
- increased debt servicing costs arising from additional capital works approved in the 2016-2025 Capital Plan;
- TTC pressures and annualizations, including contractual payments for Presto use;
- TCHC operating gap, as reserve and debt financing offsets are less tenable;
- the realization of deferred pressures for Toronto Pooling Compensation loss and employee liabilities
- pressures from the use of one-time expense and revenue measures implemented in prior years that now must be reversed.

It is important to note that the projected 2017 net pressure or “gap” does not account for any additional service investments or priorities approved or identified by Council. It also assumes that the Toronto Police Service's 2017 budget pressure will be \$0, as management actions will address all pressures. Finally, the forecast assumes that none of the deferred, unfunded capital projects are approved for 2017.

Consequently, the 2017 Budget process will be extremely challenging. It will be difficult to find the necessary savings to keep spending in line with revenue growth without relying on one-time revenue sources or the deferral of necessary expenses. While the City has faced budget challenges in the past, those anticipated for 2017 will require *all* City/Agency staff to bring forward 2017 Budgets that reflect innovative and transformative service delivery so together we can deliver responsible budgets that meet both the fiscal and service expectations of Council.

2017 Operating Budget Directions and Guidelines

In prior years, the City Manager and Chief Financial Officer has set the operating budget target as the key guideline for budget preparation for all City Programs and Agencies. These targets have been met with varying degrees of compliance and impact. Beginning with the 2017 Budget process, City Council will approve these targets.

The 2017 Budget directions and guidelines will be shaped by the need to address the City's projected Operating Budget shortfall due to the pressures mentioned above and are to be used by City Programs and Agencies as strategies to achieve Council's budget target for the 2017 process:

- Continue to control expenditures through cost saving measures:
 - review the impact of vacancies on service levels delivered;
 - line by line review of previous three year spending experience for further expenditure reductions
 - reduce utility costs through short term energy saving measures
- Review the annualized costs of all 2016 "new and enhanced" services impacts on the 2017 Operating Budget and make appropriate adjustments based on actual experience.

- Reduce fleet by 2% based on use of Fleet Services' new Carshare program and other rationalization measures;
- Explore all services for efficiency savings including opportunities from business process reengineering, streamlining, transformation and innovation to service delivery from:
 - cross divisional collaboration;
 - service delivery rationalization and restructuring;
 - opportunities for alternative service delivery;
 - changes to procedures where there may be dependencies;
 - implementation of outstanding Service Efficiency Study recommendations;
 - implementation of Shared Services; and
 - Rationalization of technology and space needs.
- The “offloading” of expenses to other City Programs and Agencies will not be accepted.
- Rationalize and benchmark service levels against service outcomes
- Review service relevance, value and impact
- Maximize user fee revenue by reviewing full cost recovery where applicable, review existing fines and permit fees and identify new fines and other user fees where appropriate; and
- Given the fiscal situation, there will be little opportunity to fund new/enhanced requests that may be determined by Council. Business cases for new/enhanced service requests ***will only be considered*** for:
 - previously approved initiatives for phased implementation and/or currently under way;
 - initiatives fully funded by third parties; and
 - new initiatives already approved by Council or where Council has directed staff to consider the implementation thereof.

The 2017 Operating Budget Guidelines and Instructions Manual, which provides operating budget principles, policies, requirements and instructions to guide the planning, budgeting and review of the City's operating budget will be available on the 2017 Budget website on June 2, 2016.

http://insidetoronto.ca/finance/budget_services/sub_guide_instructions.htm.

Please refer to the Manual for detailed instructions for the 2017 budget cycle. Highlights and key new requirements are highlighted in Appendix 1 of the memo.

2017 Administrative Review Process

The Administrative Review Process will continue to have two stages: Financial Planning Review and City Manager/CFO Review.

1. Financial Planning Review

Josie La Vita, Executive Director, Financial Planning is delegated to lead the initial phase of the Administrative Review process. This stage of the Administrative Review will require your attendance at individual City Program or Agency meetings and will examine your initial base budget submission as well as proposed actions to meet budget targets. At this stage we will identify issues and recommend necessary actions to be undertaken with City Program and Agency staff to bring all issues to resolution. The review will focus on the confirmation of compliance with guidelines and directions and the evaluation of service base budget and actual expenditures, revenues and complement; business case cost/benefit justification for funding requests; service level impacts, sustainability; and risks of proposed budget reductions;

priorities, outcomes and service performance. The Executive Director of Financial Planning will provide the Executive Management Team with updates on the resolution of issues.

2. *City Manager / Chief Financial Officer Review*

The Executive Director of Financial Planning will refer any unresolved or outstanding major issues such as those that may have a significant impact on corporate priorities, balancing strategies and major changes to services, with further recommendations for resolution. This portion of the Administrative Review will begin with the Divisions and Agencies presenting their individual operating budgets, as deemed necessary.

Please hold the dates identified for the respective phases of the budget process timetable in Table 1. Schedules of specific Program / Agency meetings will account for Standing Committee meeting dates.

We appreciate your continued hard work to build a better City, and encourage you to work closely with your Financial Planning Analyst in developing the 2017 Operating Budget and to address all issues during the 2017 Operating Budget preparation and review process. We look forward to working with you to address our fiscal challenges for 2017.

For questions and concerns, please contact Josie LaVita, Executive Director of Financial Planning at 416-397-4229, jlavita@toronto.ca.

Thank you,



Roberto Rossini
Deputy City Manager & Chief Financial Officer

Attachments:

- Appendix 1: What's New for the 2016 Budget Process
- Appendix 2: 2016 Budget Requirements
- Appendix 3: 2016 New Administrative Review Process
- Appendix 4: 2017 Budget Schedule
- Appendix 5: 2017 - 2019 Operating Budget Economic Factors

Appendix 1

What's New for the 2017 Budget Process

Service Based Budgeting and Variance Reporting

As in 2015 and 2016, the 2017 Operating Budget will be prepared both in a Service View and in the traditional Organizational View and presented to Council and the public in the Service View. For 2017, Agencies are also expected to continue budget by service, according to their approved Program Maps.

With almost 3 full years of experience in budgeting and monitoring in the service view, it is critical expenses and revenues are budgeted in the appropriate service and activity, and are linked to service objectives, strategies and service levels. Actual expenditures must be recorded in the right service/activity to allow for accurate comparisons against budgets and the ability analyze variances and performance and shift resources to priority services. It is anticipated that Programs will submitting, for internal review only, Service Variance Reports for the 3rd quarter, 2016.

Also, beginning May 2016, the SPIRIT Dashboard, HR Vacancy and Payroll reports will be available to monitor actual results. The SPIRIT Dashboard is useful in reviewing and monitoring financial variances, vacancy info, salary and benefit costs and performance information.

Two Stage Submission Process

In order to allow more time for City Program and Agencies to prepare their operating budgets and improve the integrity of their submissions, the 2017 Budget process will have a 2 step submission deadlinstage process:

- 1) Base Budget Submission - Due on June 20, 2016; and**
- 2) Reductions and New and Enhanced Submission - Due on August 2, 2016**

Divisions / Agencies are expected to submit their 2017 Operating Budgets no later than the due date. A Base budget submission includes expenditure and revenue changes required to maintain the prior year services and service levels. Reductions from line by line reviews and other reductions that require no management actions to implement savings are considered base changes.

Specific reductions to achieve target through management actions (including Efficiency Savings) are deemed to be "Reductions" and are due August 2, 2016. The Executive Director of Financial Planning meets with all City Programs and Agencies to review Operating Budget Base submissions and the results of FPD Analyst reviews. An initial discussion of the proposed Reduction Options and New / Enhanced Requests will take place on July 5-8th, 2016.

The phased submission dates provide additional time for Divisions and Agencies to prepare and review viable sustainable reductions options. Detailed information regarding the proposed reductions must be identified in the business case (budget change form) including service level and position impacts.

Preliminary Meetings and Shared Stage in PBF

As in 2016, FPD Analysts and Managers will meet with Programs to identify and attempt to resolve issues prior to submission. A shared stage (Stage 206) has been incorporated into the 2017 Budget Process in PBF, which allows FPD access to forms to conduct a preliminary review of the

submission to ensure all technical issues have been addressed prior to submission. Base submissions are expected to be in the shared stage by June 3, 2016.

Base Operating Budget

Base expenditure and revenue changes are a result of inflationary pressures, prior approvals including operating impact from Capital and other base changes required to maintain services (including volume changes). The base submission includes all Budget Change forms with base categories (aligned to PBF). Base changes include the following:

- Impacts arising from prior year Council approvals such as Annualized costs of past year funded new / enhanced services in 2016.
- Inflationary increases to Salaries and Benefits (PEP), non-Salaries and Benefits (economic factors), and User Fees; and
- Volume changes directly impacting User Fees, and Expenditures.
- Zero Based IDCs/ IDRs and Consulting, Furniture and Fixtures expenditures.
- Other base expenditure changes not impacting services levels.

