



# APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

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

www.ApplegroveCC.ca

**“TOGETHER, BUILDING OUR COMMUNITY”**

## **Board of Directors Meeting AGENDA – September 25, 2017**

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

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

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

#### **7:00**

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

#### **7:05**

7. Program Presentation: Connecting Through Technology (CTT)

#### **7:20**

8. Minutes of the June 26 Board Meeting (*attached*): to be accepted

#### **7:25**

9. Finance
  - 9.1. Year-to-date Statistics (*attached*): for information
  - 9.2. Year-to-date Financial Report (*attached*): for information
  - 9.3. 2018 AODA Estimates (*attached*): for information

#### **7:40**

- 9.4. Revised Program Budgets for 2017 (*attached*): to be endorsed.

#### **7:55**

- 9.5. CTT Proposal (*to be distributed by e-mail*): for decision

#### **8:10**

10. Membership, Nominations and Outreach Committee report (*MNO notes of August 17 attached*): for discussion and decisions

#### **8:25**

11. Directors' Concerns
12. Adjournment



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## **Board of Management Meeting AGENDA -- Monday, September 25, 2017**

### **8:30**

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of the June 26 Board of Management Meeting (*attached*): to be accepted

### **8:35**

- D. Personnel Committee Report (*Notes of September meeting to follow*): for information
- E. Communication and Decision-making: Draft of updated procedure (*attached*): for discussion
- F. Notes from Governance Review (*attached*): for information
- G. Executive Director's Report (*attached*): to be accepted
  - G.1. Confirm next meeting dates
  - G.2. Revisions to Complaint Procedure (*attached*)

### **8:55**

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

### **8:59**

- I. Adjournment

### **Next Meetings and Events**

Board meeting: Monday, October 23?

Punkin-Grove: Wednesday, November 1

Pasta Fest: Saturday, November 25

Board meeting: Monday, November 20?



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## **Minutes of the Board of Directors Meeting June 26, 2017**

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

Present: Jessica Dolmer, Natasha Graham, Vai Teng Law, Ann McKechnie (Chair), Jean Lim-O'Brien, Andre Riolo, Jim Valentine.  
Regrets: Pierre Bois, Mercedes Lee, Councillor McMahon.  
Staff: Susan Fletcher, May Seto (Recorder).

### **1. Call to Order/Adoption of Agenda/Introductions**

Ann called the meeting to order. Quorum of 5 Directors was achieved. By consensus, the agenda was adopted as amended.

### **2. Welcome**

Board members drew the 3 winning membership forms.

### **3. Declaration of Conflicts of Interest**

None were declared.

### **4. Timekeeper – Jessica**

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

### **6. Donation Envelope**

The donation envelope circulated.

### **7. Minutes of the May 29 Board of Directors Meeting**

**MOTION** (Riolo/Graham)

To accept the minutes of May 29, 2017.

**Carried**

### **8. Finance**

#### **8.1. 2017 YTD Annual Statistics**

Susan provided an overview.

#### **8.2. Parent/Child year-over-year Statistics**

Members reviewed the report which showed attendance decreases after Full Day Kindergarten and the new rules for strollers.

#### **8.3. YTD Financial Report**

Susan provided an overview.

Board of Directors Minutes

June 26, 2017

2

**MOTION** (Lim-O'Brien/Riolo)  
To accept the May 31 YTD Financial Report.  
**Carried**

**MOTION** (Law/Dolmer)  
To discuss the next 2 items in camera (without guests or staff other than the Executive Director and Program Director and relevant City staff), as they deal with identifiable individuals or confidential information.  
**Carried**

8.4. Admin Budget 2018

Susan provided information on the June submission and noted the second submission in August.

**9. Strategic Initiatives Committee Confidential Report**

Andre provided information and an update on the proposed two phase AppleGrowth plan and grant opportunity.

**MOTION** (Lim-O'Brien/Dolmer)  
To return to the public meeting.  
**Carried**

**MOTION** (Riolo/Valentine)  
To accept the 2018 Admin 0% budget report as discussed.  
**Carried**

**10. Strategic Initiative Committee Public Report**

Andre highlighted the report.

**MOTION** (Riolo/Valentine)  
To endorse the AppleGrowth project as outlined and authorize staff in consultation with the SI Committee to proceed with all necessary actions to implement.  
**Carried**

**MOTION** (Lim-O'Brien/Graham)  
To endorse the proposed Kiwanis application incorporating the babysitting project as a pilot in January.  
**Carried**

**MOTION** (Lim-O'Brien/Riolo)  
To endorse a fee increase of \$5 per week for the Junior Leaders Program.  
**Carried**

**MOTION** (Dolmer/Lim-O'Brien)  
To accept the SI report.  
**Carried**

**11. Membership, Nominations and Outreach Committee.**

Natasha presented the report.

Board of Directors Minutes

June 26, 2017

3

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

*To proceed with planning for membership fee implementation in 2018 as proposed.*

**Carried**

**MOTION** (Law/Riolo)

*To accept the MNO Report.*

**Carried**

**12. Procedural Bylaw**

**MOTION** (Dolmer/Riolo)

*To confirm the Procedural Bylaw and committee Terms of Reference as proposed.*

**Carried**

**13. Directors' Concerns**

Jim mentioned school personnel smoking on sidewalk near school.

**14. Adjournment**

The meeting was adjourned on a motion by Vai Teng Law, seconded by Jean Lim-O'Brien.

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Chair

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Secretary

Applegrove Statistics			2017 Printed September 15, 2017									
Cumulative different people			January	February	March	April	May	June	July	August		
Applegrove Parent/Child Drop-in												
Children	505	618	612	697	470	525	583	447	590			
Parents	449	163	189	185	156	143	134	161	209			
Caregivers		252	245	321	211	238	235	137	170			
Subtotal			1,033	1,046	1,203	837	906	952	745	969		
The Applegrove Connection (previously Edgewood)												
Children	64	121	118	164	159	211	152					
Parents		26	16	17	23	22	17					
Caregivers	56	54	57	78	73	92	60					
Subtotal			201	191	259	255	325	229	0	0		
Helping Our Babies Grow												
Infants and Children	26	47	23	46	51	51	29	37	0			
Moms	64	46	29	55	49	56	44	49	0			
Subtotal			93	52	101	100	107	73	86	0		
Therapeutic Play												
Children	6	4	12	12	3	14	11	0	0			
Adults	9	4	11	10	3	14	11	0	0			
Subtotal			8	23	22	6	28	22	0	0		
Children and Youth												
Camp	37	81		159				1,086	1,010			
After 4, PA,	70	953	923	971	1,032	1,178	1,089					
After 4 Satellite	10	135	70	73	80	0	0					
Leadership	14	0	70	73	80	0	0	162	110			
Teen	34	56	62	67	76	62	0					
Subtotal			1,720	1,195	1,416	1,348	1,240	1,089	1,248	1,120		
Adult Programs												
Seniors	187	121	175	273	183	269	197	120	81			
Committee/Board hours		35	58	0	60	30	39	0	0			
User Groups		0										
Other*		0	213	45	0	0	0	0	0	0		
Subtotal			156	446	318	243	299	236	120	81		
Outreach												
# of events	n/a	0	0	0	0	2	3	1	0			
Contacts	n/a	0	0	0	0	200	230	75	0			
Phone and e-mail			281	343	344	210	411	346	315	268		
Total exc outreach	1,521		3,492	3,296	3,663	2,999	3,316	2,947	2,514	2,438		
Cumulative			3,492	6,788	10,451	13,450	16,766	19,713	22,227	24,665		
*Other includes Book Club, special events, Annual Meeting, Income Tax Clinic,										Board Hours shown in m		
2016 Comparison												
Monthly			3,714	3,413	3,713	3,821	3,255	3,161	2,706	2,431		
Cumulative	2067		3,714	7,127	10,840	14,661	17,916	21,077	23,783	26,214		



**APPLEGROVE COMMUNITY COMPLEX**

**BALANCE SHEET**

**August 31, 2017**

**ASSETS**

Alterna - Admin Account	38,219.64
Alterna - Program Account	103,823.91
Alterna - Trust Account	404.21
Alterna - Member Shares	153.71
Alterna Term Deposits - Program	134,843.50
Petty Cash Float - Admin	150.00
Petty Cash Floats - Program	1,587.60
Outstanding Transfers Between Accounts	0.00
Accounts Receivable - Admin	0.00
Accounts Receivable - Program	2,498.49
Long-term Receivable - City of Toronto	276,635.21
City of Toronto - Receivable	6,555.28
HST Receivable - Admin & Program	2,701.49
Prepaid Expenses	4,970.05
	<u>572,543.09</u>

**LIABILITIES**

Accounts Payable	17,435.90
Long-term Benefits Payable	140,298.00
Unrealized Actuarial Gain	110,868.00
Income Taxes Payable	7,387.34
CPP Payable	4,534.08
EI Payable	2,049.12
OMERS Payable	5,889.48
WSIB Payable	608.76
Union & COTAPSAI Dues Payable	515.58
EHT Payable	1,211.32
Vacations Accrued - Admin	25,469.21
Vacations Accrued - Program	9,128.41
City of Toronto - Payable	0.00
Advance Repayable to City of Toronto	10,871.22
	<u>336,266.42</u>
Accrued Expenses - Admin	0.00
Deferred Income - Program	28,536.00
Funds held in trust	0.00
Retained Surplus (Deficit): P/C	0.00
Afterschool	131,649.72
Teen Program	0.00
Seniors Programs	18,635.48
Board/Management	(13,665.31)
Summer Programs	23,667.17
HAIG	0.00
The Applegrove Connection	0.00
HOBG	4,085.21
Over the Rainbow	40,001.88
Current Program Income	401,830.07
Current Program Expenses	(418,437.71)
	<u>(16,607.64)</u>
Admin:	
Current Admin Funding - City of Toronto	254,191.55
Admin Vacation Payout - Salary & Benefits	0.00
Interest on Admin Account	62.11
Current Admin Expenses	(234,279.50)
Current Admin Surplus/Deficit	19,974.16
	<u><u>572,543.09</u></u>





