

# APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

Tel: 416-461-8143 [www.applegrovecc.ca](http://www.applegrovecc.ca)

**“TOGETHER, BUILDING OUR COMMUNITY”**

## Board of Directors Meeting

**February 22, 2021**

This meeting is open to the public and will take place using Zoom. Members of the public who wish to participate in the meeting are asked to contact Susanne Burkhardt, Executive Director at [sburkhardt@applegrovecc.ca](mailto:sburkhardt@applegrovecc.ca) in advance in order to receive the meeting passcode.

### To join by videoconference

<https://us02web.zoom.us/j/86039572232?pwd=QmFQdmpzcVdvdFRSS3BNWWtsbGJIQT09>

Meeting ID: 860 3957 2232

### To join by phone

Meeting ID: 860 3957 2232

Call: 647-374-4685 or 647-558-0588

## AGENDA

### 7:00

1. Call to Order/Adoption of Agenda
2. Traditional Land Acknowledgement and TRC Recommendation Review
3. Welcome and Introductions
4. Declaration of Conflicts of Interest
5. Minutes of Jan 25 Board of Directors Meeting (*attached*): to be accepted

### 7:10

6. Finance
  - 6.1. 2020 Year End Statistics: for information
  - 6.2. 2019 Draft Financial Report (*sent separately*): for information
  - 6.3. Audit Update: for information

### 7:35

7. Standing Committees
  - 7.1. Membership, Outreach & Inclusion Committee Report (*draft notes attached*)
    - i) Anti-Racism/Equity/Inclusion
    - ii) AGM
    - iii) Board Recruitment
  - 7.2. Strategy & Finance Committee Report (*draft notes attached*)
    - i) Reserves Policy: for approval (*sent separately*)

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## **8:05**

- 8. Program Update
- 9. Neighbourhood Food Hub Update
- 10. Don Summerville Update

## **8:25**

- 11. Directors' Concerns

## **8:30**

- 12. Adjournment



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**“TOGETHER, BUILDING OUR COMMUNITY”**

## **Minutes of the Board of Directors Meeting January 25, 2021 – by Zoom video conference**

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

Present: Pierre Bois, Vai Teng Law, Jean Lim-O'Brien (Chair), Tim McNab, Andre Riolo,  
Eadit Rokach, Jim Valentine, Moneca Yardley  
Regrets: Councillor Paula Fletcher, Iggy Kosny, Trustee Jennifer Story  
Staff: Susanne Burkhardt, May Seto (recorder), Monica Vela

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

Jean called the meeting to order. Quorum of 5 Directors was achieved. The agenda was adopted as amended.

### **2. Indigenous Land Acknowledgement**

Jean highlighted TRC Call to Action #9 – Education. Members discussed how this impacts Applegrove. Board members shared their thoughts Susanne shared that in time she would like Applegrove to establish a meaningful relationship with the First Nations School.

### **3. Welcome and Introductions**

Jean shared the sad news of the passing of board member, Michael Miceli. He was a great contributor of our board. Members shared stories about Michael's contribution to Applegrove and the community, acknowledge a sense of loss and that he will be missed. Pierre suggested honoring Michael at the AGM. Susanne shared that Paula plans to pass a condolence motion at City Council.

### **4. Declaration of Conflicts of Interest**

None were declared.

### **5. Minutes of November 30 Board of Directors Meeting**

**MOTION** (McNab/Riolo)

*To accept the minutes of November 30, 2020 Board Meeting.*

**Carried**

#### **Recorded Vote:**

*Lim O'Brien – yes*

*Law – yes*

*Valentine – yes*

*Bois – yes*

*McNab – yes*

*Riolo – yes*

*Rokach – yes*

*Yardley – yes*

## **6. Neighbourhood Food Hub 2020 Annual Report**

Susanne introduced Madeline Chambers and Daniel Taylor from the Neighbourhood Food Hub. Madeleine provided an introduction of the Food Hub and gave an overview of the programs and activities. Daniel provided an overview of the Food Hub Annual Report and highlighted the following: delivery of 130+ food boxes each week, 90+ volunteers, raised over \$10000 in funding, and 2000+ distribution of prepared meals.

Members were impressed with the Annual Report and shared that the participant responses were touching and showed how much impact the Food Hub made in the community. Madi and Daniel answered questions.

## **7. Finance**

### **7.1. Preliminary Year-end Financial Statements**

Monica provided an overview of the 2020 briefing note and balance sheet. There will be approximately a \$30,000 deficit. This will impact our reserves. The admin budget surplus is expected to be \$13,791. Susanne shared that she and Monica will work on a new balance sheet that will be more user friendly.

