



# APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6

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

[www.ApplegroveCC.ca](http://www.ApplegroveCC.ca)

**“TOGETHER, BUILDING OUR COMMUNITY”**

## **Board of Directors Meeting AGENDA – Wednesday, June 18, 2008**

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

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

**6:15 NO Committee Meeting**

**6:45 Optional Supper**

**7:00**

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

**7:05**

5. Program Presentation:

**7:20**

6. Minutes of the May 21 Board of Directors Meeting (*White*)
7. Business Arising from the Minutes
  - 7.1. Draft Audited 2007 Financial Statements (*Green* including new *green* management letter with draft wording) (for approval)
  - 7.2. Follow up on Tag Line, Stationery, etc. (for information)

**7:30**

- 7.3. Planning for 2009 (*Grey* and Executive Director's Report) (discussion)

**7:45**

8. Finance and Fundraising
  - 8.1. Monthly Financial Report

**7:50**

- 8.2. Fundraising
  - i) SPA Night (*Orchid*)

**8:00**

- ii) *Applicious (Goldenrod)*
- iii) Raptors 08/09 (for decision)

**8:15**

9. Old Business:

9.1. Day Camp Update (for information)

10. New Business

10.1. December Board Meeting Evaluation Report (*see Executive Director's Report*)  
(for discussion)

10.2. Website (for decision)

10.3. Plan Summer Meeting (for decision)

**8:25**

11. Directors' Concerns

**8:30**

Adjournment



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## **Board of Management Meeting AGENDA -- Wednesday, June 18, 2008**

**8:35**

- A. Call to Order/Adoption of Agenda
- B. Declaration of Conflicts of Interest
  
- C. Minutes of May 21 Board of Management Meeting (*White*)
  
- D. Business Arising from the Minutes (if any)

**8:40**

- E. New Business
  - E.1. Personnel: Confirm Job Description for Event Planner (*Blue*)
  - E.2. Personnel: Hiring Report for Summer Staff (to date)

**8:45**

- F. Executive Director's Report (*Pink*)

**8:50**

- G. Correspondence/Information List (*Cream*)

**8:53**

- H. Adjournment

### **Next Meeting**

Summer Meeting to be determined

Wednesday, September 17



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## **Applicious Planning Committee Meeting Notes**

June 5, 2008

### **Present:**

Susan Fletcher (Applegrove staff)

Sarah Allworth (realtor, Martin and Meredith)

Ron Winn (Recreation Supervisor for ward 32)

Elena Nielsen, Pierre Trudel, Lynn Wyminga (Applegrove Board members)

### **1. Next Meeting**

Wednesday, June 25 at 10 a.m. in the Archive Room (child care available in PC room)

### **2. Welcome and Introductions**

### **3. Minutes of April 24**

By consensus, the minutes were accepted as circulated.

### **4. Follow-ups/Updates**

#### **A. Financial**

- recommended for \$4,000 City of Toronto Special Events and Festivals grant!
- Susan circulated and reviewed a detailed project budget

#### **B. Event Planner**

- job ad circulated
- to be posted on Charity Village on June 6

#### **C. Partners and Sponsors**

- Ron is participating on behalf of Parks, Forestry and Recreation (PFR)
- Councillor Bussin is supportive and David McNally will work with us.
- Sarah will follow up with the Rotary Club.
- Susan will follow up with other agencies, Taste of the Danforth and circus
- Pierre gave proposal to Click-On (Apple store) and will follow up.
- Police: possibly do throwing speed test using radar gun.
- Susan will draft a sample letter for sponsors/donors/partners

### **5. Activities / Program**

#### **A. Sports Appearances and Activities**

- requested Blue Jays On the Road, Maple Leafs Off Ice Tour, Marlies “Duke the Dog” mascot
- Argos do not have activity request on website (maybe waiting for pre-season to start) and Argos have a game in Calgary that day.
- Toronto Rock lacrosse does not have activity request on website (maybe because the season is finished)
- Toronto FC soccer has a game in Kansas City that day, so would not be available for player appearances.
- Susan will follow up with Raptors

**Charitable Number: 10671 8943 RR0001**

B. Ideas and Recommendations for Games and Inflatables

- reviewed a number of “giant games” in catalogue from an Ancaster, Ontario company
  - “twister” (Get Knotted)
  - Snakes and Ladders
  - hoppers (for races)
  - sack races
  - ~~pick up sticks~~
- Sarah will get price list from Entertainment Ontario
- inflatables
  - recommended a bouncy castle for younger children and slide for older children
  - Sarah will check with a contact at Entertainment Ontario