## AODA estimates for budget submission

<b>Door openers:</b>				
• Woodfield				5000
• 3 sets in hallway				15000
• Lounge				5000
• Lounge washroom				5000
• PC washroom				5000
• AG office door				5000
			Total	<b>40,000</b>
<b>Sign Language Interpreters</b>				
		\$35	per hour	
• AGM	1	@	1.5 hours	52.50
• Health Fair	2	@	6 hours	420.00
• All Candidates	2	@	2 hours	140.00
• Pastafest	1	@	2 hours	70.00
• 1 other	1	@	3 hours	105.00
			Total	<b>787.50</b>
<b>PC Program Space</b>				
• Counter and sink height adjustment				
o 6 ft. X 2 ft. Countertop				125.00
o Kitchen faucet				80.00
o Single bowl sink				128.00
o Plumber	\$ 200.00	@	4 hours	800.00
o Labour	\$ 100.00	@	8 hours	800.00
		Net HST @	1.8%	34.02
			Total	<b>1,967</b>
<b>Adobe Pro DC Software</b>				
		6 user license	113.919	1367.03
	\$14.95 US/mo =		18.99	
		Net HST @	1.8%	24.06
			Total	<b>1391.09</b>
<b>Accessible bus cost (in Seniors costs)</b>				
• bus rental for 6 hours	715	Additional hour	\$65	780.00
6	trips			4680.00
		Net HST @	1.8%	82.37
			Total	<b>4,762</b>
<b>Cost for AODA conversion service (\$5.75 per page)</b>				
• AG City Agency Constituti	5.75	@	10 pages	57.50
• AG Non-profit Constitution	5.75	@	10 pages	57.50
• Board packages – average	5.75	@	50 pages	2875.00
• Audited Financial Stateme	5.75	@	15 pages	86.25
• Annual report – 10 pages	5.75	@	10 pages	57.50
				3133.75
		Net HST @	1.8%	55.15
			Total	<b>3,189</b>
<b>Staff time to convert documents</b>				
• Estimated at \$50 per hour,	50		200 hours	10,000
o Website and website documents				
o Flyers				
o Forms				
o Calendars				
• FTE			0.10	
<b>Braille Signage</b>				
• For 4 washrooms and doorbell				
o Washrooms signs (stock)				19.64
				76.00
• Office sign (custom)				200.00
• Elevator sign: ask for assistance (custom)				200.00
• Doorbell: ask for a guide (custom)				200.00
				695.64
		Net HST @	1.8%	12.24
			Total	<b>707.88</b>
<b>BrowseAloud for website</b>				
				545.00
		Net HST @	1.8%	9.59
			Total	<b>554.59</b>
			Total	<b>63,359</b>

## Revised Program Budgets

REVENUE	PC	PC		AGC	HOBG	OTR	AS	AS - SAT	PD Days	Jr Leaders	Holiday Bk	March Bk	Teen	Camp	Leadership	SR & CTT	PA	Board	PG TOTALS	
City grants, Children's Services	111,704			26,996										15,300						154,000
Provincial grants																33,583				33,583
Federal grants					27,714									18,306	6,102					52,122
EYET		3,911	12,000																	15,911
Charitable donations	1,000			500	1,000										500	1,900		4,500		9,400
Program fundraising projects	1,500			1,000										1,000	200	400				4,100
United Way grant						26,750														26,750
Fees from users							205,960	54,720	3,420	5,490	2,830	5,270		56,006	6,980	5,400				346,076
Corporate donations													1,400		1,250					2,650
Foundation grants														5,500						5,500
Net proceeds from Wellness Fair																1,000				1,000
Net proceeds from PastaFest																		4,500		4,500
Net proceeds from Family Dance																		1,000		1,000
Interest on Pg acc'ts & investments																		1,200		1,200
	114,204	3,911	12,000	28,496	28,714	26,750	205,960	54,720	3,420	5,490	2,830	5,270	1,400	96,112	15,032	42,283	0	11,200		<b>657,791</b>
<b>EXPENSES</b>																				
Salaries & Benefits	112,686	3,911	13,319	24,956	11,327	23,216	145,494	39,224	2,535	2,359	1,928	2,936	7,088	71,212	11,153	32,072	23,448	1,000		529,864
Program Expenses	9,950	0	0	7,635	19,590	3,600	30,107	15,279	1,327	1,400	391	1,246	5,432	21,733	3,985	11,571	1,200	920		135,367
	122,636	3,911	13,319	32,591	30,917	26,816	175,601	54,503	3,863	3,759	2,319	4,182	12,520	92,945	15,138	43,643	24,648	1,920		<b>665,230</b>
<b>Revised NET SURPLUS/DEFICIT</b>	<b>-8,432</b>	<b>0</b>	<b>-1,319</b>	<b>-4,095</b>	<b>-2,203</b>	<b>-66</b>	<b>30,359</b>	<b>217</b>	<b>-443</b>	<b>1,731</b>	<b>511</b>	<b>1,088</b>	<b>-11,120</b>	<b>3,167</b>	<b>-106</b>	<b>-1,360</b>	<b>-24,648</b>	<b>9,280</b>		<b>-7,439</b>
<b>Revised Net for comparison</b>	<b>-9,750</b>			<b>-4,095</b>	<b>-2,203</b>	<b>-66</b>	<b>32,375</b>					<b>1,088</b>	<b>-11,120</b>	<b>3,167</b>	<b>-106</b>	<b>-1,360</b>	<b>-24,648</b>	<b>9,280</b>		<b>-7,439</b>
<b>Original Net Surplus/Deficit</b>	<b>-8,451</b>			<b>-4,239</b>	<b>-5,582</b>	<b>0</b>	<b>50,683</b>					<b>26</b>	<b>-11,100</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>-23,838</b>	<b>6,730</b>		<b>4,244</b>
*																				
Notes:																				
AS fees decreased by nearly \$20,000 for subsidy and vacancy										2017 original budgets showed draws on prior surplus as shown below to get to net of \$0										
staffing complement & benefit options maintained, unless known otherwise						1648				1252						1468				
2017 wage & benefit costs																				
2017 grants updated where known																				



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## **Membership, Nominations and Outreach Committee Notes**

Aug 1, 2017 at 6 p.m.

**Present:** Natasha Graham (Chair), Pierre Bois, Vai Teng Law, Ann McKechnie, Janina de Guzman (staff), Susan Fletcher (recorder).

### **1. Next Meeting Date**

Tuesday, Oct. 17 @ 6 p.m.

### **2. Notes from June meeting**

- accepted by consensus

### **3. Plans for Board Retreat/Social**

- Susan reported briefly on the governance consultation she attended, and suggested that Board members discuss this at the proposed social
- members agreed but asked that the date be changed to August 17.
- meet at Applegrove and work on governance for an hour or 90 minutes over pizza, then adjourn to a local pub for beverages of choice.

### **4. Membership Data:**

- Louise and Janina have input all the new membership forms into Q&A.
- Janina retained only the camp and after-school data in Sumac
- Janina will export relevant data from Q&A and import into Sumac.
- the mailing to members in September (newsletter and donation letter) will be done electronically and via mailing labels from Sumac.
- Janina will send some test e-mails before the major e-mail.

### **5. Membership development**

- discussed and agreed on the following:
  - membership year is April 1 to March 31, to align with AGM timing. In the future, renewals and new memberships between January and March will provide membership to the subsequent March 31.
  - membership fees will not be pro-rated during the year.
  - Implementation plan
    - September Board meeting: all Board and senior staff members encouraged to become “Orchard” members ASAP
    - Punkin-Grove and Pasta Fest: announcements that we are excited about changes coming to Applegrove’s membership; watch for more information
    - December: initial notice for membership campaign phase 1<sup>1</sup>
      - “if you are getting this, you are already an Apple Seed”

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<sup>1</sup> Note: this is an additional mailing to members and Applegrove always far exceeds the admin mailing budget. However, there may be enough e-mail members that we will save sufficient postage on the September mailing to cover the December mailing. Otherwise, the Board will need to consider and decide on coverage options.

- membership payments will subsidize participants unable to pay program fees.
- paid membership before the end of March will continue until March 31, 2018
  - January: regular AGM “save the date”
  - Beginning of March: official notice of AGM and amendments to constitution
  - AGM March 26: amend constitutions to allow enriched benefits
  - April: begin providing benefits
  - April – June: membership campaign phase 2
- other notes from discussion
  - adjusted the membership level names and identified areas requiring additional clarity.
  - some individuals have a religious prohibition against membership (e.g., Jehovah’s Witness); we will collect relevant information from them but not include them in membership.
  - if a paid member does not pay their renewal, after 2 reminders, they will bump down to Apple Seeds.