### **7.2. Audit Update**

Staff are preparing for the audit which is scheduled for February 23-26. Due to COVID, this year's audit will require more prep time as the auditor would like all relevant information scanned and sent to them.

### **7.3. City Cash Flow Update**

Susanne provided an overview and shared that the City reimbursed funds owed from 2020, and deducted the projected surplus. With respect to cash flow on a go-forward basis the City has determined that AOCCs are low risk and will provide funds each month. Applegate will still have to send weekly COVID reports to the City.

### **7.4. 2021 Program Budget**

Monica shared that the 2021 program budget numbers are based on Scenario #2 which is the more conservative budget. This budget shows a deficit of \$44,000 which will come out of the reserves. Susanne shared that staff can often find savings, so we may be in a better position at the end of 2021. These budget numbers do not include anticipated funding from grants which will help the bottom line.

### **MOTION** (Rokach/Riolo)

*To accept the 2021 Program Budget as presented.*

**Carried**

### **Recorded Vote:**

*Lim O'Brien – yes*

*Law – yes*

*Valentine – yes*

*Bois – yes*

*McNab – yes*

*Riolo – yes*

*Rokach – yes*

*Yardley - yes*

## 8. Standing Committees

### 8.1. Membership, Outreach and Inclusion (MOI) Committee Report

- i) Anti-Racism/Equity/Inclusion - Pierre introduced the priorities that the committee is working on and shared that they would like the board to do this work together with the staff. Committee members will attend the next staff meeting. If members have feedback on the work that the committee is proposing, please contact Pierre or Vai.
- ii) AGM - Susanne provided an overview and shared that the date chosen to hold the AGM is Wednesday, March 24. A back up date of March 30 has also been chosen. A rehearsal will also be scheduled. We will use a similar format but include more time for candidates to speak and a short presentation
- iii) Board Recruitment – there are 3 members up for re-election and 2 vacancies this year and the board will need to engage in a recruitment process. Susanne shared the board survey results to help members decide what priorities are needed for the board. This survey also gives a sense of what skills our members have and who is represented on our board. Susanne will send the survey results to everyone and if members have thoughts, they can let Susanne know. Members suggested consideration of the following for recruitment – a person living with a disability, member of the business community (BIA), and urban planning experience.

#### **MOTION** (Yardley/Bois)

*To accept the AGM date of March 24, 2021.*

**Carried**

#### **Recorded Vote:**

*Lim O'Brien – yes*

*Law – yes*

*Valentine – yes*

*Bois – yes*

*McNab – yes*

*Riolo – yes*

*Rokach – yes*

*Yardley - yes*

#### **MOTION** (McNab/Rokach)

*To accept the Membership, Outreach and Inclusion report as presented.*

**Carried**

#### **Recorded Vote:**

*Lim O'Brien – yes*

*Law – yes*

*Valentine – yes*

*Bois – yes*

*McNab – yes*

*Riolo – yes*

*Rokach – yes*

*Yardley - yes*

**8.2. Strategic Initiatives Committee Report**

Andre provided an overview and highlighted grants and partnerships, the endorsement procedure, and reserves policy.

**MOTION** (Riolo/Yardley)

*To approve the Endorsement of Causes and Campaigns Procedure.*

**Carried**

**Recorded Vote:**

*Lim O'Brien – yes*

*Law – yes*

*Valentine – yes*

*Bois – yes*

*McNab – yes*

*Riolo – yes*

*Rokach – yes*

*Yardley - yes*

**MOTION** (Bois/Riolo)

*To accept the Strategy and Finance report as presented.*

**Carried**

**Recorded Vote:**

*Lim O'Brien – yes*

*Law – yes*

*Valentine – yes*

*Bois – yes*

*McNab – yes*

*Riolo – yes*

*Rokach – yes*

*Yardley - yes*

**9. COVID-19 Lockdown**

Susanne provided an overview. The school is closed due to the Provincial lockdown and we have minimal staff presence in the Applegrove office.

**10. Program Update**

May provided an update on programs and statistics from March to December 2020.

Seniors - The program continues to be well attended via zoom and telephone. Applegrove is participating in a Seniors Wellness line project where senior volunteers make phone calls to their peers to check in to see how they are doing and whether they need support. We had 1067 participant visits, 116 phone/video sessions, over 3000 check-in phone calls/emails and approximately 188 hours of programming.

Helping our Babies Grow (HOBG) - May had a chance to visit the HOBG program just before the board meeting and there were 9 attendees. The program has 15 women

## Board of Directors Minutes

January 25, 2021

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registered and 10 regular attendees. This is a huge improvement from last year. We had 240 adult and 140 children visits, over \$9000 given out in gift cards and healthy food support, 40 hours of programming.