C. Balloons

- official parks policy is no balloons
- Applegrove members have attended other events at Woodbine Park and have seen helium balloons and balloon animals
- Applegrove has a contact with a balloon artist!
- if allowed, helium balloons add fun for children (can rent a helium tank to fill 140 balloons for \$40)
- Ron will follow up with PFR

D. Face Painting, Temporary Tattoos, Henna

- through the school, we have contacts with 2 “professional” face painters
- Applegrove will also have face paint stamps and stencils for amateur or volunteer face painters to use.
- we can purchase 1,000 custom temporary tattoos @ \$95 + \$25 set up OR 144 licensed tattoos (Dora, Spiderman, etc) for about \$20.

E. Mural and Craft

- proposal included an apple craft (for fridge magnet or tree decoration) at 15¢ each for 100 or more, minimum order of \$25
- also included a mural: have contacted Applegrove’s former Artist In Residence regarding design and cost.

F. Mascots

- it would be great to have characters such as Big Apple, Fruit of the Loom, Hamburglar, etc.
- maybe check costume houses for rental that could be sponsored by a business.

G. Buttons, Wrist Bands, Tickets

- members consider the following options for participants to show support and participate in activities
  - (from proposal) collectible buttons sold during the event plus tickets at \$1 each (or \$25 for 30 tickets) with some activities free, some at 1

ticket each, and some at 2 or more tickets and advance tickets at 15 for \$10, 50 for \$30 (no refunds) OR

- wrist band (price to be determined) that allow participation in activities or show support
- agreed on the button concept to show support.
- recommended a multi-ticket card that will be stamped (reducing waste) plus supplemental tickets sold individually.
- same ticketing for activities and refreshments.
- after discussing pricing, we suggested that good value would be 4 activities for \$10 allowing a range of 1, 2 and 3-ticket activities.

#### H. Prizes and Silent Auction

- generated a beginning list of businesses to approach for donations for prizes and silent auction items
  - Chudleigh's: apples, tour gift cert (Lynn)
  - Big Apple: mugs, etc. as prizes and mascot (Lynn)
  - Archibald's: wine basket (Lynn)
  - other orchards: apples, cider basket, etc. (Lynn)
  - Applegrove B&B in Southampton, Ontario [www.applegrove.ca](http://www.applegrove.ca): gift cert (Elena)
  - Fruit of the Loom: mascot and T-shirts for volunteers
  - Loblaws: sparkling cider
  - McDonalds: apple slices and caramel dip
  - Chapman's:
- Applegrove also has a number of items for prizes such as baseball cards, football memorabilia, craft supplies, umbrellas.

#### I. Activities Chart

- see end of notes
- this will be expanded and updated with additional information and decisions

### 6. Other Issues

#### A. Event Website

- Lynn will design an event page within [www.ApplegroveCC.ca](http://www.ApplegroveCC.ca) and will reserve Applicious.ca
- Elena will make an Applicious facebook page

#### B. Event Logo

- Sarah will check with a graphic artist contact about designing an event logo

#### C. Promotion and Publicity

- local newspapers community calendars
- local newspapers display ad: Event Planner should speak with Beach Metro and/or Mirror Guardian about sponsoring the event / free or discounted ad
- "mobile" sign at corner for 2 weeks before event:
- family-oriented and/or local electronic bulletin boards
- flyers to daycare centres via WoodGreen
- Pegasus can do flyer drops around neighbourhood. Members agreed that a week to 10 days before the event would be best.

- schools
  - flyers for students to take home
  - info for early September newsletters
- ask Councillor Bussin to publicize through her electronic newsletter in September.

**D. Refreshments**

- Applegrove wants to make and sell
  - apple pie slices
  - apple mini-muffins
  - hot and cold cider
  - other apple-based foods
- Applegrove or other agencies can make and sell
  - popcorn
  - cotton candy
  - pretzels
  - hot dogs
- given out as samples or sold
  - McDonald's apple slices with caramel dip (99¢ plus tax or in Happy Meal) for sale or given out as amp
  - Loblaw's sparkling apple cider
  - Chapman's Apple Pie Icecream
  - BabyBel and/or Vache qui Rit cheese (pre-wrapped portions). Both are made by the same company (Groupe-Bel in France, Agropur in Quebec).