**6. Outreach and Events:** for information (and volunteers?)

- a. Saturday, June 17: Leslieville Tree Festival, Jones and Queen (“Mosquito Park”): went well
- b. One Wednesday per month: Greenwood Farmers Market, from 3 to 7. Vai can help some dates (after shopping!): these are going well. Next is Aug. 16.
- c. Wednesday, November 1, 5:30-8: Punkin-Grove, Ashbridge Estate. Similar to last year, using the driveway, but with 2 check-in stations to reduce the congestion. Staff will check on composting options. Prizes will be PF tickets and Applegrove swag. Adding hot dogs may help families participate. Staff will check whether Oliffe or another local restaurant is interested in participating.
- d. Saturday, November 25: Pasta Fest @ Baron Byng. Theme: *‘Twas a month before Christmas*. Members suggested a vegetarian red sauce instead of the alfredo. Pricing similar to last year but with an advanced discount.  
At the door: \$20 adults, \$10 children  
Advance purchase Nov 2 to Nov 22: \$15 adults, \$6 children  
Oct 2-Nov 1 early bird: \$10 adults, \$6 children  
No refunds, but if guests let us know by Nov. 22 that they are unable to use their tickets, we will provide them to someone who could not otherwise attend, and provide a charitable receipt to the original purchaser.
- e. Date in early December to be determined: Rhoden School winter craft sale. Last year’s event made back more than the table cost, but was seen as an outreach activity, not revenue generation.
- f. Saturday Feb. 10, 2018: Family Dance. 10:30 to 12:30. To be decided at the next meeting: which costume characters!

**7. Next Meeting Date**

Tuesday, October 17 @ 6 p.m.

"TOGETHER, BUILDING OUR COMMUNITY"	APPLE				
	SEED	BLOSSOM	BUDS	TREE	ORCHARD
<p>Applegrove Community Complex is a multi-service community organization in southeast Riverdale in Toronto. We are a neighbourhood partnership fostering community through social and informative programs for individuals and families.</p>					
<b>Standard Rate (Annual Fee)</b>	\$0	\$10	\$16	\$20	\$120
<b>MEMBERSHIP BENEFITS</b>					
Receive Applegrove print and electronic newsletter					
Receive Applegrove calendar of programs and events					
Access Applegrove free / community programming					
Participate in Applegrove committees					
Voting privilege at the Annual General Meeting**					
Access Applegrove paid programming <i>to be clarified</i>					
Save on paid event tickets					
Save on activity cards					
Access program and event pre-sales					
Extend benefits to a second Adult					
Extend benefits to a second Adult, all Youth living in the same household + one Caregiver					
Save on camps and after-school programs					
Extend early bird pricing for full programming season*					
Receive a charitable tax receipt for \$100					
Receive acknowledgement in Newsletter, Annual Report, and on our website					
Receive invitation to annual donor event					
<b>Fine Print</b>					
Memberships valid for one year					
Memberships are non-transferable					
Membership fees and benefits are subject to change					
Family-level Membership covers up two Adults and unlimited Youth living in the same household + 1 Caregiver					
Outside of the Caregiver, Family-level Membership limited to one household					
Dual-level Membership can extend to two households					
Dual-level Member names cannot change within year of membership					
Adult: 18 years of age and over					
Youth: 17 years of age and under					
Caregiver: Any one adult over the age of 18. Benefits cannot be transferred to other households					
Membership fees cover programme registration subsidies. Any unused amount will be deferred to the next fiscal year					
The Executive Director and / or the Board may waive membership fees for special cases					
*Must have registered for at least 1 week of camp during the early bird pre-sale					
Voting on nominations to the Board restricted to members living in the catchment area.					

Membership Level Targets		Totals	Rate	Yearly Total
Free	Seed	1,000		
Individual	Blossom	40	\$10	\$400
Dual	Buds	10	\$16	\$160
Family	Tree	145	\$20	\$2,900
Donor + (Board, Sr. Staff)	Orchard	22	\$120	\$2,640
		1,217		\$6,100

TIMELINE		
Verbal Notice	Pasta Fest	November 25
Written Notice	Mailed Letter / eNewsletter	December
Membership Campaign - Phase 1	Pre-AGM Notice	January - February
AGM	Presentation	March
Membership Campaign - Phase 2	Post-AGM Notice	March - June
<b>Considerations to achieve timeline:</b>		
Membership levels built into SUMAC by Fall 2017		
All current constituents added to \$0 / AppleSeed level by end of 2017		



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## **Minutes of the Board of Management Meeting June 26, 2017**

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

Present: Natasha Graham, Jessica Dolmer, Vai Teng Law, Ann McKechnie (Chair), Jean Lim-O'Brien, Andre Riolo, Jim Valentine.  
Regrets: Pierre Bois, Trustee Cary-Meagher, Mercedes Lee, Councillor McMahon.  
Staff: Susan Fletcher, May Seto (Recorder).

### **A. Call to Order/Adoption of Agenda**

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

### **B. Declaration of Conflicts of Interest**

None were declared.

### **C. Minutes of the May 29 Board of Management Meeting**

**MOTION** (Riolo/Graham)

To accept the minutes of May 29, 2017.

**Carried**

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

Jessica provided an update.

**MOTION** (Valentine/Graham)

To accept the Personnel Committee report.

**Carried**

### **E. Procedural Bylaw for the City Agency**

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

To confirm the Procedural Bylaw and committee Terms of Reference as proposed.

**Carried**

### **F. Executive Director's Report**

**MOTION** (Dolmer/Law)

To accept the Executive Director's Report.

**Carried**

### **G. Correspondence**

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

To accept the suggested actions.

**Carried**



**H. Adjournment**

The meeting was adjourned on a motion by Vai Teng Law, seconded by Jim Valentine.

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Chair

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Secretary

**Next Meetings and Events:**

Regular Board Meeting – September 25, 2017

Personnel Committee Meeting – TBA

Membership & Outreach Meeting – Tuesday, August 1 at 6 p.m.

Strategic Initiatives Meeting – Monday, July 17 at 7 p.m.

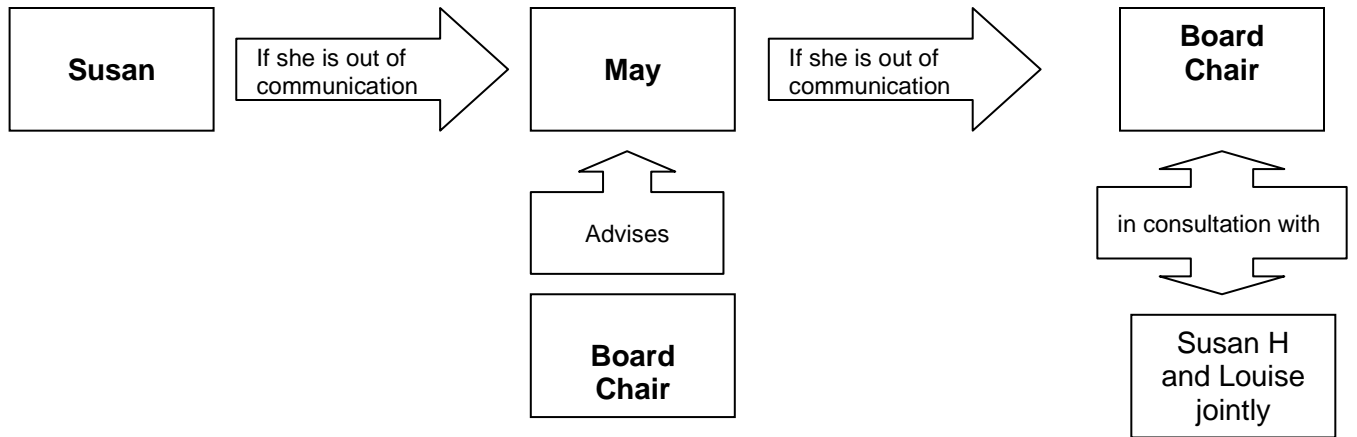
Board Summer Social – Wednesday, August 16, time and location to be confirmed.

**SOP: Communication Processes**  
Draft 1, July 2017

Lines of Communication and Decision-making, based on the Continuity Of Operations Plan (COOP) approved at Board meeting on October 21, 2009.

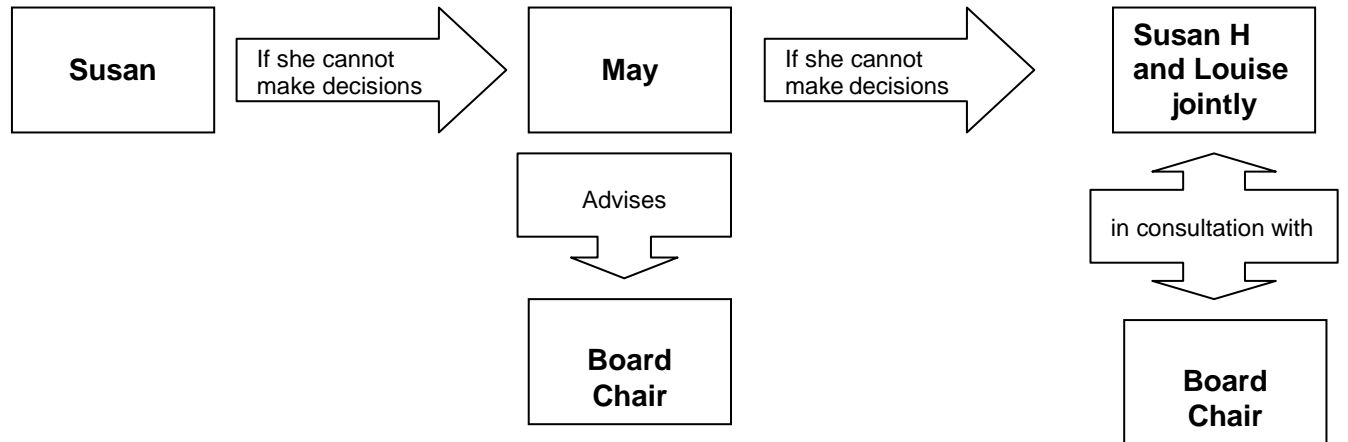
**Public Communication**

The Board has identified the Executive Director as the spokesperson for the agency. In the ED's absence, the Program Director can represent the agency with advice from the Board Chair. If both the Executive Director and Program Director are absent, the Board Chair should speak for the agency in consultation with the Finance Manager and Evening Office Coordinator jointly.