Position Changes

All position increases not directly a result of change in volume (e.g. caseload, admissions, or tonnages) or operating impact from capital are to be categorized as a Service Enhancements not Base changes. Position changes arising from volume can be in the base submission but must be transparent and identified separately in a business case.

The Budget Change Form must provide detailed information on deleted and added positions that should be treated as an efficiency or a new / enhanced service depending on whether there is a service level impact. In prior years, there were many instances where budget change forms bundled position increases and decreases.

Positions beginning mid-year should NOT be counted as 0.5 but counted as the addition of 1 position. Also, budget changes forms should not be at a too granular level or immaterial for decision making purpose.

Changes to Contributions to the Vehicle and Equipment Replacement Reserve

In 2017, Programs are required to contribute into their Vehicles Replacement Reserve account a minimum contribution based on the following formula for all on and off-road vehicles in their fleet inventory:

$$\frac{[\text{Future replacement cost}] \text{ less } [\text{End of life salvage value}]}{\text{Projected useful life (years)}} = \text{Annual Reserve Contribution}$$

This represents a change compared to prior years when budgeted contribution to programs Vehicle and Equipment Replacement Reserve was dependent on the year vehicle and equipment was acquired. For purposes of replacing vehicles and equipment acquired in 2005 and prior, programs were budgeting based on a “pay as you go” model. For vehicles acquired in 2006 and beyond, a

component of the fleet monthly flat rate was used to contribute to the Vehicle and Equipment Reserve for future replacements of these vehicles.

2016 In-Year Budget Adjustments

For 2016, In-Year Operating Budget Adjustments approved in 2016 are to be reflected in PBF (beginning May 9, 2016) using the new In-Year Budget Change Form. The prior year upload process to FM / CO is no longer required for 2016 and beyond as this new process has been integrated with SAP through PBF.

The In-Year Budget Adjustment Form was created to ensure PBF ties at all times to ECC / FM and to reduce data input requirements into PBF. The new form replaces the current process of: manually creating reports to track the approval of In-Year adjustments; uploading files to FM / CO to book the In-Year Budget Adjustments; creating a budget change form in PBF to ensure PBF reflects the In-Year Adjustments; and finally creating an additional budget change form in PBF for the following year annualizations and /or prior impacts of In-Year Budget Changes.

The creation of In-Year forms can occur by Programs throughout the year, however approving and retracting (to ECC) the form is to be completed by FPD staff.

Post Budget Approval and Activities – Calendarization of the 2017 Approved Operating Budget

It is planned that new PBF functionality, which was previously anticipated for 2016, will exist in 2017 to directly calendarize the Council Approved Budget in PBF for retraction to FM / CO. Thus, it is imperative that planning cost centres NOT be used in PBF during the 2017 Budget development process. The retraction of data to FM / CO will mirror what exists in PBF at the time Council approves the budget.

After Council approval, Divisions and Agencies must update the budget change forms for all subsequent changes to ensure that the amounts booked in these forms balance to what Council approved at the detail level including changes to user fee rates, and withdrawals and contributions to Reserves and Reserve Funds.

Appendix 2

2017 Key Budget Guidelines and Requirements

Business Case Development

A Business Case is a decision point, seeking approval for an initiative and associated resources to meet an established business need. It is an essential tool for substantiating the viability of a proposal and the associated request for funding or proposed savings. A well prepared business case helps Programs & Agencies demonstrate the merit and viability of their proposals, enables management and elected officials make informed decisions and provides evidence of due diligence.

Any initiative that will have significant impact on services, requires new funding or the reallocation of resources requires a business case. The business case must:

- Be classified in the appropriate budget category;
- Be comprehensive and easy to understand – includes all relevant factors for a complete evaluation;
- Provide the rationale for the recommended course of action including analysis of all feasible options;
- Demonstrate a benefit or return on investment;
- Be measurable - the initiative's expected results can be tracked and measured; and
- Establish accountabilities for implementation, delivery, costs and achievements of results.

A Business Cases represents a distinct business decision, and the Budget Change Form must include the necessary information to make that decision. Thus, it is critical that all necessary information especially Service Level impacts are detailed in the Budget Change Form.

Efficiency Savings

Programs / Agencies are required to identify and include savings as a result of service efficiencies in their 2017 Operating Budget submission. These savings must be ongoing, sustainable expenditure reductions arising from:

- Process changes that result in fewer resources required to deliver the same service;
- The use of technology to automate / eliminate manual processes;
- Leveraging other programs / initiatives to achieve results.
- Taking advantage of opportunities for savings through cross divisional collaboration;
- Alternative service delivery;
- Changes to procedures where there may be dependencies;
- Implementation of outstanding recommendations from Service Efficiency Studies;
- The use of shared services to streamline operations and overhead; and
- Rationalizing fleet, technology and space needs.

The following will not be accepted as service efficiencies:

- Reductions to services or service levels;
- Increase in the gapping rate;
- Side-loading of expenses to other Programs or Agencies;
- Across the board expenditure constraints; and
- Increases in revenues as a result of an increase in rates, volume, draws from reserves or new user fees.

As in prior years, it is critical that operating savings realized through the approval of Capital or Operating Budget be captured and identified separately in a Business Case. Thus, savings must be captured and identified separately in a Budget Change Form resulting from implementation of Information and Technology projects. The savings should not be bundled with other base Budget Change Forms to better monitor results.

Stages within the Budget Change Form

As described in detail in Operating Budget manual, the tracking of Business Case approvals and reporting of financial information occurs within PBF. Ensuring Budget Change Forms are in the correct Stage during the budget process is critical for reporting budget information accurately. The Stage of the Budget Change Form should be aligned to timing of phases during the budget process (Submission, Administrative, Budget Committee, Executive Committee and Council). As Stages cannot be moved backwards, it is critical that the Budget Change Form has been signed off and approved by both Division and FPD Staff before the Stage is moved beyond 211.

Space Requirements

As in prior years, space requirements for new positions must be identified with all requests for new positions. Programs and Agencies must stipulate whether additional space will be required. If the new positions cannot be accommodated within existing space, without additional costs, sufficient funding for one-time leasehold improvements and/or ongoing lease costs for additional space must be included in the request. Programs requesting new positions should consult with Real Estate Services to determine if there are opportunities to share space, strategically allocate space and to minimize costs.

Performance Measures / Service Levels

All Programs/Agencies are responsible for the identification and documentation of performance measures associated with their respective service activities (functional areas). Performance Measures must be included in the Program/Agency 2017 Operating Budget submission and will be used to evaluate the services being delivered. Performance measures associated with City Programs' Services and Activities identified and selected during the performance measurement workshops and included in the 2015 Approved Operating Budget have been loaded into PBF and made accessible for editing, updating and reporting.

- City Programs are required to enter actual data from previous years, targets for 2016 and future years, goals, thresholds, and standards (as applicable) into PBF, and will be required to track actuals against targets.
- Programs must provide descriptions of the measurement, meaning to the data and describe performance over time (i.e. trends the data is conveying).
- Agencies will follow the previous years' process and provide performance measures using Form 3 – Performance Measures Summary and Measures.
- Programs must provide descriptions of the measurement and describe performance over time (i.e. trends the data is conveying).

It is a required that actual service levels achieved are to be entered into PBF. In prior years, most programs have entered plan or target service levels but not actuals achieved. It is required that actuals achieved will also be tracked and entered into PBF.

If updated Service Levels are not entered in PBF in a timely manner, FPD Analysts will send to Programs 2016 Service Levels Charts that must be updated with 2017 changes in Service Levels. There should be no service level changes included with the Base Operating Budget submission.

User Fee Public Consultation

The City's User Fee Policy requires public and stakeholder engagement / consultation for recommended changes above inflation to user fees. A written communication notifying stakeholders does not constitute consultation. Program and Agency staff must consult affected stakeholders directly.

If users would like to create a new rate in PBF, they must download and complete the Master Data Form for New Rates/Fees from the FPARS Learning Map.

The 2017 Base Budget will be created in PBF using the 2016 Council Approved Operating Budget (February 17, 2016) as a starting point. The 2016 baseline budget will also be adjusted in PBF corporately to incorporate budgetary impacts from **inflationary increases** for hydro (general), gas, diesel, steam heating, natural gas, water, chilled water, and a confirmed Salary and Benefits changes (those with collective agreements in place).