**E. Signage**

- we will need signage at the event (ticket sales, info table, etc.) Sarah will check with a sign printer contact about prices for coroplast signs.

**F. Plans for Year 2**

- wine tasting
- celebration of Applegrove's 30<sup>th</sup> anniversary
- directory of partners, sponsors, local services and businesses

**7. Next Steps**

- A. Contact Sandra Bussin's office to have the event included in her e-blasts – Susan and Event Planner
- B. Talk to Woodgreen's Elaine Levy about the possibility of posting flyers, or information through the Woodgreen daycares – Event Planner
- C. Talk to TDSB about possibility of promoting the event in school take-home literature – Susan and Event Planner
- D. Contact Chudleigh's about the possibility of offering a silent auction donation - Sarah
- E. Contact Bizzy Bee about the possibility of offering a silent auction donation - Sarah
- F. Finding out who is the community liaison officer at Police 55 Division to see if they will participate – Event Planner
- G. Contact Lou at Oscar Parrot promotions about button pricing - Sarah
- H. Contact Sarah's graphic designer friends about producing a Applegrove Applicious logo - Sarah
- I. Contact Loblaws for possible donations – Event Planner

J. (also see prior items)

**8. Next Meeting**

Wednesday, June 25 at 10 a.m. in the Archive Room (child care available in PC room)

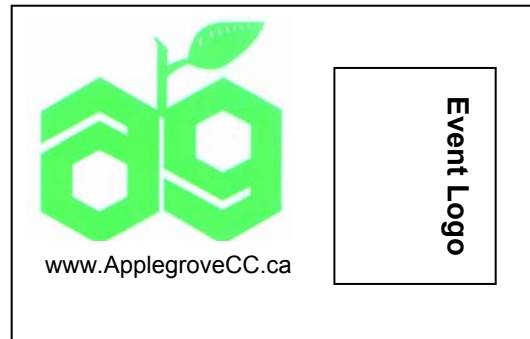
Agenda will include

- selecting a committee chair

**Multi-ticket Card Mock-up**

Back – each square is one “ticket”


Front





Activity Name	Description	Cost to Run	Ticket Cost	Staffing Needed
Amateur face painters	Using Applegrove's face paint stamps and stencils for design on a cheek or arm: this could be run by an agency	Cost of paints	1	5
Apple Hop	Hopper races: a contest, could be sponsored by a local business	About \$60 for 3 hoppers (would need at least 6)	?	2 (starter and finish line)
Apple Peeling	Contest: could be run by an agency or sponsored by a business	Cost of apples and at least 20 identical peelers	2?	2?
Apple Sacks	Sack races: could be sponsored by a local business	About \$70 for 5 sacks (would need 2 sets)	?	2 (starter and finish line)
Apple Target	Velcro dart game with plastic apples (small patch of velcro added) : could be run by an agency	Plastic apples, Velcro and target	1	1
Apple Toss	Ball toss done with plastic apples: could be run by an agency	24 apples already purchased, Applegrove has clown target	1	1
Bouncy castle	For smaller children, e.g. under 6		3?	?
Craft	Decorate a wooden apple shape as a fridge magnet or tree decoration	\$50 for 300 apples plus paint, glitter, glue, etc.	1	2? staff for 10 to 15 children at 2 tables
Giant Apple Twister	Larger version of home game: this could be run by an agency or as a contest sponsored by a local business	About \$60 to purchase the game	?	1?
Giant Snakes and Ladders	Larger version of home game: could be run by an agency	About \$60 to purchase the game	?	1?
Henna	Henna designs on an arm or leg: this could be run by an agency	Minimal	1?	At least 2
Inflatable slide	For older children, e.g. 6 to 11		3?	?
Mural	Artist will design a mural to be painted by children	\$200	0?	2?
Professional Face painters	Whole face	?	?	?
Temporary Tattoos	Can be custom design (event or Applegrove logo, possibly best as prizes or participation recognition), licensed (Dora, Spiderman, etc) or general assortment (flowers, tribal, etc.) which could be run by an agency or used as prizes	\$50 to \$150		2? people to apply them.
Worm in the Apple	Insert a pipe cleaner into the core of an apple, contestants eat or catch apples, ones with worms get a prize	Cost of apples and pipe cleaners plus strings suspend or basin to float apples	?	1

Apple Festival

Initial Budget Revised

June 2008

Where a supplier is noted in brackets, the cost is their price/estimate.

Otherwise, prices are guesstimates.