**Decision-making in emergencies**

The Board has delegated decision-making to the Executive Director. In the ED's absence, the Program Director can make decisions and advise the Board Chair. If both the Executive Director and Program Director are absent, the Finance Manager and Evening Office Coordinator can jointly make decisions in consultation with the Board Chair if available. Time-sensitive daily operational decisions should not wait for the Board Chair.



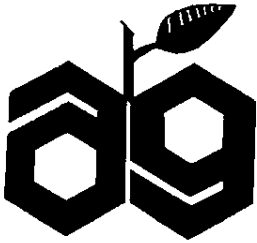
**Additional Information**

Board members can have Applegrove business cards, identifying them as members of the Board of Directors and Board of Management.

Permanent staff should carry Applegrove business cards, identifying their position and direct line and/or e-mail address as appropriate.

City principles regarding Media Relations include:

- (1) Boards shall inform the City about Board initiatives concurrent with information about them being released to the media.
- (2) Boards shall cultivate proactive relations with the media to promote public awareness and understanding of Board policies, programs, services and initiatives.
- (3) Boards shall facilitate information or interview requests from the media and manage plans and strategies for communicating with the media.
- (4) Boards shall ensure measures are in place to provide quality and consistency of information and media enquiries shall be addressed promptly.
- (5) Board spokespersons shall at all times respect privacy rights, security needs, matters before the courts, and government policy when communicating with the media. They shall identify themselves by name and position and speak on the record for public attribution, confining their remarks to matters of fact concerning policies, programs, services or initiatives of the Board.



# 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 Discussion Governance Review of City Agencies**

August 17, 2017

**Present:** Ann McKechnie, Pierre Bois, Natasha Graham, Jean Lim-O'Brien, Vai Teng Law, Jim Valentine, May Seto (staff), Susan Fletcher (recorder).

**Regrets:** Jessica Dolmer, Mercedes Lee, Andre Riolo.

### **1. Background Information**

- in advance of the meeting, Susan circulated notes from the City's consultation with AOCCs on August 1
- although this will be the only consultation meeting with AOCCs, Boards or Board members can submit comments and feedback.
- the City Manager intends to bring forward a new chapter of the Municipal Code to cover all 54 agencies (except BIA's)
- timing is at the October 24 Executive Committee meeting; agenda closing expected for October 10. It is unlikely that we will see a draft document before the agenda is public, i.e. October 17 or so.

### **2. Goal and key requirements**

- “to consolidate and strengthen agency governance, policy and accountability requirements in a new Toronto Municipal Code Chapter”
- City authority over boards, delegation of power and duties, classification of agencies
- boards' responsibility and powers, requirements for internal controls, consolidated list of major relevant policies and legislation, management of agency records
- strengthen financial management and oversight including enhanced multi-year financial planning and budgeting, greater in-year financial control (by City), mechanisms for City staff to provide input into agency review of budgets, increased transparency
- new mechanisms for agency oversight including mandate letters, strategic plans and annual confirmation of compliance by agency heads
- clarifying role of Board members, Board Chairs, Boards and administrative heads of agencies, as well as roles of City liaisons

### **3. Questions and ideas during discussion (numbered for identification)**

- a. What is the City's actual goal? What defects are they fixing?
- b. What would a mandate letter say?
- c. What are the criteria for good governance?
- d. Applegrove's strategic plan incorporates City objectives
- e. How to balance centralizing control by City with responding to each center's neighbourhood needs
- f. Are they reviewing each center's constitution / procedural by-law?
- g. What City supports will continue or even be enhanced, e.g.
  - IT
  - Strategic planning
  - Website design, maintenance, cost
  - Admin staff cell phones

- h. Differences among AOCCs – admin budget size, whether budget includes maintenance, number of program staff
- i. When the requirements for federally incorporated bodies changed, they provided a suite of templates such as bylaws, etc., for agencies to use and personalize

#### **4. Next Steps**

- a. Strategic plan
  - o Susan will incorporate 2017 priorities into the current strategic plan and extend its reach to 2019
  - o Board will plan a 2018 review after the AGM with a full planning process expected for 2019.
- b. Susan will draft an Applegrove response for the September Board meeting, to include:
  - o the strategic plan
  - o organizational diagram
  - o questions
  - o current effective governance practices
  - o AOCC differences
- c. Provide updated info on board size, lease, etc. for agency-specific section of new municipal code chapter.
- d. As appropriate and possible, collaborate with other AOCCs for an overview of the centers' similarities and differences
- e. Applegrove will need to incorporate implementation issues into the 2018 workplan including adding to Standard Operating Procedures issues including expectations for ED, managers and agency staff budget authority, signing, etc.
- f. Applegrove will plan for constitutional changes at the AGM in March 2019; at a minimum, to change municipal code references.



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## **Executive Director's Report**

September 15, 2017

The first half of September has been very busy.

- a) After a couple of missed installation dates, our new phones arrived on Sept. 11. We are slowly learning how to use them, e.g., putting callers on hold, picking up a call to another phone, etc. On the up side, the office is SO much quieter!
- b) I prepared a number of Standard Operating Procedures (SOPs) for the Personnel Committee.
- c) Round 3 of the City budget process was to estimate and submit costs for AODA compliance and addressing Seniors issues. May produced the initial estimates which I revised and submitted on September 13-14. The highest estimates were for installing door openers and lowering the sink and counter in the PC room. I have included our calculation page in this package for information.
- d) May had many camp reports to prepare and file with funders. These required some “year-end” purchasing as well as post-month-end financial data, especially as the last camp payroll was actually issued in September. While Susan H and Jenef were working on these, they could not work on other issues.
- e) Louise has been sick for several weeks. In addition to staffing the office until 6 p.m., she coordinates Applegrove’s mid-September mailing. I have covered much of the organizing and some of the actual work of the mailing, as well as covering the office many days until 6 p.m. Unfortunately, many staff and visitors come into the office between 4:30 and 6, meaning that I cannot work in my office or on issues that require concentration.
- f) We schedule a “password change day” annually and arrange for our IT support to come in, update passwords, and address any other issues we have identified. Normally this happens in May. But we did not want the phones and computers out of service on the same day, or 2 different technicians tripping over each other. So we delayed password day until the phones arrived. This meant new phones on Monday and new computer passwords on Thursday this week.
- g) The transition for Family Resource Programs has required 2 meetings and 1 report this week, plus discussion with relevant staff. See below and the attached City plan for more information.
- h) The current Child and Youth Worker is taking unpaid leave for about 3 months; May advertised for a temporary position, several internal candidates applied, we interviewed yesterday, and selected one of them. This will require back-filling the individual’s other position.
- i) Back in August, when the September calendar was mostly empty, I arranged for Applegrove to participate in the new Beaches Festival on September 16. If I had known

**Charitable Number: 10671 8943 RR0001**

all of the above items, I would not have done this. However, we have purchased a second button machine, rented a bouncy, produced handouts, prepared button blanks, recruited event staff/volunteers, and arranged for good weather.

### **FRP Transformation – from Family Resource Programs to Ontario Early Years Child and Family Centers<sup>1</sup>**

The agenda package includes the City's "Initial Plan" for the FRP transformation. This was endorsed by the City's Community Development and Recreation Committee on Sept. 11 and will go to Council on October 2-4.

After a quick read of the report, I discussed it with 2 of the program staff and May on Sept. 6. I took our questions to the City's consultation meeting on Sept. 12. I also attended training this morning regarding the new budget process and forms.

Key issues arising from the report and these conversations include (numbered for identification):

- i. We will have to discontinue offering Parent Relief in 2018. We can still provide "child-minding", i.e., looking after children when their parents or guardians are on site, but will not be allowed to care for children when their parents or guardians are off-site. Still to be resolved: whether attending a meeting at the school or rec center is "on site".
- ii. Because all services must be free of charge, we will be unable to charge to go on trips that are part of CFC programming, e.g., the popular maple syrup trip. Options seem to include
  - discontinuing trips,
  - absorbing the admission fees, or
  - offering trips when the CFC is not operating, e.g., on Saturdays. But that would require identifying funding for staffing.

This issue will need discussion among staff and the Advisory Committee.

- iii. A RECE<sup>2</sup> must be in the CFC when children are present. With 1 RECE working 3 days in the PC program and none in the Applegrove Connection, meeting this requirement will bring significant changes to our current staffing and possibly to current programming. The City is allowed to grant exemptions to this requirement, but only for 3 years and only with proof that the agency or an individual is moving forward on a plan for compliance.
- iv. Instead of being due in November, budgets are due on October 27 and must be endorsed by the Board before submission. In addition, there will be changes to the current service contract requiring endorsement in late November. Consequently, I propose moving up the October and November Board meetings to Oct. 23 and Nov. 20.