Preparing the Budget Submission in PBF

Some of the new and enhanced functions in PBF include, but are not limited to:

- Complement Planning process and PEP:

The 2017 baseline was created by adjusting 2016 ECC-HR data for 2017 salary increases including step, COLA, progression pay and benefit rate changes.

The following are key changes and assumptions for 2017:

- PEP will project base salary and benefit expenditures for 2017, 2018 and 2019. The plan years 2018 and 2019, will reflect base salaries and benefits, including COLA, Progressive Pay, step and fringe rate increases.
 - PEP will project base salary and benefit expenditures for 2017, 2018 and 2019. The plan years 2018 and 2019, will reflect base salaries and benefits, including COLA, Progressive Pay, step and fringe rate increases. PEP will account for employees whose performance planners have not been processed by April 22, 2016.
 - The benefits projected are those provided by Payroll for each employee as of April 22, 2016. PEP will project vacant Management positions at the mid-point of the salary range while Union positions and pooled positions at the agreed-to pay-sale levels based on job. Programs are required to justify any increase from this projection in the budget change form.
- The position tab has been re-developed with enhanced functionality based on feedback from users. All adjustments to PEP projection must be entered in the budget change form in the position tab to allow for consistent reporting of complement information. Lump sum changes to PEP data are not permitted.
- PBF now has enhanced excel upload functionality (greater than 5,000 cells) in the Budget Change Form (expenditure and revenue tabs), and Base Rate Revenue Form.

- For 2017, Divisional Planners can copy Budget Change Forms and Base Rate Revenue Forms that reduces data input and errors.
- The Budget Change Form has new functionality that zero's out all data when the status is set to "not recommended". If the form changes to "recommended" status during the budget process, all data will be reinstated. This functionality improves tracking of changes and reduces data input. This functionality automates the tracking of changes through the budget process.
- PBF now has a new role available that restricts access to confidential information for certain users.
- A new IDC / IDR control form was created to reconcile all IDCs / IDRs entered in the Budget Change Form. IDCs / IDRs changes beyond the base (e.g. reductions or enhanced service levels) can be reconciled through enhanced reporting using a transfer control ID.
- New Audit report is available to track user's changes in the budget change form.
 - This Audit functionality will assist with tracking changes and user of the form during the budget process.

PBF Reports

There are several new and modified reports available in PBF to assist with 2016 In-Year Budget process and 2017 Budget development.

- Five end-to-end reports (BUD0001 / 0002 / 0003 / 0004 / 0005) have been modified to incorporate the new In-Year Budget Adjustment process
- Four new reports are available to supplement the 2016 In-Year Budget Adjustment Process:
- Reports modified and newly developed for Complement Planning:
 - PEP Projection Detail: BUD0021 provides details on PEP projection
 - PEP and Position Tab Totals by Position: BUD0024 provides details of PEP plus Position Tab changes.
 - Position Tab Details with Approved Positions: BUD0029 provides details on changes entered through position tab.
 - NEW PEP Projection Comparison (Step amounts): BUD0020 provides details on identifying step increases buried in PEP projection by position.
- The following reports are available in confidential view:
 - Confidential BUD0021: PEP Projection Detail
 - Confidential BUD0024: PEP and Position Tab Total by Position
 - Confidential BUD0029: Position Tab Details with Approved Positions
 - Confidential BUD0005: Summary of Service Changes
 - Confidential BUD0006: Summary of New and Enhanced Services
 - Confidential BUD0044: Budget Change Form Details
- The following reports are new reports available to assist with budget development:
 - New Rate Revenue Inflationary calculation (BUD0053) provides detailed guideline on inflationary factor and estimated financial impact by commitment item by functional area
 - New Reserve Fund report (BUD0062) summarizes inflows and outflows continuity of Reserve / Reserve Funds

- New Form Audit report tracks changes made by user on Budget Change Form and IDC / IDR Form in PBF.
- Total IDC / IDR Summary (BUD0131) summarizes all IDC/IDRs from IDC/IDR forms and Budget Change Forms

The complete list of PBF reports can be found on the Learning map under the Reporting section – List of PBF Reports – Divisions / Agencies.

Appendix 3
2017 Administrative Review Process

2016 Administrative Review Process

Programs and Agencies prepare their 2017 Operating Budgets and detailed Plans for 2018 and 2019 that comply with City Council's budget target and the directions and guidelines outlined in this manual and submit them to the Financial Planning Division (FPD) for analysis and review. The 2017 submission deadlines are phased:

- **Base Budget Submission - due June 20, 2016; and**
 - **Reductions and New and Enhanced Services Submission - due August 2, 2016**
- FPD reviews City Program and Agency Operating Budget submissions to ensure compliance with budget policies, Council directions and guidelines, strategic plans and the respective operating budget targets.
 - A Pre-Submission shared stage for the Base Operating Budget has been formalized (for June 3rd, 2016) ensuring FPD can work with Divisions to minimize technical issues before the final submission.
- The Executive Director of Financial Planning meets with all City Programs and Agencies to review Operating Budget Base submissions and the results of FPD Analyst reviews. Also, an initial discussion of the proposed Reduction Options and New / Enhanced Requests will take place on July 5-8th, 2016.
- Programs and Agencies adjust their 2017 Operating Base Budget submissions and detailed Plans for 2018 and 2019 based on recommendations agreed upon by Program / Agency staff and FPD that resolve issues.
- The Executive Director of Financial Planning meets again with all City Programs and Agencies again to review final submissions (that includes Reductions and New / Enhanced Services). This review establishes FPD's recommendations for CM/CFO reviews.
- The CM and CFO meet with City Programs and Agencies to review the submissions, consider FPD's recommendations and establish the Preliminary Operating Budget. City Programs and Agencies will be asked to present their budgets including pressures and budget reduction measures being proposed. FPD will present budgetary/financial issues and steps taken to address them along with any unresolved issues.
- During mid-September to mid-October, the Budget Committee members in teams of 2, meet with Program and FPD staff to undertake their informal reviews of Program and Agency budgets to better understand service issues, challenges and financial pressures and options to meet budgetary targets.
- Decisions arising from the summer and fall reviews will be presented to the Budget Committee in form of a Preliminary Operating Budget to begin the political review process. Budget Notes are made publicly available when the Preliminary 2017 Operating Budget is introduced to Budget Committee.

Appendix 4
2017 Budget Schedule


As shown in Table 1 below the Tax and Rate Supported Preliminary Operating Base Budget submissions are due on **June 20, 2016**. Budget reductions and new enhanced service requests are due **no later than August 2, 2016**.

In order to complete the administrative review process by October 3, 2016, and to provide Council and the public with more accessible information to facilitate an engaging budget process with the public, it is important your submission is on time. All Agencies must work with their Boards to include their final recommendations in their submissions by the deadline. In addition, please ensure submissions comply with the directions and guidelines detailed in the 2017 Operating Budget Submission Guidelines and Instructions manual.

Table 1 2017 Budget Timeline		
Activity	Parking Authority, Toronto Water, Solid Waste Management	Operating Budget - City Divisions & ABCs
FPD Analyst Meetings with Programs to identify and resolve issues	May 17 - June 10 <i>Line by line review, mitigation of issues, feasibility of reduction target</i>	May 17 - June 10 <i>Line by line review, mitigation of issues, feasibility of reduction target</i>
Operating Budget (Pre-Submission Shared Stage)	Jun. 3	Jun. 3
Budget Submission <i>Operating - Base Budget Only</i>	Jun. 20	Jun. 20
Budget Directions Report	June 22th BC	June 22th BC
DCM & CM/CFO Intro Meeting - Submission	Jun. 27	Jun. 27
Executive Director, Financial Planning Division Review with Programs and Agencies	Jul. 5, 6, 7 & 8 <i>(Includes initial reduction proposals presented by Program)</i>	Jul. 5, 6, 7 & 8 <i>(Includes initial reduction proposals presented by Program)</i>
CM/CFO Issue Overview	Jul. 15	Jul. 15
Budget Submission <i>Operating - Reduction Options and New Requests</i>	Aug. 2	Aug. 2
Executive Director, Financial Planning Division Outstanding Issues with Programs and Agencies	Sept. 7, 8, 9 & (12 - if needed)	Sept. 7, 8, 9 & (12 - if needed)
CM/CFO Meeting with Programs	TBD (Sept. 12 - 16)	September 26, 27, 28, 29 & 30
BC Members Informal Reviews	Sept. 15 - Sept. 30	Sept. 15 - Oct. 18
CM/CFO Final Meetings	Sept. 28	October 17, 18, 19, 20, 21 & 24
CM/DCM/CFO Final Meetings	Oct. 3	Oct. 27
Budget Launch - Budget Committee	Nov. 4	Dec. 2
Executive Committee	Dec. 1	Feb. 7
City Council	Dec. 13 & 14	Feb. 15, 16, <i>(17 - Option)</i>