Budget takes a conservative estimate of the number of families attending and what they will spend, i.e.,

150 families of 4 paying \$10 in advance and buying \$25 \$25 more tickets

Prices include PST but not GST as it is 100% refundable.

**Event Expenses**

<u>Facility</u>						
<u>Rental (see below)</u>						
<u>Indoor</u>						<u>\$0</u>
<u>Park</u>						<u>\$303</u>
<u>6 to 10 Picnic Tables &amp; Waste</u>						
<u>Receptacles</u>						<u>\$650</u>
<u>Barricades (6 to 10)</u>						<u>\$325</u>
<u>Portable Toilets</u>						
<u>0Prestige double @</u>		<u>\$750</u>				<u>\$0</u>
<u>0urinals @</u>		<u>\$300</u>				<u>\$0</u>
<u>1hand wash station @</u>		<u>\$200</u>				<u>\$200</u>
<u>Garbage disposal</u>						
<u>10bins @</u>		<u>\$25</u>				<u>\$250</u>
<u>Security</u>						
<u>1officer @</u>		<u>\$18/hr @ x</u>	<u>7</u>			<u>\$126</u>
						<u>\$1,854</u>
<u>Equipment</u>						
<u>20Tables @</u>		<u>\$11</u>				<u>\$216</u>
<u>50Chairs @</u>		<u>\$2</u>				<u>\$100</u>
<u>Children's activities</u>						
<u>bouncy castle</u>						<u>\$500</u>
<u>food carts</u>						
<u>3@</u>		<u>\$100each</u>				<u>\$300</u>

It's my Potty

Blue Environmental

Chairman Mills

Chairman Mills

folding chairs

Applicious Notes – June 5, 2008

8

<u>propane bbq and 3 hour tank</u>			<u>\$308</u>	<u>chairman Mills</u>
<u>    spare tank</u>	-		<u>\$32</u>	<u>chairman Mills</u>
<u>Propane burner</u>	-		<u>\$49</u>	<u>chairman Mills</u>
<u>    tank</u>	-		<u>\$32</u>	<u>chairman Mills</u>
<u>Dunk tank and other games</u>	-			
<u>    3@ \$200each</u>			<u>\$600</u>	
<u>Tent/Marquee</u>	-		<u>\$2,000</u>	<u>Gervais</u>
<u>2generators @ \$100</u>			<u>\$200</u>	<u>Checkers</u>
<u>Mike, amp and speakers</u>	-		<u>\$200</u>	<u>Gervais</u>
<u>stage</u>	-			<u>Gervais</u>
<u>    4pieces 4x8 @ \$80</u>			<u>\$320</u>	
			<u>\$4,857</u>	
<u>Décor/atmosphere</u>	-			
<u>    balloons (dollar store)</u>	-			
<u>    helium tank</u>	-			
<u>    T-shirts for volunteers</u>			<u>\$360</u>	
<u>    Printed bandanas for volunteers</u>				
			<u>\$360</u>	
<u>Publicity</u>				
<u>    Advertising including \$200 for mobile sign</u>			<u>\$800</u>	<u>ASAP Mobile sign rental</u>
<u>    Printing</u>	-		<u>\$600</u>	
			<u>\$1,400</u>	
<u>Refreshments</u>				
<u>    Supplies for baking</u>	-		<u>\$100</u>	
<u>    Cider</u>	-		<u>\$100</u>	
<u>    hotdogs, etc.</u>	-		<u>\$200</u>	
<u>    ice</u>	-			
<u>        430 lb bags @ \$13.50</u>			<u>\$54</u>	<u>Gervais</u>
<u>    plates, cups, napkins, serving utensils, gloves</u>			<u>\$100</u>	
			<u>\$554</u>	
<u>Other supplies</u>	-			

2 pavillion

<u>Paint a mural</u>			<u>\$200</u>
<u>participation tickets (dollar store)</u>			<u>\$15</u>
<u>Prizes</u>			<u>\$195</u>
<u>Craft supplies</u>			<u>\$75</u>
<u>Buttons</u>			
<u>10002.5 " buttons @</u>	<u>\$0.53</u>		<u>\$529</u>
<u>100special buttons @</u>	<u>\$0.97</u>		<u>\$97</u>
			<u>\$1,111</u>

[apples \\$15 for 100 at woodparts.ca plus pain](http://woodparts.ca)

<u>Contingency @</u>	<u>5%</u>		<u>\$507</u>
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**Planning Expenses**