School-aged Children - In person sessions went well from September to December with no real issues. Staff and children did well with social distancing and adapted activities. No incidents of COVID to report with the exception of quarantining children as a result of the school. We had 3,000 child visits in both summer camp and after school and 298 hours of programming.

EarlyON - The EarlyON program continues virtual programs through zoom and has been asked to increase program hours to 80% of their pre-pandemic services. Staff have increased recorded sessions and has introduced youtube recordings and Instagram Live. Outdoor programming is still suspended due the lockdown but staff hope to offer this option soon. We had 554 adult and 425 child visits, over 3,500 check-in phone calls and emails, and 212 hours of programming.

Teen - The program is now meeting online twice a week since the start of 2021. The participants requested the extra day. We are getting regular attendance from 5 youth, which is low but gives the staff a chance to work closely with them in a small group setting.

### 11. Don Summerville

Susanne shared that Applegrove has hired one student through the Youth Job Connect program who is working with their social media campaign. Almost all the residents have accepted their relocated units a majority have already moved out. There are no details on a demolition date and the scholarship program will be kicking off again in the next month.

### 12. Directors' Concerns

None

### 13. Adjournment

The meeting was adjourned on a motion by Moneca Yardley, seconded by Vai Teng Law.

#### **Recorded Vote:**

*Lim O'Brien – yes*

*Law – yes*

*Valentine – yes*

*Bois – yes*

*McNab – yes*

*Riolo – yes*

*Rokach – yes*

*Yardley - yes*

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Chair

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Secretary

## APPLEGROVE COMMUNITY COMPLEX

### Membership, Outreach and Inclusion Committee - Notes

February 10, 2021 at 6:00 p.m.

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**Present:** Pierre Bois (Chair), Vai Teng Law, Iggy Kosny, Sue Munn (community member),

**Staff:** Susanne Burkhardt, Janina DeGuzman, Shernel Monlouis, May Seto (recorder)

#### 1. Welcome

Members introduced themselves and welcomed Shernel to the meeting.

#### 2. Notes from January Meeting

Committee members reviewed the notes. No changes.

#### 3. Neighbourhood Food Hub – deferred to another month

#### 4. Anti-Discrimination, Racism & Anti-Black Racism Next Steps

Pierre gave a background of how the committee was revised to include work on anti-discrimination, anti-racism and anti-black racism and also the work it will do moving forward. Vai added that it was important to the committee members that they work with Applegrove staff to accomplish this work together.

##### *a. Committee Recruitment*

Susanne sent recruitment information to the Don Summerville Tenant Advisory Committee and City of Toronto.

##### *b. Staff Training*

Susanne provided an overview of the staff training done in 2020, which was more than usual due to COVID. There will be an updated training log to be filled in by all staff in so that we will have more comprehensive information for 2021. At today's staff meeting, Susanne highlighted different types of training mandatory (required by funder, organization and City of Toronto) and developmental (areas of staff growth and interest). Shernel shared that it was great to hear about additional training she could take. Members suggested to highlight some of the training in the Annual Report. At the end of the year, a staff training report will be given to the Personnel Committee and then shared with the Board.

*c. Area Demographics*

This information is important and will be needed for facility and strategic planning. Our catchment straddles two wards and four neighbourhoods so the data does not reflect our neighbourhood perfectly. Susanne shared that StatsCan can provide data by postal code but will likely charge a fee for this info. Susanne has been trying to contact the City regarding their Community Data Program and has also been referred to Social Planning. She will connect with Vai on moving the data gathering and mapping forward. If Vai receives raw data she can create maps. Janina suggested that Tech Soup may have free ArcGIS software. Susanne shared that she would like to create a catchment profile as it would provide valuable info.

*d. Subsidy Model Review*

May shared that staff started a comparative subsidy model that highlights different examples of approaches used at other organizations, which will be presented at the next meeting. It will provide information such as eligibility, pros and cons, etc. May shared that Applegrove has two types of subsidy models; one for afterschool which uses a 6-level income scale and one for summer camp, which gives two free weeks or one free week per child whichever is more. May also shared that OW and ODSP recipients are able to access summer camp for free. Most committee members and staff were not aware of this and asked how this subsidy was promoted. Families are typically informed by their social workers, and Applegrove promoted this subsidy to Don Summerville and the Red Door Shelter. Staff would have to do a financial analysis to see if we could set aside dedicated spaces for low-income families.

*e. Next Steps*

- i. Susanne and Vai will connect on data collection.
- ii. The committee will continue to focus on recruitment with priorities in mind.
- iii. The subsidy model will be presented at the next meeting.
- iv. Susanne and Pierre will draft an expression of interest for a consultant.
- v. Include strategic planning as a standing item on the agenda

**5. Events**

No updates. Staff are busy with the AGM and re-opening of schools and it would be hard to put something together. The committee suggested to revisit for the spring.