Appendix 5

2017 – 2019 Operating Budget Economic Factors

 Economic Factors - 2017 Budget and 2018 and 2019 Outlook % Increase - for noted cost elements				
Expenditure Cost Elements (\$000's)	Expenditures Description	Budget 2017	Outlook 2018	Outlook 2019
1711	Comprehensive Medical - Non-union - family	\$3,972	\$4,250	\$4,548
1711	Comprehensive Medical - Non-union - single	\$1,610	\$1,723	\$1,844
1711	Comprehensive Medical - Fire - family	\$4,445	\$4,756	\$5,089
1711	Comprehensive Medical - Fire - single	\$2,134	\$2,284	\$2,444
1711	Comprehensive Medical - Local 416 - family	\$4,189	\$4,482	\$4,796
1711	Comprehensive Medical - Local 416 - single	\$1,787	\$1,912	\$2,046
1711	Comprehensive Medical - Local 79 - family	\$4,539	\$4,857	\$5,197
1711	Comprehensive Medical - Local 79 - single	\$1,838	\$1,967	\$2,104
1711	Comprehensive Medical - Council - family	\$3,972	\$4,250	\$4,548
1711	Comprehensive Medical - Council - single	\$1,610	\$1,723	\$1,844
1712	Dental - Non-union - family	\$2,259	\$2,372	\$2,491
1712	Dental - Non-union - single	\$846	\$888	\$932
1712	Dental - Fire - family	\$2,086	\$2,191	\$2,300
1712	Dental - Fire - single	\$960	\$1,008	\$1,058
1712	Dental - Local 416 - family	\$2,042	\$2,144	\$2,251
1712	Dental - Local 416 - single	\$797	\$837	\$878
1712	Dental - Local 79 - family	\$2,089	\$2,194	\$2,303
1712	Dental - Local 79 - single	\$794	\$833	\$875
1712	Dental - Council - family	\$2,259	\$2,372	\$2,491
1712	Dental - Council - single	\$846	\$888	\$932
1720	Long Term Disability	4.040% of 70% of salary = 2.828% of annual salary		
1730	Group Life	0.029% of 2x salary x 12 months = 0.696% of annual salary		
1730	Group Life - Part-Time B	0.029% of max \$3,000 x 12 months = 0.348% of \$3,000 annually		
1730	Group Life - LTC Part-Time	0.029% of max \$20,000 x 12 months = 0.348% of \$20,000 annually		
1730	Accidental Death and Dismemberment (ADD)	\$0.0021% * 2x salary * 12 months = 0.050% of annual salary		
1730	In-Line of Duty Coverage Fire	0.0081% of 3x salary x12 = 0.292% annually		
1740	Employment Insurance Benefits - Sick Pay Plan	\$1,268	\$1,300	\$1,332
1740	Employment Insurance Benefits - STD / IIP	\$1,185	\$1,209	\$1,233
1740	Employment Insurance Benefits - No Sick Plan	\$1,372	\$1,408	\$1,444
1750	Employer Health Tax	1.95% of annual salary		
1760	Canada Pension Plan	\$2,610	\$2,676	\$2,744
1770	Pension - OM60 - Fire	9.2% of annual salary up to \$56,141	9.2% of annual salary up to \$57,433	9.2% of annual salary up to \$58,755
		15.8% above \$56,141	15.8% above \$57,433	15.8% above \$58,755
1770	Pension - OM65 - All except Fire	9.0% of annual salary up to \$56,141	9.0% of annual salary up to \$57,433	9.0% of annual salary up to \$58,755
		14.6% above \$56,141	14.6% above \$57,433	14.6% above \$58,755
1250	Vacation Pay - Part-Time B	6% annually		
1150	Vacation Pay - Rec W	5% annually		
1250	Vacation Pay - LTC Part-Time	7% annually		
1450	Vacation Pay - Trades	5% annually		
1842	Allowance - Uniform Cleaning	\$350 annually		
1843	Allowance - Tool	\$750 annually		
4768	Allowance - Clothing	\$150 annually		
1852	Fringe - Trade	39.2% annually		
1850	Fringe - Part Time B	16.6% annually		
1849	Fringe - Rec W	9.47% annually		
1850	Fringe - LTC Part-Time	21.1% annually		
COLA	COLA - Non-Union Employees	1.25% annually		
COLA	COLA - L416/79, Trades, Rec W	1.00% annually		
COLA	COLA - Fire	TBD		
COLA	COLA - LTCHS Part-Time	TBD		
Progression Pay	Progression Pay	2.65% annually		
2010-2099	Printing & Paper Products	1.00%	0.90%	0.85%
2215	Utilities - Hydro (General)	7.00%	3.00%	6.00%
2215	Utilities - Hydro (Signals & Lights)	9.00%	6.00%	9.00%
2220	Utilities - Steam Heating	3.00% annually		
2230	Utilities - Natural Gas	10.00%	3.00%	3.00%
2250	Utilities - Water	5.00%	5.00%	3.00%
2251	Utilities - Chilled Water	2.10% annually		
2260	Gasoline	1.04 per litre or 0%	1.07 per litre or 2.9%	1.10 per litre or 2.8%
2280-2281	Diesel	1.04 per litre or 0%	1.07 per litre or 2.9%	1.10 per litre or 2.8%
2740-2755	Food	2.30% annually		
4805	Postage	0.00%		
4810	Telephone	0.00%		
4811	Cellular	0.00%		
2770-2785	Bldg / Trade Materials / Tools & Equipment	2.10% annually		
2410	Salt	0.19%	0.39%	1.09%
2820-2980	Medical Supplies	2.00%	1.97%	2.26%
	Contracted Services*	See below		
	CPI - General	2.00%	1.97%	2.26%

* Note: Contracts with fixed prices over their term are not adjusted for inflation. Where the price schedule specifies the 2017, 2018 and 2019 contract prices, such prices should be included at the prices approved in the tender.



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”



Applegrove Strategic Planning Update Meeting

June 8, 2016

Draft Notes

Present: Chris Sulway (Chair), Pierre Bois, Sabrina Dias, Vai Teng Law, Mercedes Lee, Jean Lim-O'Brien, Neil Sinclair, Jim Valentine

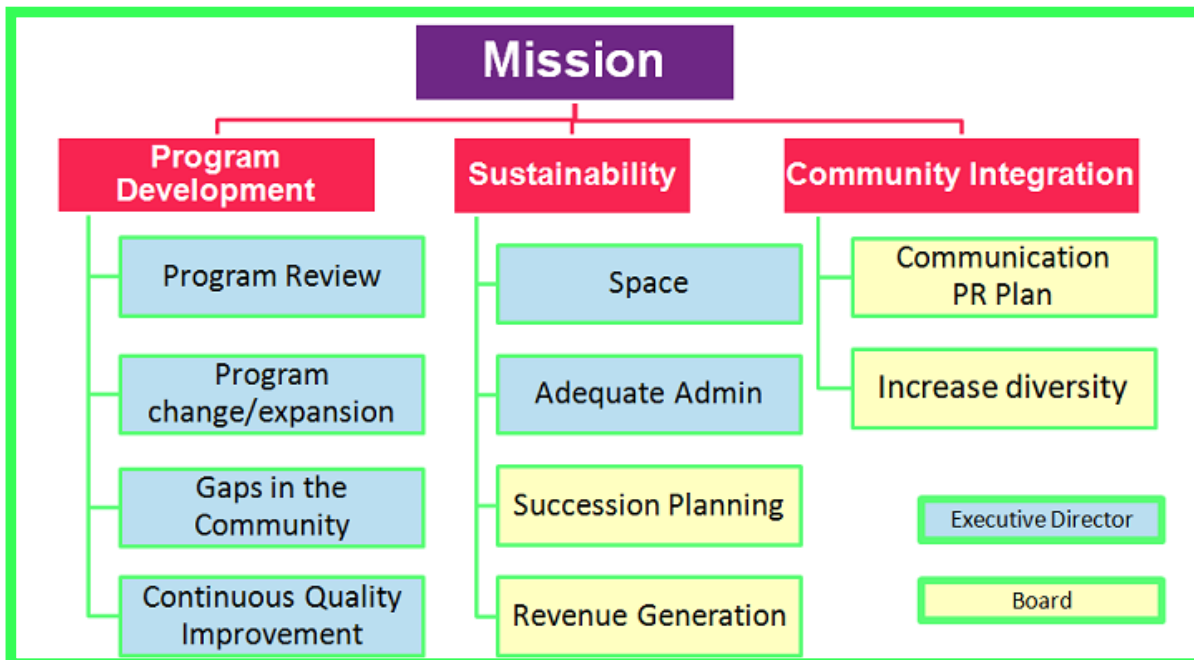
Staff: Susan Fletcher, May Seto

1. Background Materials

- summary of the results of the 2014 planning process as well as the 2015-16 strategic priorities plus progress and achievements (PowerPoint and spreadsheet)

2. Context

- Chris outlined the work that Applegrove did in 2014 to develop strategic themes, directions, short term outcomes (1-3 years), longer term outcomes (3-5), and activities to achieve the outcomes.
- the strategic plan also identified committee and staff responsibilities around these
- in July 2015, the Board developed priority outcomes for the September to August 2015-16 year.
- these defined workplans for the committees and formed part of the managers' performance plans.