In order to prepare the FRP budget submission efficiently, Applegrove needs to draft all the program budgets at the same time, before the October Board meeting. Luckily, Susan H has updated the 2017 program budgets in anticipation of the September Board meeting approving them. They will provide the starting point for her to draft the 2018 program budgets.

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<sup>1</sup> OEYFCF = Ontario Early Years Child and Family Center. I will generally use CFC.

<sup>2</sup> RECE = Registered Early Child Educator

## Dates

As noted above, I am proposing to change the October and November Board meetings to October 23 and November 20 respectively.

In addition, I would like to change the MNO meeting date. Implementing the membership benefits will require changes to procedures in multiple programs, so I recommend obtaining May's input early in the transition process. However, she will be on vacation for the weeks starting October 16 and 23. Perhaps MNO can meet on Monday, October 30 instead of the 16<sup>th</sup>?

## Changes to the City's Complaint Procedures

The City staff person who liaises with the AOCCs on Human Rights, Harassment and related issues sent the following information in the summer. Although I confirmed to her that I would bring this issue to the September Board meeting, the time spent on the mailing, new phones and FRP transformation over the past 2 weeks prevented me from analysing this issue and drafting an amendment to our relevant policies.

Changes to the City's [Complaint Procedures](#) will impact how employee harassment/discrimination complaints against Board Members are handled. In consultation with the Integrity Commissioner, the following changes relevant to AOCC Board Member complaints have been made:

### 2. Jurisdiction section:

City Council and Local Boards (Restricted Definition): The HRO has no jurisdiction over acts or procedures (e.g. policy decisions) of Toronto City Council or Local Boards (Restricted Definition).

If you are not an employee of the City and believe that you have experienced harassment and/or discrimination from a Member of Toronto City Council or a Member of a Local Board (Restricted Definition), or if you are a Member of City Council or a Local Board (Restricted Definition) and believe you are experiencing harassment and/or discrimination by another Member, you may consult and/or file a complaint with the City of Toronto's Office of the Integrity Commissioner. You may contact the office at 416-392-3826 or <http://www.toronto.ca/integrity>

If you are a City of Toronto employee and believe that you have experienced harassment or discrimination from a member of Toronto City Council or a Local Board (Restricted Definition) see section B3 below for the applicable complaint procedures

2. Section added to B – Procedures for Incidents/Complaints Involving Senior Management; B3 sets out how employee complaints against Board Members are handled. I would suggest that this section be incorporated into your Board Complaint Procedures:

### **B3. Employee Complaints involving a Member of Council or Local Board (Restricted Definition)**

To enable the City to comply with its legal obligations related to complaints by employees, employees who believe that they have experienced harassment and/or discrimination by a Member of Council or Member of a Local Board (Restricted Definition) should raise their concerns with division management or the HRO directly. An individual who seeks another or informal mechanism (including directly to the Integrity



Commissioner) to raise such concerns may prevent the City from taking any action under this policy.

**B3.1. *Complaint Assessment:*** Division management and/or the HRO will assess the merits of the complaint to determine whether the division or other appropriate person should request the Integrity Commissioner to investigate the complaint in accordance with the Integrity Commissioner's procedures.

**B3.2. *Complaint Source:*** Where requests are made to the Integrity Commissioner, the manager involved or the HRO shall be the complainant for the purposes of the Integrity Commissioner's procedures.

**B3.3. *Investigation Findings:*** Where the Integrity Commissioner conducts an investigation, the Integrity Commissioner will provide results to the complainant in accordance with the Integrity Commissioner's procedures. Based on the Integrity Commissioner's reporting, division management will provide the complainant with a summary of the findings.

I have also attached a document with major changes to the Complaint Procedures highlighted.

Also, for your information, the toronto.ca website has been revamped to be more user-focused. Employees and members of the public can access City of Toronto human rights-related information, including how to contact our office, under the tab: City Government, section [Accessibility & Human Rights](#).

The City's Complaint Procedures document is included in the package. I recommend referring this issue to the October meeting.

### **Governance Review**

Although City staff originally intended the report to go the October Executive Committee meeting, it has been delayed to November. Consequently, I have not included a draft submission on this agenda. I have included my notes from our August discussion as a reference.

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

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

**Complaints Process:** In addition of formal complaints, this report includes informal complaints. When staff members resolve a complaint at the first or "informal" level, they document it, including documenting when they are not sure whether or not an interaction is a complaint. I normally summarize informal complaints in this monthly report and would report more serious complaints in this section if I receive any.

Since my last report, Applegrove received two informal complaints, both about the temperature in the gym during the last week of camp. Compared to last year, this summer was much cooler. However, the week starting August 21 was hot. When parents arrived to pick up their children from the gym, they felt the room was too hot. Although staff had the external doors open and fans on, the gym was warmer than the corridor. For the rest of the week, pick up was done outside; one of the parents came back to thank us for taking immediate action on this concern.

**Compliments:** Although staff did not document any compliments, informal conversations continue to confirm that participants enjoy and appreciate our programs. One of the placement students selected Applegrove because she had heard good things about our family resource programs, long before she knew of the placement opportunity.

Respectfully submitted,

Susan Fletcher.

Human Resources Procedures/Guidelines  
Draft Complaint Procedures



Relates to: **Human Rights and Anti-Harassment/Discrimination Policy**  
Category: **Employment Equity, Human Rights and Accommodation**

**Purpose**

The following procedures have been established so that complaints of discrimination and harassment can be reported and resolved internally and are intended as an alternate dispute resolution process to more formal legal avenues. These procedures should be read in conjunction with the City of Toronto *Human Rights and Anti-Harassment/Discrimination Policy* (HRAP). The goals of the HRAP and the complaint resolution procedures is to a) assist employees and service recipients in exercising their rights where they believe that they have experienced harassment/discrimination and b) to prevent, correct and remedy situations of discrimination or harassment and not to be punitive, although discipline may result.

The management guide: Addressing Employee Harassment and Discrimination Complaints & Incidents was prepared to assist management in fulfilling their policy and legislated obligations and provide guidance on all steps required to appropriately address employee issues of discrimination and/or harassment under the HRAP in a fair and timely manner. Management must adhere to the steps identified in the guide when addressing complaints and incidents of harassment and discrimination.

**Jurisdiction**

The following procedures apply to incidents and complaints of harassment and/or discrimination brought under the City of Toronto's HRAP. References to complaints within these procedures may also include incidents of harassment and/or discrimination. Complaints under the HRAP may be brought by employees, recipients of services, users of facilities, those who contract directly with the City, as well as those who occupy accommodations under the jurisdiction of the City of Toronto. The following are exceptions to the City's jurisdiction to handle complaints under the HRAP:

*Other Avenues of Complaint:* A complaint under the HRAP is one of several complaint avenues available to pursue discrimination or harassment complaints. Other complaint avenues include an application to the Human Rights Tribunal of Ontario, a complaint to the Ministry of Labour, an application to the Ontario Labour Relations Board, a civil suit, a criminal complaint, and a grievance pursuant to the terms of an applicable collective agreement.

The City's Human Rights Office (HRO) cannot intervene where the same or related events have been pursued using another complaint avenue.

*City Council and Local Boards (Restricted Definition):* The HRO has no jurisdiction over acts or procedures (e.g. policy decisions) of Toronto City Council or Local Boards (Restricted Definition).

If you are not an employee of the City and believe that you have experienced harassment and/or discrimination from a Member of Toronto

City Council or a Member of a Local Board (Restricted Definition), or if you are a Member of City Council or a Local Board (Restricted Definition) and believe you are experiencing harassment and/or discrimination by another Member you may consult and/or file a complaint with the City of Toronto's Office of the Integrity Commissioner. You may contact the office at 416-392-3826 or <http://www.toronto.ca/integrity> .

If you are a City of Toronto Employee and believe that you have experience harassment or discrimination from a member of Toronto City Council or a Local Board (restricted definition) see section B.3 below for the application complaint procedure.

*Agencies and Corporations:* The HRO has no jurisdiction over the City's various Agencies and Corporations, e.g. the Toronto Transit Commission, Toronto Community Housing, Police Services, etc. As per the Toronto Public Service By-Law, Agencies and Corporations are to have internal human rights policies and complaint procedures that meet provincial legislation. Complaints of discrimination and harassment, including access to and use of facilities and occupancy of accommodations under the jurisdiction of Agencies and Corporations must be made directly to them.

If your complaint is within the jurisdiction of the HRAP, you may use our [confidential online complaint form](#) to file a complaint.

## A – Complaint Procedures

**A1. Confidentiality:** All persons involved with a harassment/discrimination complaint, including complainants, respondents, support persons, witnesses, management, union/association representatives and investigators are expected to treat the matter as confidential. Persons involved with a harassment/discrimination complaint may be required to sign a confidentiality agreement.

During an investigation, identifying information about any individuals should not be disclosed unless the disclosure is necessary for the purpose of investigating, taking corrective action or is otherwise required by law. Parties to a complaint must not advise anyone in the workplace or otherwise connected to the workplace and/or service provision about the investigation, any involvement in the investigation and/or the contents of an investigation interview and/or report. Parties are not to ask individuals if they have participated in an investigation process or discuss any details about any investigation interviews.

Employees may be disciplined if confidentiality is breached by communicating with any person other than their union representative, health care practitioner or another legal authority at any time before, during or after an investigation or resolution of a harassment/discrimination complaint. Managers and supervisors are required to keep information as confidential as possible when addressing human rights concerns and are also subject to discipline for breaches of confidentiality.