## **6. AGM**

### *a. Update & Work Plan*

Susanne reviewed the work plan and informed members that we are on track. Don Summerville will present the Heritage Project and we may feature the Food Hub Annual Report. MPP Tabuns, Councillor Fletcher and Aina-Nia Grant from SDFA have confirmed their attendance. Staff are testing out the Zoom registration feature and will send a notification reminder to registrants a day or two before the event.

## **7. Board Recruitment/Nominations**

### *a. Outreach*

The recruitment flyer was promoted in Applegrove's newsletter, website and will be on our Facebook and EarlyON Instagram. Susanne contacted the City re. catchment rules for Don Summerville tenants moving out of the area due to revitalization. Once she gets clarity she will contact a few tenants who may be interested. To date no one has contacted her. Susan expressed that she is still interested and will submit her application. However she is aware and wants to support the priorities and would be happy to serve either on the Board or as a committee member.

### *b. Next Steps*

Recruitment should have a local focus as we can only accept one out of catchment candidate. The deadline is February 28 and Board members on the committee will need to meet, review the applicants and give the committee an update. Susanne will provide an update when the City gets back to her about the catchment issue.

## **8. Communications**

Susanne is continuing to write content for the website. Some updates were made to the current website to keep it current for the foreseeable future. We are looking into how effective our social media is and hope to provide some staff training on this. There is no branding update but Susanne plans to start that discussion again. Janina and Susanne are working on the Annual Report and looking to make it more impactful and modern.

## **9. Annual Committee Work Plan**

Susanne provided an overview of the MOI work plan and will add touch points for the subsidy model, demographics information and the search for a consultant.

## **10. Other Business - None**

**Next Meeting** – March 10 at 6:00 pm

# APPLEGROVE COMMUNITY COMPLEX

## Strategy & Finance - Notes

February 8 at 6:30 p.m.

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Present: Tim McNab, Andre Riolo (Chair), Eadit Rokach, Jim Valentine  
Staff: Susanne Burkhardt, May Seto (Recorder), Monica Vela

### 1. Welcome

Susanne checked in with everyone.

### 2. Notes from January 18 Meeting

The notes were reviewed by committee members. No changes required.

### 3. Partnerships and Grants Update

#### a. Grants

Susanne provided an overview of the grant tracking form. For 2021 Applegrove has submitted 3 grants to date: Canada Summer Jobs (summer camp); Local Food Infrastructure Fund (Federal grant for the NFH – sustainable food systems) and Second Harvest (NFH – emergency food).

#### b. Neighbourhood Food Hub

Susanne provided an update. The lease is in its final stages and Susanne did a final review which resulted in some small changes, including timing of rent payments to correspond with when Admin funds come in from the City. Programs are going well and the food hub continues to roll out the emergency food program. The staff team have been putting some thought into what programs will look like after COVID is over. May and Susanne are having regular meetings with the project managers to formalize the administrative and logistical pieces. These meetings will also help develop the staffing model and systems/foundation pieces for Applegrove. The staff are working on a distribution plan for the annual report.

#### c. Don Summerville

Susanne provided an update. All the tenants have now moved out. There is security on site but no known date for demolition. The scholarship program is starting up again in two weeks. Susanne will ask the Board for a volunteer to sit on the adjudicating panel. Members asked what the responsibilities and Susanne shared that panel members would attend a number of zoom meetings to discuss the evaluation form and application. Adjudicators will get the applications, review and score and then meet to land on a final score to select recipients. Last year adjudicators were from Context, Rio Can, THCH, East End CHC and Applegrove.

### 4. Audit Update

Susanne shared that the audit is scheduled for Feb. 23 – 26. The submission is ready to go to the auditor and staff need to be available during the 4 days. Applegrove has the same onsite auditor representative as last year which means they will be familiar with Applegrove already.

## 5. Reserves Policy

Susanne shared that she did online research and looked at other AOCCs to see what they had in place at their centres. She also shared that the reserves policy refers to program funding as Applegrove cannot hold reserves in our Admin funding. Susanne highlighted the policy and noted that it proposes 3 different funds:

- i) Operating Reserves Fund  
These are funds for emergency operating purposes. It suggests 2-3 months of operating funds because we have to factor in termination costs if Applegrove were to close. Staff still need to do the termination cost calculation and once this is done, it will help determine the number of months needed. Eadit suggested 3 months to be conservative.
- ii) Infrastructure Reserve Fund  
This fund is defined so we can use it for other infrastructure costs other than technology if needed. Members discussed the amount and decided that \$20,000 was reasonable.
- iii) Strategic Plan Reserve Fund  
This fund will be used to support the objectives set out in Applegrove's Strategic Plan. Members felt \$10,000 was a reasonable amount.