- Chris checked whether the original activities were still valid or if additions were needed
 - address space pressures within the school
 - address potential FRP ¹ system restructuring
- as part of the ensuing discussion, members also considered whether the current committee structure met the organization's needs

3. SWOT Analysis

To move forward, we considered Applegrove's strengths and weaknesses (internal) and opportunities and threats (external).

<p>Strengths</p> <ul style="list-style-type: none"> -seniors program -school age program -satellite site 	<p>Weaknesses</p> <ul style="list-style-type: none"> -decouple fundraising and revenue -free membership <ul style="list-style-type: none"> • need to balance revenue with equity • define value of membership -internal Knowledge Transfer / CRM² -community profile with non-users → social media, outreach
<p>Opportunities</p> <ul style="list-style-type: none"> -aging population → draw to seniors programs -growing school age population → potential expansion -increase presence in school council/parents -relationships with stakeholders, AOCC, City, TANS³ -Canada150 grant 	<p>Threats</p> <ul style="list-style-type: none"> -FRP transformation (may present opportunities also) -competition for school space -> tied to relationships with school staff -increasing accountability by City and other funders with impact on admin -increasing role/importance of large players in the overall service system

4. 2016-17 Action Plan Priorities

Members brainstormed action ideas, then consolidated them and set priorities as follows:

- a. Community Integration
 - i. Participant demographics
 - measured against catchment demographic data
 - linked with CRM data
 - ii. Brand recognition in core catchment area, improve name recognition
 - Communication plan including social media and PR
 - Outreach locally at venues such as markets, Leslieville Flea, school events, etc
 - Sidewalk signs for events
 - Develop standard marketing plan for events
 - Invest in PR material (hand-outs, buttons, etc)

¹ FRP = Family Resource Program

² CRM = Customer/Client Relationship Management

³ TANS = Toronto Association of Neighbourhood Services <http://neighbourhoodcentres.ca/>

- b. Sustainability
 - i. Change Revenue Generation to ~~Strategic Initiatives~~ Business Development (BD)
 - ii. Membership (BD)
 - Set membership growth target e.g. 5%
 - Define membership (legal and CRA) considering inclusion/exclusion, value of membership (to individual/family and to agency), develop membership model based on revenue and PR value
 - CRM
 - Maximize impact
 - Pull better info from CRM to guide strategic directions
 - iii. Succession Plan by Summer 2017 (Personnel with ED)
 - iv. Investigate City role in space planning including (Board with Personnel and ED)
 - possible Section 37 (development) funds
 - school growth
 - alternative location options
 - v. Internal admin systems and equipment
 - New phones (ED)
 - Internal knowledge transfer and records (Personnel)

5. Decisions for June Board meeting

- a. Does the Amazing Game event scheduled for October 22 fit with the current priorities? (See RevGen notes in May Board package for background)
- b. Does the proposed colouring book fit with current priorities? (see RevGen notes in April and May Board packages)

6. Did we miss anything?

- a. Action on FRP transformation?
- b. Closer relationship with TANS



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60 Woodfield Road, Toronto, Ontario M4L 2W6

Phone 416-461-8143 Fax 416-461-5513

Procedural Bylaw

April 2007

Amended November 24, 2014 to add a Personnel Committee

The City of Toronto Act requires agencies to have a “procedural bylaw” that regulates how their Board meetings run. In the past, and in most other AOCC’s, the procedural by-law was included in the Constitution. With the drafting of separate constitutions for the Board of Directors and Board of Management, City staff suggested that Applegrove separate out the procedural by-law.

It makes sense to have a similar procedural bylaw for the incorporated body.

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1. Definitions and Interpretation

- 1.1. "Board" means Board of Directors.
- 1.2. "Director(s)" means members of the Board of Directors.
- 1.3. "City" means City of Toronto.
- 1.4. "Council" means the Toronto City Council.
- 1.5. "Chair" or "Chairperson" means Chairperson of the Board of Directors for Applegrove Community Complex.

2. Meetings of the Board

- 2.1. Normally the Board will hold its meetings on the premises of Applegrove at such times as it may determine, at least eight (8) times each year.
- 2.2. The Chairperson will call a special meeting of the Board upon the request of any four (4) Directors.
- 2.3. Every Director will be notified at least seven (7) days prior to the proposed date of the meeting.
- 2.4. The requirement for notification may be waived if a regular Board meeting date is set and a calendar of those dates is distributed to Directors.
- 2.5. Notice of Board meetings will also be posted at Applegrove in a conspicuous place, stating the date, time, and location of the meeting and the general nature of the business to be carried out.
- 2.6. Meetings of the Board will be open except for matters concerning personnel issues about an identifiable individual, real estate, security of property, advice that is subject to solicitor-client privilege or litigation, personnel matters about an identifiable individual, or other matters outlined in the Municipal Freedom of Information and Protection of Privacy Act.
- 2.7. Before holding a meeting or part of a meeting that will be closed to the public, the Board must adopt a resolution approving a closed meeting and the general nature of the business to be considered at the closed meeting.
- 2.8. When the meeting resumes in public, any proposed motions must be moved and voted on in public.
- 2.9. Guests can address a Board meeting only with the permission of the Chairperson. The Board can set time limits for guests to speak at a Board meeting.

3. Quorum

- 3.1. A quorum for Board meetings will be a majority of Directors, notwithstanding any vacant positions, and including the position of the appointed City Councillor, i.e., 6 Board members.

- 3.2. If quorum is not achieved at the starting time for the meeting, the Chair shall wait for 15 minutes. If quorum has not yet been achieved, the Chair should adjourn the meeting and attempt to re-schedule it before the next scheduled date.
- 3.3. It is the duty of the Chair to ensure that quorum is present when a vote is taken.
- 3.4. During the meeting, if a member or staff person draws the attention of the Chair to the fact that a quorum is not present, the Chair shall, upon determining that a quorum is not present, ask the members then present whether they want to continue as a committee of the whole.

4. Voting

- 4.1. At all meetings of the Board, only the Directors present in person will have the right to vote.
- 4.2. Upon the seconding of a proposed motion, Directors may cast one vote each.
- 4.3. In the event of a tie, at the Chairperson's discretion, the motion may be withdrawn or changed or the Chairperson may table it until the next meeting.

5. Officers of the Board

- 5.1. The Board will elect its officers and Committee Chairpersons at its first meeting following the Annual Meeting.
- 5.2. The officers of the Board will be: Chairperson, Vice-Chairperson, Treasurer and Secretary.
- 5.3. The Board may establish other offices and positions as it deems necessary, and will prescribe the powers and duties of such officers.
- 5.4. The term for every officer will be no more than two years.
- 5.5. No member of the Board may hold more than one office at any time.
- 5.6. A Director may progress through the various offices.
- 5.7. Vacancy in an office position will be declared upon:
 - i) the death of an officer;
 - ii) the resignation of an officer;
 - iii) the removal of an officer; or
 - iv) an officer ceasing to be a Director.
- 5.8. The Board may appoint any other Director, except as provided for above, to fill a vacant office, and the Director so appointed will hold office for the balance of the term of the previous officer.
- 5.9. In the event of the absence of an officer, the Board may delegate the powers and duties of such officer to any other member of the Board until the return to duty of the incumbent officer.