Under the *Occupational Health and Safety Act (OHSA)*, complaint details, investigations, and results/reports produced under the HRAP are not considered to be occupational health and safety reports that are shared with joint health and safety committees. Therefore, to protect confidentiality, these documents are not to be shared with joint health and

safety committees.

Subject to the requirements of procedural fairness of the investigation/resolution process, the HRO will preserve confidentiality as much as possible, or as legally required or permitted – see below for when exceptions may be made to the disclosure of confidential information. Consult the HRO for additional details regarding confidentiality exceptions.

**A2. Confidentiality Exceptions:** The HRO is committed to protecting the confidentiality of its consultations, investigations and related records. Where an individual/group who has consulted the HRO or been involved in an HRO complaint engages another legal proceeding related to the subject matter of the HRO consultation/complaint, upon receipt of the legal proceeding documentation (e.g., grievance, WSIB report, etc.) and request from the City's Legal Services Division and/or Human Resources Division, the HRO will determine whether it is appropriate to:

- Confirm or deny whether it was consulted
- Respond to specific questions regarding the consultation for the purpose of responding to the legal proceeding
- Provide a brief summary of the nature of the consultation

In cases in which an HRTO application is filed by an individual/group who has consulted the HRO on the same and/or a related matter, the HRO will, upon receipt of the application and a request from the Legal Services Division, provide a copy of its file to the Legal Services Division. Where the entire contents of an HRO file is requested related to any other legal proceeding, the HRO may determine whether consent of the employee involved or an order of the court/tribunal/arbitrator or other adjudicative body is required prior to disclosing its file or providing any information beyond that outlined above.

**A3. Complaint/Incident Source:** Complaints about a contravention of the HRAP will be accepted from any source that provides reasonable grounds upon which to initiate an intervention. Complaint/incident sources may include the individual who was the subject of the action complained about, an involved person or group, a witness or other third parties.

All persons who believe that they have experienced or witnessed harassment and/or discrimination should keep detailed notes about the issue(s). Where the HRO deems it necessary, complainants will be required to provide a written account of their concerns. Where necessary and appropriate, the HRO may assist in drafting the complaint. The HRO may also initiate a formal complaint if it has information that suggests the existence of an outstanding specific or systemic problem.

**A4. Time Limits:** The time limit for the filing complaints under the HRAP is one year from the date of the last incident of alleged discrimination or harassment.

**A5. Notification of complaint:** Typically, respondents will be advised that a complaint has been filed as soon as practicable. In certain circumstances, the respondent may not be advised of the complaint. Such circumstances include where the complaint does not warrant exploration, where the complaint is outside the HRAP mandate or where

an issue can be resolved through a remedy such as training.

**A6. Complaint Records:** Any record of a complaint and all related documentation will be handled confidentially and stored in a secure location separate from employee personnel files. Records of a complaint will only be placed on an employee's personnel file when they have been found to **have engaged in conduct contrary to the HRAP and/or corrective action is taken.** This record of discipline is subject to the provisions of any applicable collective agreement.

**A7. Range of Resolution Options:** Several options to resolve harassment and discrimination concerns are available for complainants. Informal approaches can foster prompt resolution and prevent escalation; particularly when concerns are raised promptly. These are opportunities for parties to resolve a dispute, ensure the workplace is free from harassment and discrimination and address broader issues that caused or contributed to the dispute.

*A7.1. Consultation - Advice & Assistance:* Complainants may benefit from having expert information and advice before deciding how to proceed with a discrimination or harassment concern. Complainants can consult management staff, Human Resources Division staff or HRO staff. These staff all have a responsibility to take action to resolve and prevent harassment and discrimination – refer to section 3.0 of the HRAP, Roles and Responsibilities – and can provide advice, assistance, coaching, and referrals to assist complainants in addressing harassment or discrimination themselves. Employees may also consult their union or staff association.

**Service or facility users should contact the relevant supervisor or manager as soon as practicable to resolve the issue and may contact the HRO at any time for confidential advice.**

*A7.2. Talking to the person about their conduct:* All complainants must make good faith efforts to attempt to resolve matters themselves before filing a complaint. If a complainant feels they are experiencing harassment or discrimination, **the complainant should immediately make known to the person responsible** that the conduct is unwelcome or offensive and may be in breach of the HRAP. It is important that this message be clear and unambiguous. When presented with a legitimate breach of the HRAP, all employees, including management staff are expected to make reasonable adjustments to their behaviour to resolve the matter. If addressing the person responsible could lead to safety risks, or is not appropriate, complainants may pursue other resolution options outlined in these procedures.

*A7.3. Interventions by other staff:* If a complainant is unable to resolve the issue themselves or the discrimination or harassment continues after asking the person to stop, the complainant may request management or the HRO to intervene to facilitate resolution. Where an incident/concern/complaint involves the employee's superior, the employee may raise the concern with that person's manager or to the HRO.

**Interventions by divisional management: where an employee raises an incident or complaint to management, consult the Management Guide: Addressing Employee Harassment and Discrimination Complaints & Incidents. For all incidents and complaints, including from service or**

facility users, management will assess the complaint and determine if an investigation is required or other dispute resolution option is appropriate. HRO may be contacted to provide advice to management on resolving the complaint.

**Interventions by the HRO:** HRO staff will determine, in consultation, with a complainant whether the concern(s) can be referred to division management to allow an opportunity to resolve the matter. HRO staff can advise parties where there are concerns about real or perceived bias, fairness, etc., when management is exploring concerns. Consult the HRO for details.

**Intervention options by management or HRO** may include:

- A more in-depth examination and/or investigation\* of the concerns and allegations; consulting, advising, meeting with and/or interviewing management, the respondent, witnesses, Human Resources staff etc.
- A review of documentary evidence, e.g., email messages
- Where appropriate, an option by parties to participate in mediation or to have a facilitated negotiation to resolve the issues
- A communication in writing to the complainant(s) and respondent(s) advising whether allegations were fully, partially or not substantiated and confirmation where necessary, of corrective actions that will be undertaken to resolve and remedy policy breaches

\*The *OHS*A requires an investigation be conducted into all employee complaints/incidents of non-Code workplace harassment, sexual harassment, gender identity harassment, gender expression harassment and sexual orientation harassment - **Refer to the Management Guide.**

**A8. Mediation:** Where **appropriate**, the HRO may offer to mediate the complaint at any point before, during or after an investigation. Participation in mediation is voluntary and either party to the mediation is entitled to have a "support person" (as defined in section 11 below) attend the mediation. Where the mediator is of the opinion that the presence of the support person selected is inappropriate or that it may be hindering the mediation process, the mediator will advise the relevant party **who shall** be entitled to select another support person provided that doing so does not hinder or unduly delay the mediation.

The purpose of the support person is simply to be present to support the complainant or respondent. They are not permitted to participate in any way. As this complaints procedure is a mechanism for alternative dispute resolution, parties are not entitled to select legal counsel to fulfill the role of support person.

All mediation discussions will be held on a confidential, "without prejudice" basis. Any settlement would have to be satisfactory to both parties, be consistent with the HRAP and approved by senior division management where appropriate. Parties will be required to sign confidential Minutes of Settlement.

**A9. Investigations:** Investigations, both informal and formal, conducted by staff of the HRO will include a comprehensive and impartial review of all relevant information, (e.g. the respondent's position/response, witness



information, documentary evidence, etc.) including an exploration of whether broader issues contributed to the complaint. The investigator has the authority to speak with anyone, examine and copy any documents, records, files and enter any work locations which are relevant to the complaint.

**A10. Formal Complaints and Investigations:** If the informal approaches are not effective or appropriate to resolve a situation, or the complaint is of a serious or systemic nature, a formal complaint and investigation may be necessary.

A10.1. All formal complaints will be referred to the HRO for mediation and/or investigation.

A10.2. HRO staff will assess whether a formal complaint is the only appropriate way to address the concern.

A10.3. Formal complaints must be in writing and signed by the complainant, **or may be made using the HRO complaint form.** Where necessary and appropriate, the HRO may assist in drafting the formal complaint.

A10.4. Where possible the following details should be included in the complaint:

- What happened – a description of the events or situation, particularly specific details of what the respondent said or did that the complainant believes could be considered harassment or discrimination.
- The Human Rights Code (Code) ground, if applicable
- When it happened – dates and times of the events or incidents
- Where it happened
- Who saw it happen – the names of witnesses, if any

A10.5. The responsible division head and Deputy City Manager or City Manager as applicable will be notified of a formal complaint as soon as it is initiated by the HRO.

A10.6. Respondents to a complaint will be notified as soon as practicable during the investigation process.

A10.7. The HRO will determine in consultation with others as necessary and on a case-by-case basis, whether the complainant or respondent should be relocated within the division, provided with an alternate reporting relationship, or placed on a paid leave during an investigation.

A10.8. HRO staff will conduct a thorough, fair investigation, including interviewing the complainant(s), respondent(s) and witnesses, gathering and reviewing documentary evidence, and exploring whether broader issues contributed to the complaint.

A10.9. At the conclusion of an investigation, the investigator will prepare a written report that includes the allegations, respondent's position, witness and documentary evidence, factual findings, conclusions and discussion about policy violation(s).

A10.10. Findings will be provided to the Deputy City Manager or City Manager as applicable, division head, the complainant(s) and



respondent(s).

A10.11. The parties will be given an opportunity to submit comments before a final decision is made to resolve the complaint.