Members discussed which funds would be a priority if contributions to reserves were limited, and agreed that the Operating Reserves Funds would be the first priority. Members also asked whether high fund levels would disqualify Applegrove from getting future funding. Susanne explained that surplus is different from reserves and as long as we have a good rationale for these funds, it would be fine and strengthen the agency. Assessment of reserves funds can happen every year and the committee can assign more to the funds if needed. Monthly reports will have this information and accounting of the funds will be in the balance sheet. Susanne also went through each of how the reserves funds can be used and the approval process. Members suggested to review the policy after the first year and then review every other year.

## 6. Organizational Planning

### a. Facility

We need to prepare and may want to look at who we are serving, growth and what is coming as part of a more in depth analysis of our facility needs.

### b. Strategic

We need to do some research and find data for our neighbourhood. This has been challenging because it is hard to find data specific to our catchment as it straddles 2 wards and includes 4 neighbourhoods. Susanne has looked into the Community Data Program at the City which may cost some money to do data collection by postal codes. Susanne will reach out to her contacts and speak to Vai about this.

### c. Equity/Access/Anti-Oppression

The Membership, Outreach and Inclusion Committee continues to work on this. It will be informed by the data outlined above and linked to strategic planning process as possible.

**7. Annual Committee Work Plan**

Members reviewed the committee work plan. We are on track with what we are supposed to be doing. Susanne will revise and move internal financial reporting later in the work plan and bump up risk register to March.

**8. Other Business**

**Financial Reporting**

Monica shared that she did an extensive review of our financial reports and realized that our data was not migrated over to SAGE when it bought out ACCPAC. This means we are doing reports in an old system and we are not utilizing our financial system properly and efficiently. Monica will be speaking to a consultant from SAGE to see how to move forward and if there are financial implications. Monica hoped to have new financial reports soon but due to this issue, it will be delayed. The good news is Applegrove has access to a great reporting system.

**Next Meeting** – March 15 at 6:30 pm

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## Board of Management Meeting

February 22, 2021

### AGENDA

#### 8:30

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
- C. Minutes of Jan 25 Board of Management Meeting (*attached*): to be accepted

#### 8:35

- D. Executive Director's Report

#### 8:50

- E. Personnel Committee (*draft notes attached*)
  - E.1. Staff Training and Development Framework: for information
  - E.2. Management Performance Evaluation: for approval

#### 9:00

- F. Adjournment

### Next Meetings and Events

March 10, 6pm	Membership, Outreach & Inclusion Committee Meeting
March 15, 5pm	Personnel Committee Meeting
March 15, 6:30pm	Strategy & Finance Committee Meeting
March 24, 7pm	AGM
April 26, 7pm	Board Meeting
May 31, 7pm	Board Meeting
June 28, 7pm	Board Meeting



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## **Minutes of the Board of Management Meeting January 25, 2021 – by Zoom video conference**

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

Present: Pierre Bois, Vai Teng Law, Jean Lim-O'Brien (Chair), Tim McNab, Andre Riolo,  
Eadit Rokach, Jim Valentine, Moneca Yardley  
Regrets: Councillor Paula Fletcher, Iggy Kosny, Trustee Jennifer Story  
Staff: Susanne Burkhardt, May Seto (recorder), Monica Vela

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

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

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

None were declared.

### **C. Minutes of the November 30 Board of Management Meeting**

#### **MOTION** (Rokach/McNab)

*To accept the minutes of November 30 Board of Management Meeting.*

**Carried**

#### **Recorded Vote:**

*Lim O'Brien – yes*

*Law – yes*

*Valentine – yes*

*Bois – yes*

*McNab – yes*

*Riolo – yes*

*Rokach – yes*

*Yardley – yes*

### **D. Personnel Committee**

Jean provided an update and highlighted the meeting notes.

#### **MOTION** (Riolo/Law)

*To accept the Personnel and Policy Report as presented.*

**Carried**

#### **Recorded Vote:**

*Lim O'Brien – yes*

*Law – yes*

*Valentine – yes*

*Bois – yes*

*McNab – yes*

*Riolo – yes*

*Rokach – yes*

*Yardley – yes*

**E. Facility Update**

Susanne updated members and shared that the Glen Rhodes lease is in its final draft for approval. She has asked that Applegrove pay the monthly rent on the 10<sup>th</sup> of each month so it is coordinated with when we receive funds from the City. As not all funds approved for the lease through the Admin budget were required for rent in 2020, remaining funds are being used for “lease fit-up” work that consists of new air conditioning in the basement and closing off the back of the Sanctuary to create additional program space.