Procedural By-Law for the Board of Directors of Applegrove Community Complex
Adopted April 18, 2007 to take effect May 1, 2007
Amended January 2015

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- 5.10. The Board may remove any person from an office at any time by a motion passed by a majority vote of the Board. Appeal may be made to the membership as a whole.
- 5.11. Duties of Officers
- i) The Chairperson will:
 - preside, when present, at all Annual, Special and Board Meetings;
 - perform all the duties accompanying the office and any other duties assigned by the Board;
 - rule on procedural matters and ensure motions and minutes are clearly expressed;
 - be an ex-officio member of all committees; and
 - serve as a signing officer.
 - ii) The Vice-Chairperson will:
 - assist the Chairperson;
 - have such other powers as are assigned to the Vice-Chairperson from time to time by the Board;
 - if the Chairperson is absent, act as Chairperson until the Chairperson returns to duty; and
 - if there is a vacancy in the office of Chairperson, serve as Chairperson for the balance of the term of person whose departure created the vacancy.
 - iii) While acting as chair, the Vice-Chairperson will have all the powers and perform all the duties of the Chairperson except being a signing officer.
 - iv) The Treasurer will:
 - have such powers and perform such duties as are usually vested in the office of Treasurer;
 - receive, examine and present to the Board, Applegrove's financial statements and budgets;
 - make recommendations to the Board concerning all aspects of Applegrove's financing and administration;
 - have such other powers as are assigned to the Treasurer from time to time by the Board; and
 - serve as a signing officer.
 - v) The Secretary will:
 - issue or cause to be issued notices for all meetings of the membership and the Board when directed or required to do so;
 - ensure that the minutes of all meetings of the membership and the Board are kept;
 - ensure minutes are provided at subsequent meetings of the board for review and adoption;
 - have such other powers as are assigned to the Secretary from time to time by the Board;
 - have responsibility for the membership records; and

- serve as a signing officer.

vi) All officers, at the time they leave office, will turn all the papers and documents of the office over to the incoming officer.

6. Minutes

6.1. The minutes of each Board meeting will be submitted to the Board for confirmation or amendment at its next meeting or as soon afterwards as is reasonable.

6.2. After the Board has confirmed or amended the minutes, the Board Chair and Secretary will sign them.

7. Committees

7.1. The Board will determine any committees needed and will prescribe the powers and duties of such committees.

7.2. The Board of Management

- i) Usually the Board of Management will meet immediately before or after the Board of Directors.
- ii) The Chairperson of the Board of Directors will also be the Chairperson of the Board of Management.
- iii) Quorum for the Board of Management will be a majority of the Community Directors, notwithstanding any vacant positions, i.e., five (5) members of the Board of Management.
- iv) If the Councillor or TDSB appointee is present, s/he will be counted towards quorum.

7.3. Standing Committees other than the Board of Management

- i) Composition and Membership
 - a) All Committees will be headed by a Chairperson chosen from among Directors and appointed by the Board.
 - b) All Committees should be composed of at least two Directors and other Applegrove members and staff who are appointed by the Board.
 - c) Both the Executive Director and the Chairperson are *ex officio*¹ members of all committees except as otherwise specified in the Committee's Terms of Reference.
 - d) All Committees will:
 - operate within the terms of reference laid down by the Board;
 - provide an open forum for discussion by all interested parties;
 - report their deliberations, recommendations and resolutions to the Board for confirmation and for approval; and
 - continue to operate for such length of time as will be determined by the Board.

¹ *Ex officio* means "by virtue of the office". Consequently, although the Board Chair is a member of all committees, the individual may choose which meetings to attend.

Procedural By-Law for the Board of Directors of Applegrove Community Complex
Adopted April 18, 2007 to take effect May 1, 2007
Amended January 2015

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- ii) Meetings of Committees
 - a) Normally, Committees of the Board will hold their meetings on the premises of Applegrove at such time as the Committee Chairperson may determine.
 - b) Notice of every Committee meeting will be provided to members of the Committee prior to the date. This notice may be either oral or written, and is not necessary when that Committee sets a regular meeting date.
 - c) Meetings of every Committee will be open to all Directors, except where confidential business is being conducted.
 - d) No quorum is usually required for a Committee to meet. However, minutes of Committee meetings must specify who was in attendance so that the Board may know to what degree the Committee's recommendations reflect the will of the Committee's membership.

- iii) Voting

At all Committee meetings, only the members of the committee present will have a right to vote.

- iv) Executive Committee

There will be no Executive Committee.

- v) Standing Committees (added November 2015)
 - a) Personnel Committee
 - The Personnel Committee will be a standing committee of the Board of Management.
 - The Terms of Reference for the Personnel Committee are attached as an appendix.

 - b) Community Integration Committee
 - The Community Integration Committee will be a standing committee of the Board of Directors.
 - The Terms of Reference for the Community Integration Committee are attached as an appendix.
 - The Community Integration will serve as the Nominations Committee.

 - c) Revenue Generation Committee
 - The Revenue Generation Committee will be a standing committee of the Board of Directors.
 - The Terms of Reference for the Revenue Generation Committee are attached as an appendix.

April 2014 – Excerpt from Constitution for Information

Process

At the Annual Meeting, adult Community Members will elect Community Directors to the Board of Directors.

Procedures of the Nominations Committee

- 1) A Nominations Committee will be comprised of at least three persons appointed by the Board.
- 2) The Nominations Committee will make Applegrove's membership and community aware of the nominating procedure at least fourteen (14) days in advance of the closing date for nominations.
- 3) All named nominees will have indicated their willingness to stand for election prior to the Annual Meeting.
- 4) Nominations for the position of Director will be submitted in written form to the Nominations Committee at least seven (7) days prior to the Annual Meeting.
- 5) The Nominations Committee will attempt to submit a nomination list at least equal to the number of vacancies required to be filled at each Annual Meeting.
- 6) Nominations can be made by any eligible Community Member of Applegrove. Such nominations will be made in writing and received by the Chairperson of the Board one day prior to the Annual Meeting and will include the name of the person being nominated, signed by the person is making the nomination and signed by another Community Member who supports the nomination. The nomination will also include evidence that the nominee agrees to stand for election.
- 7) If names proposed by the Nominations Committee and through write-in nominations are insufficient to fill the number of vacancies, or at the Chairperson's discretion, the Chairperson will request nominations from eligible voters at the Annual Meeting.
- 8) The eligible nominees with the highest number of votes in an election conducted by secret ballot at the Annual Meeting will be forwarded to City Council for appointment to the Board of Management.
- 9) If nominees are not already members of Applegrove, they should complete a membership form within 10 days of election.

Appendix A: Personnel Committee Terms of Reference
Endorsed by the Board, January 26, 2015

1. Composition

- 1.1 The Personnel Committee includes at least 2 Board members (plus the Board Chairperson *ex officio*).
- 1.2 The Executive Director staffs the committee, but is not a voting member.
- 1.3 For issues such as the Executive Director's Performance Review, the Executive Director may be excluded from meetings.
- 1.4 A staff representative and/or a management representative may be invited to attend specific meetings.

2. Chairperson

- 2.1 The committee will select a chairperson from among its members.
- 2.2 The chairperson must be a Board member.

3. Responsibilities

- 3.1 To complete the Executive Director's Performance Review in accordance with City policies and procedures.
- 3.2 To identify and make recommendations regarding staffing and Board sustainability and succession planning for staff and Board.
- 3.3 To participate as part of a second interview panel in hiring core administrative staff.
- 3.4 To make recommendations on personnel issues to the Board for approval, specifically revising job descriptions, proposed restructuring or other matters requested by the Executive Director.
- 3.5 To define the skill sets and attributes to recruit leadership volunteers for the Board and its committees and to create guidelines for leadership volunteers on committees.
- 3.6 To identify guidelines for the mentoring process for new Board members.
- 3.7 To ensure that new Board members receive specific coaching and mentoring on how to follow guidelines and participate fully on each committee using their own individual talents and skills.

4. Procedures

- 4.1 The committee should set a regular meeting date convenient to its members.
- 4.2 Within the framework of the Municipal Freedom of Information and Protection of Privacy Act, any issues of a confidential or sensitive nature will be first discussed

Procedural By-Law for the Board of Directors of Applegrove Community Complex

Adopted April 18, 2007 to take effect May 1, 2007

Amended January 2015

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within the committee meeting. Anyone outside the Board of Directors must request permission to attend such meetings; permission is not automatically granted.

- 4.3 Minutes of committee meetings, draft policies and drafts of other organizational documents (such as terms of reference) will be circulated with the monthly Board package.
- 4.4 Information concerning current and potential staff will be considered confidential within the committee.
- 4.5 The staff rep and/or the management staff rep and/or Executive Director may be excluded from discussions on certain issues.
- 4.6 After all staff hiring, the relevant staff will submit hiring reports to the committee for information. These reports will be part of the committee report to the Board of Management.

Appendix B: Community Integration Committee Terms of Reference
Endorsed by the Board, January 26, 2015

1. Composition

- 1.1. The Community Integration Committee consists of at least 2 Board members, plus the Board Chair *ex officio*.
- 1.2. The Executive Director staffs the committee.
- 1.3. Volunteer Leaders may be asked to join the Committee
- 1.4. The Program Director or other staff may be asked to attend meetings as resource persons.
- 1.5. Regular meetings will take place at the convenience of members.