A10.12. The HRO will make recommendations to correct any existing problems and/or to prevent similar problems from occurring in the future.

A10.13. Final decisions regarding corrective actions/the disposition of a complaint will be made by the responsible Deputy City Manager or City Manager as applicable and communicated in writing to the parties and division head.

**A11. Support Person:** Complainants and respondents have the right to be accompanied by a support person of their choice during meetings regarding a complaint under the HRAP. Where the HRO is of the opinion that the presence of the support person selected is inappropriate or that it may or is hindering the process, the HRO will advise the relevant party who shall be entitled to select another support person provided that doing so does not hinder or unduly delay the meeting/process.

The purpose of the support person is simply to be present to support the complainant or respondent. They are not permitted to participate in any way. As this complaints procedure is a mechanism for alternative dispute resolution, parties are not entitled to select legal counsel to fulfill the role of support person.

Witnesses are not entitled to bring a support person to meetings. However, if a witness offers details/evidence that may implicate them as a respondent or if others implicate the witness as a potential respondent prior to the meeting, the witness will be informed of their right to a support person and the meeting will be re-scheduled if a support person is requested, but not available.

**A12. Time for Completion of Investigation/Mediation:** Investigations under the HRAP should be completed in 90 days of the investigation initiation. Parties will be advised in writing prior to the 90 day period if a delay is anticipated. Completion of investigations should not exceed 6 months unless there are extenuating circumstances.

**A13. Reprisals:** The HRAP strictly prohibits any retaliation, either direct or indirect, against an individual for: exercising their rights under the HRAP, initiating a complaint in good faith, investigating a complaint, being a decision maker in a complaint, participating as a witness in an investigation, being a respondent to a complaint, having been associated with, or representing a complainant, witness or respondent. Appropriate discipline for a policy violation (or other workplace misconduct) is not considered a reprisal.

**A14. Disciplinary Action:** Any employee who engages in discrimination or harassment, reprisals, or breaches confidentiality before, during, or after an investigation or resolution may be subject to appropriate disciplinary action up to and including termination of employment. Staff who are in a supervisory position and fail to take action when they become aware of or are advised of alleged discrimination and/or harassment may also be subject to disciplinary action. Disciplinary action may also be taken if a complaint is found to be vexatious, made in bad faith and/or an abuse of process. Consequences for policy violations may

include but are not limited to: an apology, counselling, education and training, a verbal or written reprimand, suspension with or without pay, a transfer or termination of employment. In determining appropriate consequences, factors including, but not limited to, the following will be taken into account: the nature of the violation, the severity, whether the individual has previously violated the HRAP and/or whether there is relevant discipline on file.

**A15. "Non-Code" Workplace Harassment (Employees only):** Division management are responsible for intervening and addressing concerns/complaints of non-Code workplace harassment and incivility - where such complaints do not engage additional Code prohibited grounds. The HRO will only accept complaints of non-Code workplace harassment where there is evidence that division management has failed to meet policy obligations. Employees should raise their workplace harassment concerns to their superior. If the concern/complaint involves the employee's superior, the employee may raise the concern with that person's superior. HRO staff can advise parties where there are concerns about real or perceived conflict, fairness, etc., in exploring concerns. Consult the HRO for details.

**A16. Refusal to Intervene:** The HRO has discretion to refuse to intervene or investigate or may discontinue an intervention or investigation where:

A16.1. a complaint is made anonymously without sufficient detail to trigger policy obligations

A16.2. the complaint is outside the time limit

A16.3. the complaint is trivial, frivolous, vexatious or made in bad faith/an abuse of process; or having regard to all the circumstances further investigation of the matter (or intervention) is unnecessary.

Trivial complaints involve allegations that are of such a minor nature that proceeding with an intervention is not in the public interest. A frivolous complaint contains allegations that, even if true, are not a breach of the HRAP. A complaint is vexatious when the complaint has been the subject of a decision by an alternate complaint process that considered the human rights allegations, a reasonable offer to remedy the complaint was rejected by the complainant and/or the complaint was filed to annoy, embarrass or harass the respondent **or is otherwise improperly motivated**. Complaints are an abuse of process/made in bad faith in **circumstances that include** when an adequate remedy already exists, the complainant is engaging in improper action - fraud, deception, intentional misrepresentation **or the complaint is filed out of malice, hostility, personal animosity** or vindictiveness.

A16.4. As this complaints procedure is a mechanism for alternative dispute resolution, a mediation or investigation may be terminated if either party to the complaint retains legal counsel and/or engages another complaint forum

A16.5. Residents and service recipients may be required to exhaust any other avenues of **complaint/appeal** which are reasonably available prior to making a complaint under this policy.

A16.6. Complaints of harassment and/or discrimination related to

contracted services may be made to the contractor and/or division responsible for the contracted service. All City contracted service providers are required to have internal harassment and/or discrimination dispute resolution processes, consistent with the City's process and mandated by provincial legislation. Consult the HRO for advice/assistance where necessary.

**A17. Complaints with the Human Rights Tribunal of Ontario (HRTO):**

Applications filed with the Human Rights Tribunal of Ontario will be referred to the City Solicitor and the HRO. Legal Services Division has responsibility for responding to HRTO applications. Contact the Legal Services Division immediately upon receiving any correspondence from the HRTO.

**A18. Complaints with the Ministry of Labour (MOL):** Staff must immediately contact the City's Legal Services Division and other City employees involved in responding to MOL complaints/visits/orders, upon becoming aware of a complaint to the MOL, the attendance of an MOL employee or upon receipt of an MOL order.

Where the complaint, visit or order is related to workplace harassment and/or sexual harassment, staff must also consult the HRO.

**A19. External Consultant:** Investigations of complaints in section A are typically conducted by the HRO or divisional management. However, in exceptional cases (e.g. significant systemic or ongoing human rights issues that have not been appropriately remedied by internal interventions), the City Manager may decide or the HRO or the Legal Services Division may recommend to the division head, Deputy City Manager or City Manager that an investigation that would otherwise be conducted by divisional management or the HRO should be referred to an external consultant for investigation. In such cases, the HRO and/or the Legal Services Division shall be involved in retaining the external consultant and determining the authority and duties of the external consultant. The scope of the external consultant's duties shall be outlined in an agreement. To the extent possible, the external consultant shall adhere to these Procedures and perform the role that is contemplated for the HRO within these Procedures, with necessary modifications.

**B – Procedure for Incidents/Complaints involving Senior Management, Accountability Officers and Equity, Diversity and Human Rights Division Staff**

Qualified external consultants may be retained to resolve complaints of discrimination and/or harassment under the circumstances described below. External consultants will follow Part A (complaints procedures) in all cases except where exceptions are identified in this part.

**B1. Complaints Involving Senior Management - Deputy City Managers and Division Heads:**

A complaint filed with the HRO by or about the direct personal behaviour of a Deputy City Manager or Division Head should be in writing, signed by the complainant. Where necessary and appropriate, the HRO may assist in drafting the complaint.

**B1.1. Complaint Assessment:** The HRO will notify the City Manager or Deputy City Manager, as appropriate, of the complaint. The HRO will assess the merits of the complaint in consultation with the City Manager or the Deputy City Manager and/or Legal Services staff to determine whether to retain an external consultant. Where it is determined that the

complaint warrants further investigation, the HRO, in consultation with others as necessary, will retain a qualified external consultant and determine the scope of and manage the contract of the consultant.

**B1.2. Notification of Complaint:** The external consultant shall notify the persons named in the complaint of the specific allegations against them as soon as possible thereafter.

**B1.3. Authority and Duties of the External Consultant:** The scope of the external consultant's authority to investigate and/or attempt to settle the complaint, to speak with anyone, examine any documents and enter any work location relevant to the complaint for the purposes of investigation or settlement will be set out in the terms of the contract in accordance with City Policies. Unless otherwise stated in the agreement with the external consultant or dictated by the circumstance, the external consultant shall perform the duties contemplated for the HRO with respect to complaints under Part A above.

**B1.4. Interim Reports and Discontinuance of Complaint:** The external consultant may make interim reports to the City Manager or the Deputy City Manager as required, to address instances of interference, obstruction, retaliation, or breaches of confidentiality encountered by the external consultant while dealing with a complaint under the HRAP. Upon receipt of the complaint, or at any point during the investigation/mediation, the external consultant may submit a report to the City Manager or the Deputy City Manager making a recommendation to stop dealing with a complaint where: the complaint is trivial, frivolous, vexatious or made in bad faith or an abuse of process; or, having regard to all the circumstances, further investigation of the matter is unnecessary. The City Manager or Deputy City Manager may approve or reject the recommendation after considering submissions from the parties to the complaint.

**B1.5. Other Avenues of Redress:** The City Manager or the Deputy City Manager may decide to postpone, suspend or cancel any investigation into a complaint under the HRAP if it is believed that the investigation would duplicate or prejudice another avenue of complaint (see "jurisdiction" section above).

**B1.6. External Consultant's Findings:** The City Manager or the Deputy City Manager shall be presented a report outlining the findings, conclusions, recommended corrective action, or terms of settlement, within 90 days of the making of the complaint. The City Manager or the Deputy City Manager may grant an extension of time upon the request of the external consultant.

The complainant and respondent will be given 30 days to review and comment on the external consultant's findings. Unless directed otherwise, parties shall provide their comments to the City Manager or the Deputy City Manager responsible for the complaint.