CreateTO is working on a redevelopment on the south side of Queen, near Coxwell. CreateTO contacted Susanne for information on Applegrove’s space needs, likely to assess whether this development could accommodate Applegrove. Susanne provide information on current space use, however communicated that more planning is needed to determine future space needs. She suggested that Applegrove start to look at facility planning. This will go to the Strategy and Finance Committee for further discussion.

**F. Executive Director’s Report**

Susanne dropped off gifts to Susan Horley from Appelgrove and staff for her retirement.

Susanne provided an overview of the new statistics system that will help gather our data more efficiently and be more user friendly.

Susanne shared that the AOCC EDs met with Labour Relations for a briefing on job evaluation for AOCC staff. This exercise will address job harmonization and pay equity. The process is ongoing and may result in financial implications for Applegrove through potential retroactive pay equity payments and wage changes. It is not yet clear what the responsibility of the City vs Applegrove will be in this regard.

Susanne highlighted the correspondence regarding staff information on our website.

**G. Adjournment**

The meeting was adjourned on a motion by Pierre Bois, seconded by Andre Riolo.

***Recorded Vote:***

*Lim O'Brien – yes*

*Law – yes*

*Valentine – yes*

*Bois – yes*

*McNab – yes*

*Riolo – yes*

*Rokach – yes*

*Yardley – yes*

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Chair

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Secretary

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**Next Meetings:**

February 8, 5 pm	Personnel & Policy Committee Meeting
February 8, 6:30 pm	Strategy & Finance Committee Meeting
February 10, 6 pm	Membership, Nominations & Inclusion Committee Meeting
February 22, 7 pm	Board Meeting



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### **Personnel & Policy Committee Meeting Notes**

February 8, 2021 - 5:00 pm

Present: Jean Lim O'Brien (chair), Jennifer Story, Moneca Yardley

Staff: Susanne (recorder)

#### **1. Notes from January 18 Meeting**

Susanne provided a summary of the notes. No follow-up is required.

#### **2. Updates**

##### *a. Staffing*

Susanne informed the committee that the reduced capacity After School Program requires 7 staff working daily, and that 9 staff will be hired and scheduled for shifts to provide coverage. The After School Program is scheduled to start on February 16 or 22. A few families have withdrawn from the program due to pandemic precautions.

##### *b. Bargaining*

Susanne provided an update on the bargaining process Between CUPE L2998 and the City, which is ongoing. Susanne will continue to provide updates to the committee.

#### **3. Overtime and Workload**

Management is in the process of using carried over vacation time in a timely way that does not impact on operations.

Finance Manager time is being monitored carefully as demands are currently high due the ongoing learning curve for a new employee, the audit process and operating needs. Susanne is looking at options for additional hours in the short term. If additional hours are needed over the long term, she will work with the committee to develop a strategy for this.

#### **4. Policy**

##### *a. Policy & Procedure Manual Updates*

Susanne has been updating available standard operating and financial procedures and compiling them in a Procedures Manual. The Policy Manual remains in development. She will share both with the committee when final drafts are available.

##### *b. Learning and Development Framework*

The committee approved the final draft and discussed whether documents such as this one require board approval. As it is an operational document, the decision was made to implement it with staff immediately and present it to the board at its next meeting. The policy development procedure to be developed in the coming months

will provide guidance on approval requirements and processes in the future. Susanne will orient staff to the framework at the upcoming staff meeting.

*c. Staff Code of Conduct*

This policy will be reviewed at the next committee meeting.

## **5. Executive Director Performance Evaluation**

*a. Executive Director*

Performance evaluation results and comments were discussed. Susanne will print a final copy for sign off.

*b. Program Director*

Susanne provided an overview and will print a final copy for sign off.

As the pay for performance program was cancelled for 2020, the evaluation results will be presented to the board and filed in Applegrove's records. Susanne will confirm the authority required for approval given that there is no financial pay-out as in previous years. Susanne will forward her draft 2021 performance goals to the committee.

## **6. Board**

*a. Recruitment Update*

Using data from the board survey and discussion, the Membership, Outreach & Inclusion committee identified recruitment priorities. A recruitment flyer was developed and has been circulated through the Applegrove newsletter and to Don Summerville. Notification of board recruitment is also on the City's website. Recruitment is ongoing. Susanne will share the flyer with the committee and circulate it to the board.

*b. Board Development Planning*

The committee discussed how to identify available board training opportunities and priorities. It was identified that there is a need for introductory/basic training e.g. "non-profit board training 101", that this may be something that could be coordinated with other AOCCs, and that the City has in the past provided Board of Management orientation. Pre-packaged online training that board members could do on their own time would be useful, as would identifying what kind of training the board as a whole may want or need vs individual or small groups of board members. Susanne will do a scan of available resources to inform discussion for discussion at the next committee meeting. The question of available funds for board development was also raised.