2. Chairperson

- 2.1. The committee will select a chairperson from among its members.
- 2.2. The chairperson must be a Board member.

3. Purpose

To strengthen the positive culture of the local community by fostering program participation that reflects the diversity of our community and increasing the awareness of the mission of Applegrove. Elements to include

- a. Communication/PR plan to the community
- b. Increase diversity of participants to reflect the community
- c. Recruit potential volunteer leaders and board members

4. Responsibilities

- 4.1. To identify, assess and recommend communication media, policies and strategies and an annual workplan for public awareness.
- 4.2. To understand the demographics of Applegrove's catchment area, participants, staff and leadership volunteers.
- 4.3. To identify strategies to enhance Applegrove's reflection of the catchment area among participants, staff and leadership volunteers, as well as a process to measure success.

Appendix C: Revenue Generation Committee Terms of Reference
Endorsed by the Board January 26, 2015

1. Composition

- 1.1 The Revenue Generation Committee consists of the Treasurer and at least 1 other Board member.
- 1.2 The Board Chair is an *ex officio* member.
- 1.3 The Executive Director staffs the committee.
- 1.4 The Office Manager / Finance Manager and Program Director may be asked to attend meetings as resource persons.
- 1.5 Additional committee members can include appropriate Community Volunteers who are not Board members.

2. Chairperson

- 2.1 The committee is chaired by a Board member.

3. Responsibilities

- 3.1 To assess, evaluate and make recommendations to the Board regarding:
 - Funding and revenue sources (potential and current)
 - Funding and revenue policies and strategies
 - Program and organizational budgets
 - Investment strategy
- 3.2 To strategically guide fundraising plans
 - Set achievable annual fundraising targets
 - Develop recommendations for Board with regard to allocation of annual fundraising revenues
 - Identify opportunities and support staff in the generation of income to support programming
- 3.4 Recruit (in partnership with Community Integration Committee) and orient Community Volunteers as members

4. Reporting

- 4.1 The Board agenda will have a standing item on the agenda for committee reports
- 4.2 The committee chair will summarize key agenda items, analysis and recommendations for the Board.
- 4.3 Board approval is required for any committee actions and approval of final financial reports and budgets, including
 - Fundraising targets
 - Annual work plan
 - Fundraising activities and associated budgets

5. Elements of Annual Work plan

Annually the Committee workplan should include:

- Review admin and program budgets to identify revenue needs and sources
- Set realistic agency fundraising targets
 - Establish fundraising timetable and project plan
 - Use Applegrove rating instrument to evaluate funding initiatives
- Work with staff to identify revenue generation opportunities within programs
- Evaluate and prioritize potential funding opportunities (i.e. foundations and grants)



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”



Minutes of the Board of Management Meeting May 30, 2016

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

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

A. Call to Order/Adoption of Agenda

Sabrina 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 April 25 of Management Meeting

MOTION (Sinclair/Valentine)

To accept the minutes of April 25.

Carried

D. Next Steps on Vacation Liability

The auditor has confirmed the figures which Susan H. calculated. Welch will provide a formal letter with confirmed amounts in time for the June board meeting.

E. Personnel Committee Report

Susan provided an overview of the report.

MOTION (Sinclair/Lim-O'Brien)

To confirm Program Assistant position as permanent.

Carried

MOTION (Sinclair/Dias)

To accept the Personnel Committee Report.

Carried

F. Executive Director's Report: For information

Susan provided an overview. Strategic planning meeting will start at 6:00 for those who want dinner. Business will start at 7:00 p.m.

MOTION (Valentine/Sinclair)

To accept the Executive Director's Report.

Carried

G. Correspondence/Information

Susan will send a letter to the City to ask for hard copies of the policies.

MOTION (Dias/Sinclair)

To accept the suggested actions.

Carried

H. Adjournment

The meeting was adjourned on a motion by Sabrina Dias, seconded by Pierre Bois.

Chair

Secretary

Next Meetings and Events:

Personnel Committee – TBA

Revenue Generation Meeting – July 6, time to be confirmed.

Community Integration Meeting – TBA

Board Meeting – June 20 at 7 p.m.



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Executive Director's Report

June 9, 2016

Didn't we just have a Board meeting 10 days ago? Yes!

Strategic Planning

What a great discussion last night! I so appreciate your ideas, your energy and your leadership! I have included initial notes from the flipchart pages with the package and left time on the agenda for further discussion, as well as the decision on the Amazing Game. Thanks to Jim for reminding me that the Board also needs to decide on whether to proceed on the colouring book idea that one of our members presented to the April Revenue Generation Committee meeting.

While both of these ideas offer ways to involve the community, they may not fit with the current vision. The Amazing Game offers involvement of businesses that might offer activity sites, as well as participation by Dual Income No Kids families, families whose children do not attend the After-school, teen or summer programs, corporate teams, etc. If the colouring book is developed as a promo piece for real estate agents to give to clients looking at houses in the area, it not only promotes the agency to the real estate agents, but also to new residents.

EHT¹ Follow-up

I have not had any success in finding someone at the Ministry of Finance who can speed up a decision on Applegrove's eligibility for the EHT exemption. If we hear nothing by the June Board meeting, the Board will have to decide whether to proceed with the draft audited statements as is or notify relevant funders and the CRA that our reports will be late.

Budget 2017

The City pushed the budget deadline to June 20 but did not publish the guidelines until June 3. Because I will be on vacation June 10 to 17 inclusive, I am trying to complete the budget before I finish work today.

As in prior years, the on-line FPARS budget program is very slow. For example, because it times out after about 5 minutes, I must save frequently. I have counted – it takes 20 to 40 seconds to save. Then, in order to put in additional information, I have to click the “edit” button, which takes another 20 seconds to decide. And then, sometimes, it gives helpful error messages such as “The action you request is blocked by the action you took”. Huh?!

Once all the data are entered, I have to print 8 or 10 reports of 4 to 10 pages each. Each one takes at least 45 seconds to load – or just hangs there doing nothing. When I get the reports, I must sign and scan them in order to submit them. Of course, these reports are in the system and City staff can access them directly, probably more quickly than I can. But agency budget submissions must go through these extra steps.

Plus, they designed their system to consolidate staff positions in the same category. So because both the Evening Office Coordinator and Bookkeeper positions are part-time Clerical positions, the budget system requires them to be submitted on one line.

¹ EHT = Employer Health Tax

But that apparently does not provide sufficient detail. For the past 2 budgets using the FPARS² system, we have had to provide "Form 4" from the prior budget process. This year, I asked during the budget training whether Form 4 would be required. They said no. So I asked again via e-mail. No again on May 20. But on June 3, the same individual emailed, "Previously it was mentioned that report 43 will replace form 4. However, please note that Form 4 is still required as part of the submission."

Luckily, I had not erased the form from the Excel workbook; all I had to do was link up the salary and benefit calculations to Form 4.

The entire process is time-consuming and annoying. On each of the first 3 days I worked on FPARS, I had a problem and had to wait from 2 to 6 hours for a response before being able to continue. I am currently preparing to print a report – the system has been working for more than 3 hours now.

FRP³ System Transformation

As I mentioned at the Strategic Planning Meeting, a total system transformation of family support programs is to be completed by January 1, 2018. I found information on the Ministry of Education site http://www.edu.gov.on.ca/childcare/plan_report.html and have copied it at the end of the report.

Resignation

Tolga submitted his resignation today. Work is keeping him too busy to fulfill his Board role. The June meeting can talk about replacing him.

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.

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 first report that includes compliments!

Respectfully submitted,

Susan Fletcher.

² FPARS officially stands for Financial Planning Analysis Reporting System although the letters could stand for something else.

³ FRP = Family Resource Programs

Ontario Early Years Child and Family Centres: A Public Plan

The Right Time for Transformation

It is an exciting time for Ontario's child care and early years system as we continue our ambitious plan to modernize our programs and services. Our transformative work has already resulted in full-day kindergarten, the new *Child Care and Early Years Act, 2014*, a new funding formula for child care, and *How Does Learning Happen? Ontario's Pedagogy for the Early Years*. With this ground-breaking work underway, we remain committed to transforming Ontario's child and family programs. This transformation will help us integrate early years programs and services in Ontario.

We know how important the early years are in forming a solid foundation for a child's entire life. And we know families, communities and the province all benefit from programs and services that promote early learning and development, support parents and caregivers, and provide referrals to specialized services. That is why the government has invested more than \$97 million per year in child and family programs.