**B1.7. Final Decision:** Final decisions about complaints involving Division Heads will be made by the City Manager or the Deputy City Manager in consultation with others, (e.g., appropriate Deputy City Managers, the HRO, Legal Services Division staff, the Executive Director of Human Resources, etc.), as necessary. Where appropriate, the City Manager or the Deputy City Manager will make recommendations to City Council for final decisions (e.g., where required for Deputy City Managers). The City Manager or the Deputy City Manager will review the final report and any

comments received before making any decision on the matter. The City Manager or the Deputy City Manager, in consultation with the Legal Services Division may approve, change or reject any proposed terms of settlement or recommended corrective action. For final decisions about complaints involving Deputy City Managers, the City Manager will make recommendations to City Council and/or undertake other action to resolve the complaint, as appropriate.

## **B2. Complaints involving the City Manager, City Clerk and City Solicitor (Retaining External Consultants):**

A complaint to the HRO or Integrity Commissioner by or about the direct personal behaviour of the City Manager, City Clerk or City Solicitor should be in writing signed by the complainant. Where necessary and appropriate, the HRO may assist in drafting the complaint.

*B2.1. Complaint Assessment:* Complaints received by the HRO will be forwarded to the Integrity Commissioner. The Integrity Commissioner will assess the merits of the complaint in consultation with internal/external expertise as necessary, to determine whether the allegations are trivial, vexatious, frivolous, made in bad faith, or an abuse of process. Where it is determined that the complaint warrants further investigation, the HRO will assist the Integrity Commissioner to: 1) retain an external consultant and 2) determine the scope of and manage the contract of the consultant.

*B2.2. Notification of Complaint:* The external consultant shall notify the persons named in the complaint of the specific allegations against them as soon as possible thereafter.

*B2.3. Authority and Duties of the External Consultant:* The scope of the external consultant's authority to investigate and/or attempt to settle the complaint, to speak with anyone, examine any documents and enter any work location relevant to the complaint for the purposes of investigation or settlement will be set out in the terms of the contract in accordance with City Policies. Unless otherwise stated in the agreement with the external consultant or dictated by the circumstance, the external consultant shall perform the duties contemplated for the HRO with respect to complaints under Part A above.

*B2.4. Interim Reports and Discontinuance of Complaint:* The external consultant may make interim reports to the Integrity Commissioner as required, to address instances of interference, obstruction, retaliation, or breaches of confidentiality encountered by the external consultant while dealing with a complaint under the HRAP. Upon receipt of the complaint, or at any point during the investigation/mediation, the external consultant may submit a report to the Integrity Commissioner making a recommendation to stop dealing with a complaint where: the complaint is trivial, frivolous, vexatious or made in bad faith or an abuse of process; or, having regard to all the circumstances, further investigation of the matter is unnecessary. The Integrity Commissioner in consultation with internal/external expertise as necessary, may approve or reject the recommendation after considering submissions from the parties to the complaint.

*B2.5. Other Avenues of Redress:* The Integrity Commissioner may decide to postpone, suspend or cancel any investigation into a complaint under the HRAP if it is believed that the investigation would duplicate or prejudice another avenue of complaint (see "jurisdiction" section above).

B2.6. *External Consultant's Findings*: The Integrity Commissioner shall be presented a final report outlining the findings, conclusions, recommended corrective action, or terms of settlement, within 90 days of the making of the complaint. The Integrity Commissioner may grant an extension of time upon the request of the external consultant.

The complainant and respondent will be given 30 days to review and comment on the external consultant's findings. Unless directed otherwise, parties shall provide their comments to the Integrity Commissioner.

B2.7. *Final Decision*: The Integrity Commissioner will provide the consultant's report to City Council for action, where required. Where an investigation results in no findings or where the Integrity Commissioner accepts a recommendation from the consultant to discontinue the investigation, the Integrity Commissioner may, in consultation with internal/external expertise as necessary, exercise discretion to determine whether to provide a report to City Council. Final decisions about complaints involving the City Manager, City Clerk or City Solicitor will be made by Toronto City Council and communicated to the parties in writing by the external consultant.

### **B3. Employee Complaints involving a Member of Council or Local Board (Restricted Definition)**

To enable the City to comply with its legal obligations related to complaints by employees, employees who believe that they have experienced harassment and/or discrimination by a Member of Council or Member of a Local Board (Restricted Definition) should raise their concerns with division management or the HRO directly. An individual who seeks another or informal mechanism (including directly to the Integrity Commissioner) to raise such concerns may prevent the City from taking any action under this policy.

B3.1 *Complaint Assessment*: Division management and/or the HRO will assess the merits of the complaint to determine whether the division or other appropriate person should request the Integrity Commissioner to investigate the complaint in accordance with the Integrity Commissioner's procedures.

B3.2 *Complaint Source*: Where requests are made to the Integrity Commissioner, the manager involved or the HRO shall be the complainant for the purposes of the Integrity Commissioner's procedures.

B3.3 *Investigation Findings*: Where the Integrity Commissioner conducts an investigation, the Integrity Commissioner will provide results to the complainant in accordance with the Integrity Commissioner's procedures. Based on the Integrity Commissioner's reporting, division management will provide the complainant with a summary of findings.

### **B4. Complaints involving an Accountability Officer (Retaining External Consultants)**

B4.1 Complaints by or about or the direct personal behaviour of an Accountability Officer should be addressed to the City Clerk. Such complaints should be in writing, signed by the complainant. Where



necessary and appropriate, the HRO may assist in drafting the complaint.

B4.2 The City Clerk, in consultation with other City Officials as required, will follow a similar process to what is outlined in Section B2, with modifications as appropriate. Where necessary, an external consultant will be retained to investigate complaints/incidents. The City Clerk will transmit the findings of the external consultant to City Council, for final decision making on such matters, where required.

**B5. Complaints Involving Staff in the Equity, Diversity and Human Rights Division (EDHR):** Complaints of discrimination and/or harassment made by or regarding the direct personal behaviour of staff in the EDHR Division should be raised to the appropriate manager within EDHR. If not appropriate, complaints should be raised to the Director of EDHR for resolution. If the complaint involves the Director of EDHR, the complaint may be raised to the City Manager.

If an investigation is required, a qualified external consultant may be retained as appropriate in the circumstances and with the discretion of the Director of EDHR and/or the City Manager. External consultant contracts for investigations or mediations under this section will be administered consistent with section B1 above with necessary modifications. For instance, final decisions about the complaint will be made by the City Manager or the Director of EDHR, where appropriate.

**B6. Conflict with HRO staff:** An external consultant may be considered where there is a potential conflict between the HRO's staff and the parties involved in a complaint.

The decision on whether to refer a complaint to an external consultant or another appropriate party will be within the sole discretion of the Director of EDHR in consultation with others as necessary or the City Manager where the potential conflict affects the Director of EDHR.

Where a complaint under B6 is referred to an external consultant, the scope and authority of the external consultant will be determined by the Director of EDHR or the City Manager. Paragraphs B1.4, B1.5 and B1.6 (above) will apply with necessary modifications. For instance, the Director of EDHR may play the roles contemplated for the City Manager or Deputy City Manager in those paragraphs.

Final decisions will be made by the affected division head in consultation with the Director of EDHR and others as appropriate. The affected division is responsible for paying all fees related to the external consultant's investigation or mediation.

#### **B7. Legal Representation and Costs (Employees only):**

B7.1. Parties to a complaint against senior management (division head, Deputy City Manager, City Manager, City Clerk or City Solicitor) or an Accountability Officer have the right to receive advice/consult a representative of their choice, including legal counsel, unless they are subject to a collective agreement that provides for union/association representation.

B7.2. The related legal costs incurred by a respondent under paragraph

B7.1 will be reimbursed up to \$6,500.00 in all cases in which the external consultant concludes that there has been no violation of the HRAP.

B7.3 The related legal costs incurred by a complainant under paragraph 7.1 will be reimbursed up to \$6,500.00 in all cases except where the complaint is found to be trivial, frivolous, vexatious, or made in bad faith/an abuse of process.

B7.4 Where there is a settlement (including a mediated agreement), reimbursement subject to the limit outlined above may be provided at the discretion of the City Manager.

**Approved by**

A/Director, Equity, Diversity and Human Rights Division

**Date Approved**

June 23, 2008

**Revised**

**Related Information**





www.ApplegroveCC.ca

## Applegrove Events and Board / Committee Meetings – September 15, 2017

Office Phone 416-461-8143

“Together, Building Our Community”

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

September Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10	11	12	13	14	15	16 <i>Beaches Festival noon to 8</i>
17	18	19	20	21	22	23
24	25 Board	26	27	28	29	30

October Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6 PA Day	7
8	9 Applegrove closed for Thanksgiving	10	11	12	13	14
15	16	17 <i>6:00 MNO?</i>	18	19	20	21
22	23 ?	24	25	26	27	28
29	30 Board?	31 Happy Halloween!	Punkin-Grove!			

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

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

**Applegrove Events and Board / Committee Meetings – September 15, 2017**  
**Office Phone 416-461-8143**

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

<b>January 2018</b> Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 Happy New Year! Applegrove is Closed	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19 PA Day (elementary only)	20
21	22	23	24	25	26	27
28	29 Board	30	31			

<b>February</b> Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5	6	7	8	9	10 <b>Family Dance</b> <b>10:30 a.m.-12:30 p.m.</b>
11	12	13	14	15	16 PA Day	17
18	19 Applegrove Closed for Family Day	20	21	22	23	24
25	26 Board	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 – September 15, 2017**  
**Office Phone 416-461-8143**

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

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

Volunteer Week

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

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