## **7. Review of Annual Work Plan**

The committee reviewed the work plan. Susanne will update the plan to reflect 2021 ED performance planning.

**Next Meeting – March 15, 2021**

## Staff Training and Development Framework

### Introduction

Applegrove is committed to learning and growth that builds the capacity of employees, the agency and the non-profit sector. The agency strives to offer a learning culture that provides opportunities that support current and future organizational needs, and which inspires and supports employees to engage in learning through diverse formats and methods.

Training and development is the process of acquiring new or advanced knowledge and skills through both formal and informal means. Both are a shared responsibility of Applegrove and its employees. Applegrove must provide an environment that supports learning, and employees are expected to participate in planning and evaluating their own training and development. This framework outlines how Applegrove approaches and manages training and development.

### Definitions

**Training** provides knowledge and skills that are needed for current roles and requirements of a specific job position. It has a short term focus, and specific and well-defined objectives. Examples include learning how to use a software program, obtaining a certain personal skill (e.g. conflict management), or learning about agency policies and protocols. Typically, most training is mandatory and/or identified by the agency.

**Development** provides knowledge and skills that are focused on an individual and their professional progression. It has a long term focus, more open-ended goals, and is a continuous process aimed at positioning employees for expanded roles and future career moves. Examples include improving key workplace skills (e.g. writing) and conceptual understanding (e.g. managing projects, people or finances). Development is more personalized than training and employees play more of a role in shaping it. It also supports succession planning.

### Benefits of Training and Development

For the agency, training and development are tools for improving efficiency and productivity, reducing risk, ensuring continuity, delivering high quality services, and being effective in the face of continuous change. They provides an employee benefit, supports succession planning and can increase employee engagement, satisfaction and retention.

For employees, training and development supports teamwork, reduces error, improves confidence and productivity, supports personal growth, helps staff grow in their roles and into new positions, and increases their value to Applegrove and future employers.

### Guiding Principles

*Culture of Learning* - Applegrove is committed to a culture in which employees have opportunities to develop new skills, are encouraged to seek out relevant learning opportunities, and are motivated and rewarded for doing so.

*Alignment with Organizational Needs* - Learning activities must support Applegrove's operational requirements and its strategic objectives, and result in knowledge, perspectives and skills that are timely and relevant to an employee's role in the agency.

*Opportunities for all Employees* - Employees at all job levels and functions need to have access to training and development opportunities to excel in their existing role and to grow into their next position. Opportunities need to be offered to all staff in a fair and equitable manner.

*Varied Learning Opportunities* - Options should include formal learning such as courses, webinars, and workshops as well as informal learning through on-the-job opportunities such as project-based work, speaking opportunities, committee roles, mentorship, cross-training, "stretch" assignments that are out of scope, and moves within the agency.

*Evaluate Training and Development* – With limited time and resources available, ongoing assessment of training and development is essential to determine whether the investment of time, effort and funds have yielded returns that benefit employees and the agency.

## Employee Training and Development Components

### New Employee Orientation

Orientation connects new staff to the organization, signals that they are a valued part of the team, and conveys a culture of continuous learning. Orientation will include at a minimum:

- Introduction to Applegrove, its mission, functions and culture
- Review of organizational chart, key policies and procedures
- Employee sign off that they have read and understood the key policies
- Overview of hard and electronic filing systems and where to find job-related information
- Benefits plan information, discussion and preliminary enrollment as applicable
- Welcome meetings and introductions as appropriate

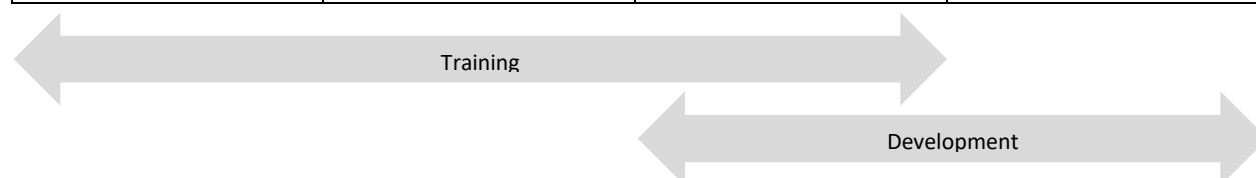
### Ongoing Training and Development

Four types of training and development are available to Applegrove staff:

1. Mandatory - required by the City of Toronto, legislators, funders or others
2. Organizational - applicable to all employees, linked to organizational goals and priorities
3. Role – to build capabilities and competencies in specific roles or areas of activity
4. Individual – to enhance the capabilities and competencies of an individual based on their learning plan, career path and/or performance issues