Ontario's Child and Family Programs: A Changing Landscape

Every year, thousands of families benefit from these programs in communities across Ontario.

The province currently funds four programs for the early years:

- Ontario Early Years Centres
- Parenting and Family Literacy Centres
- Child Care Resource Centres
- Better Beginnings Better Futures.

Research and conversations with parents and educators show these programs are essential because they help children and families to learn, grow and connect together.

Research also shows many children and families have not participated in these programs for a variety of reasons. Populations in various cities continue to shift, families have moved into new neighbourhoods and there are increasing demands on families. There has also been a surge in new research on early childhood development. Therefore, it is important that child and family programs are equipped to respond to these changing realities.

From Conversation to Transformation

To begin the conversation, Ontario released the *Ontario Early Years Policy Framework* in 2013 to set out a clear vision for Ontario's early years programs and services. The vision is to ensure Ontario's children and families are well supported by a system of responsive, high-quality, accessible and increasingly integrated early years programs and services – a system that contributes to healthy child development today and a stronger future tomorrow.

In line with this vision, the framework highlighted the government's goal to integrate existing child and family programs and establish a common mandate, identity and governance structure.

This is in line with recommendations from the report: "*With Our Best Future in Mind: Implementing Early Learning in Ontario.*"

Since that time, the government has spoken to families, educators, municipalities, and other key stakeholders across the province, to determine the best way to realize this ambitious goal. Our action plan is based on this valuable input, and builds on the successes we have already had in transforming the early years in Ontario. It also describes how we will deliver on this commitment, together.

Why Change is Important

Awareness and Access

Despite the benefits of child and family programs to early childhood development and family well-being, we have heard that many parents are not aware of the services available in their communities. The existing system, made up of programs with different names and mandates, can be difficult for parents and caregivers to navigate and access.

Location and Changing Demographics

Location can also be a barrier to access. Families have moved into new communities, and some neighbourhoods have few available services to meet the demand. In other places, several separately managed programs may exist on the same block. In some cases, these programs may not be integrated into local service planning leading to an uneven distribution of services. As such, in some communities, the current system is not as responsive as it could be in supporting Ontario's diverse population of children and families.

Varying Services

Child and family programs and services can vary greatly from one site to another. While some differences are expected to meet the needs in specific communities, parents and caregivers would benefit from a common set of core services regardless of where they live in the province. These core services can be based on what evidence has shown to have the greatest, positive impact on children and families.

The Vision and Objective

Our goal is to establish a provincial approach for integrating and transforming child and family programs for parents, caregivers and young children (ages 0-6). All existing child and family programs funded by the Ministry of Education will be combined into one program model, and services will be provided through local Ontario Early Years Child and Family Centres (OEYCFCs). Relevant information will also be available online.

Our goal is to enhance the quality and consistency of child and family programs across Ontario to ensure that:

- All expecting parents, parents, caregivers and home child care providers have access to high quality services that support them in their role;
- All children have access to inclusive, play and inquiry-based learning opportunities to improve their developmental health and well-being;
- All parents, caregivers and home child care providers have a better understanding of early learning and development, find it easy to access support, and are provided with an accessible, non-stigmatized place to seek help; and
- Local services collaborate in an integrated way to meet the needs of children and families and actively engage parents and caregivers to increase participation.

The Plan for Transformation and Integration

The *Transforming Ontario's Early Years Child and Family Programs* action plan will transform and integrate the existing system of child and family programs by:

- **Establishing provincial service guidelines**

These guidelines will support an integrated, efficient and responsive system of child and family programs across the province. They will describe the provincial vision, guiding principles, core services, expected outcomes, and the role of the province, municipalities and other key organizations. They will also name *How Does Learning Happen? Ontario's Pedagogy for the Early Years* as the guiding pedagogical framework to support the development of local OEYCFC programs.

- **Enhancing the role of Consolidated Municipal Service Managers (CMSMs) and District Social Service Administration Boards (DSSABs)**

CMSMs/DSSABs already play a leading role in local early years service planning, possess knowledge about community needs, and are well-positioned to work with local partners and families to determine appropriate program delivery approaches. Some municipalities also already have responsibility for some child and family programs.

CMSMs/DSSABs will be required to manage the delivery of a suite of core OEYCFC services and will have the flexibility to determine how these core services are delivered and by whom, through local service planning. Planning and engagement between CMSMs/DSSABs, school boards and other community partners in the planning of OEYCFC services and sites will be essential to supporting the development and delivery of programs that are responsive to the needs of the community.

First Nations that receive funding from the Ministry of Education will continue to manage their own programs in coordination with their own local programs and services.

- **Creating a new funding framework**

The government is committed to maintaining its current investment in child and family programs and will develop a new transparent and responsive funding approach to redistribute funding to CMSMs/DSSABs by 2018.

- **Developing an outcome measurement and accountability strategy**

This strategy will identify how to measure the impact of OEYCFCs, and find ways to use this information to promote the broader developmental health and well-being of children and families across Ontario.

- **Launching a common branding strategy and public awareness campaign**

This strategy will raise awareness of OEYCFCs. We want parents and caregivers to easily recognize and identify OEYCFCs, and know what early years programs and services are available. We also want to provide easy access to the latest information about child development and the importance of positive relationships.

Timing and Implementation

The complete transformation and integration of OEYCFCs will take time and thoughtful, local planning with a number of different partners. It will build on the important work that is already taking place in many communities and expand it to meet the needs of all children and families. It will be essential to have meaningful engagement and joint planning and coordination between CMSMs/DSSABs, school boards including Early Years Leads, child and family program agencies, community planning tables, local public health, First Nations, urban Aboriginal, Métis and Inuit organizations, parents and caregivers in the planning of OEYCFC services and sites in their communities.

We want all voices to be heard throughout this process as the province moves towards an integrated, accessible system of child and family programs in Ontario. We anticipate that OEYCFCs will be embedded into local service system planning by 2018.

We look forward to working with our early years partners as we move forward with the next stage of our plan to transform Ontario's child care and early years system. We firmly believe that all children deserve a brighter future and the opportunity to succeed – and all children deserve the best possible start in life.

For more information about how Ontario is transforming its Early Years Child and Family Programs, please contact the Ministry of Education at EDU-EYD@ontario.ca

Executive Director's Report
June 9, 2016
6

Summary of complaints since May Report

Board Rpt	Incident Date	Issue ⁴				Outline Issue	Topics								
		Other Part.	Staff	Facility	Other		access	timeliness	outcome	quality	standards	fees	other		
June 9 no reports															

Compliments Report (Draft 1)
June 9, 2016

Date	Issue / Topic							Quote (if appropriate)
	Facility	Staff	Program	Standards	Fees	Other	Add More topics	
May 19	✓	✓	✓					I miss the program since my grandchild went home
May 19		✓						I don't know where you get your patience. Thank you.
May 31		✓	✓					Great program
June 7		✓	✓					Feels good!
June 6		✓	✓					Nice team feeling
June 8		✓	✓					Thank you.

⁴ Other Part. = one participant's concern about another participant
Staff = participant's concern about staff
Facility = participant's concern about the facilities
Other = an issue other than the above



Applegrove Events and Board / Committee Meetings – June 9, 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.

June	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12	Toronto Seniors Challenge	13	14	15 <i><u>7 (school age)</u></i> <i><u>Talking to kids workshop</u></i>	16	17	18 [Leslieville Tree Festival]
19	Happy Fathers Day!	20 Board	21	22	23	24	25
26		27	28	29 Last Day of School	30	Applegrove Closed for Canada Day	

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

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

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

Applegrove Events and Board / Committee Meetings – June 9, 2016
Office Phone 416-461-8143

September Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5 Applegrove Closed for Labour Day	6 First Day of School	7	8	9	10 [One Walk to End Cancer (previously Weekend to End Breast Cancer)]
11	12	13	14	15	16	17
18	19	20	21	22	23	24 [Duke Fun Fair?]
25	26 Board	27	28	29	30	

October Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1 [Nuit Blanche]
2	3	4	5	6	7 PA Day	8
9	10 Applegrove Closed for Thanksgiving	11	12	13	14	15 [Waterfront Marathon]
16	17	18	19	20	21	22 <i>Amazing Game?</i>
23	24 Board	25	26	27	28	29
30	31 Happy Halloween!					

November Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5 Pasta Fest
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			

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 – June 9, 2016
Office Phone 416-461-8143

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 Board?	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
22	23	24	25	26	27	28
29	30 Board	31				

February Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
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	28				

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 – June 9, 2016
Office Phone 416-461-8143

February						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	Board					

March						
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
March Break						
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
23	24 Board	25	26	27	28	29
30						

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