Examples of content areas for core staff:

Mandatory	Organizational	Role	Individual
Toronto Public Service Bylaw Health and safety Workplace harassment Protect privacy on the job Cybersecurity	Applegrove policies and procedures Equity, accessibility & reconciliation e.g. Anti-Black Racism	First Aid & CPR Worker Health & Safety Software e.g. Microsoft Excel, Adobe Pro	Facilitating Effective Meetings Active Listening Leading Through Positive Influence



Applegrove will prioritize training needed for an employee's current position, and to sustain and enhance agency operations. Training content will relate to one or more of the following: legislative, funder or other requirements, Toronto Public Service workforce plan and core competencies, organizational goals as identified in strategic and operational plans, identified skills gaps, and performance issues.

More individualized development may be pursued once mandatory training has been completed or has been scheduled. Its content will address individual development needs and interests that are relevant to the agency, and to an individual's current and potential future role.

### Identification of Needs

Applegrove will identify training and development needs using a multi-pronged approach:

- Monitor mandatory training requirements
- Annual review of organizational goals, succession plan, training gaps and opportunities
- Hold annual staff meeting focus group discussion on learning and development
- Include learning and development as a standing agenda item for supervision meetings
- Include learning goals in management performance evaluation
- Encourage staff to share training needs, ideas and opportunities with their managers

Employees shall be engaged in at least 30 minutes of internal training per month e.g. via staff meetings, mentorship, special assignments. In addition to mandatory requirements, employees are encouraged to engage in at least one intensive learning activity of 4 hours or more per year. The level and extent of training will vary based on position, employment status, role and goals within the organization, availability of time and resources and other relevant considerations.

Managers will actively promote diverse training opportunities to employees, including those available through the City of Toronto's Enterprise Learning Initiative (ELI), funders, community and sector networks, professional organizations and community partners. Employees with interests and ideas for training are encouraged to speak to their supervisor. Where possible employees will be encouraged and supported in taking a leadership role in training activities.

### Process and Support

Managers and supervisors will work with core employees (work more than 18 hours per week on a regularly scheduled and year-round basis) to set annual learning and development goals. Plans may evolve and will be monitored at supervision and performance evaluation meetings. Training needs of employees who work less than 18 hours per week and/or on a seasonal basis will be identified by managers in consultation with applicable staff teams and employees.

Managers are responsible for scheduling training and development activities, working with supervisors and individual employees as needed. Activities will be incorporated into an employee's work schedule as possible.

For mandatory and organizational training Applegrove will pay instructional fees and employees will be compensated for their time (excluding travel time) at their hourly rate of pay. Applegrove will not pay professional or membership fees for individual employees unless dedicated and secure long-term funding is in place for this purpose.

Applegrove support for role and individual development activities will be determined on a case by case basis by an employee's manager. Decision-making will consider operational needs, organizational needs, amount of learning done to date, whether it is a one-time opportunity, investment required, funding availability, and other relevant factors. Support may include payment of fees or employee hours, schedule adjustments or other measures as feasible.

## Evaluation

### Monitor Activities

Accurate records on employee training and development will be maintained in order to confirm that required training has taken place, assess the investment of time and resources made, inform the equitable provision of opportunities, and identify training gaps and opportunities.

Formal activities will be tracked in the Training Log located in the "AG TRAINING" folder of the shared server within 5 business days of completion of a training activity. Managers and supervisors who coordinate training for staff groups or individuals who cannot access the shared server are responsible for logging these activities. Staff who engage in individual activities and can access the shared server are responsible for logging these activities. Informal activities will be documented in supervision/performance evaluation meeting notes.

### Evaluate Effectiveness

Themes and indicators used to assess whether employee training and development is adequate and effective, and to track progress and trends over time will include:

*Quantity and Content* – How much and what training and development took place?

- Number and percentage of employees who participated in training and development
- Total training hours and average number of training hours per employee
- Ratio of training hours to hours worked per employee
- Categorized list of subject matter and relationship to organizational goals

*Reaction* – How well did the training work for employees? Was it effective?

- Net Promoter Score (would they recommend it to their colleagues?)
- Qualitative feedback provided at supervision and team meetings

*Learning and Behaviour* - What did employees learn? Were they able to apply what they learned on the job? If not, why not and what can be done to provide support.

- Observation of changes in performance and productivity
- Qualitative feedback provided at supervision and team meetings

*Results* – What has been achieved, improved or changed?

- Number and percentage of employees who met their learning goals
- Feedback on staff satisfaction and organizational culture
- Contribution to progress on organizational goals

## Report

An annual training and development report will be provided to the Board Personnel and Policy Committee.