<u>Staff</u>			
			<u>\$23.7</u>
<u>Planner @ WG 11</u>		<u>8</u>	
<u>10hours/wk</u>	<u>16weeks</u>		<u>\$3,805</u>
<u>30hours/wk</u>	<u>2weeks</u>		<u>\$1,427</u>
<u>Vacation pay @</u>	<u>4%</u>		<u>\$209</u>
<u>Benefits (CPP, EI, EHT, etc. est @</u>	<u>10%</u>		<u>\$544</u>
			<u>\$5,985</u>

<u>Other staff</u>			
<u>5hours/wk</u>	<u>16weeks @</u>	<u>\$30</u>	<u>\$2,400</u>
<u>10hours/wk</u>	<u>2weeks @</u>	<u>\$30</u>	<u>\$600</u>
			<u>\$3,000</u>

<u>Office Expenses</u>			
<u>Office supplies</u>			<u>\$100</u>
<u>Computer, telephone, postage</u>			<u>\$100</u>
<u>Photocopying</u>			<u>\$200</u>
			<u>\$400</u>

<u>Supervision and Project Administration</u>			
<u>5hours/mo</u>	<u>5@</u>	<u>months</u>	<u>\$35</u>
			<u>\$875</u>

<b>Total Expenses</b>	<b>\$20,903</b>
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**Income or In Kind donations**

<u>Break-even</u>	-	-	\$1,50	
<u>150advance @ \$10</u>			0	
<u>Less net credit card processing @</u>			\$0	
<u>Activity tickets</u>			\$2,25	
<u>15per family @ \$1</u>			0	
<u>Refreshments</u>			\$1,50	
<u>\$10per family</u>			0	
<u>Button revenue</u>			\$2,25	
<u>750@ \$3</u>			0	
<u>Net Ticket Sales</u>				<u>\$7,500</u>
<u>Silent Auction</u>				<u>\$400</u>
<u>Vendors</u>				
<u>5organizations @ \$50each</u>			\$250	
<u>10restaurants @ \$100each</u>			\$1,00	
<u>Total vendors</u>			0	<u>\$1,250</u>
<u>Sponsors</u>				
<u>5@ \$100</u>				<u>\$500</u>
<u>Donations/In Kind</u>				
<u>Printing</u>				<u>\$300</u>
<u>Advertising</u>				<u>\$400</u>
<u>Facility</u>				<u>\$1,278</u>
<u>Garbage removal</u>				
<u>Office Expenses</u>				<u>\$400</u>
<u>Supervision and additional staffing</u>				<u>\$3,875</u>
<u>Refreshments</u>				
<u>City Grant</u>				<u>\$4,000</u>

Total In/Kind  
Recommended May 21

<b>Total Income</b>					<b>\$19,903</b>
<b>Net Proceeds</b>					<b>-\$1,000</b>

Or Park Permit Fee

<u>Attendance over 601</u>				<u>\$303</u>
<u>6 to 10 Picnic Tables &amp; Waste Receptacles</u>				<u>\$650</u>
<u>Barricades (6 to 10)</u>				<u>\$325</u>

Volunteer identification and recognition

Bandanas

<u>50@</u>	<u>\$4.40</u>	<u>Set-up charge</u>	<u>\$35</u>	<u>\$255</u>
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T-shirts

<u>50@</u>	<u>\$6.50</u>	<u>Set-up charge</u>	<u>\$35</u>	<u>\$360</u>
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May 13, 2008

Board of Management and Board of Directors  
Applegrove Community Complex  
60 Woodfield Road  
Toronto, ON  
M4L 2W6

**Grant Thornton LLP**  
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T (416) 366-0100  
F (416) 360-4949  
[www.GrantThornton.ca](http://www.GrantThornton.ca)

Dear Members of the Boards:

**Re: Internal control findings from the 2007 audit**

Receiving observations and findings on your financial reporting processes and controls is one of the benefits of an annual financial statement audit. Grant Thornton LLP implemented new processes and technology to address the changing standards of conducting a financial statement audit. This approach includes an increased emphasis on internal control.

Our audit is planned and conducted to enable us to express an audit opinion on the annual financial statements. The matter dealt within this letter came to our attention during the conduct of our normal examination, and as a result, this letter does not necessarily include all matters that would be uncovered through a more extensive or special engagement.

The standards of the public accounting profession require us to report annually to you our findings on certain weaknesses and deficiencies in your internal controls. We have categorized our finding as follows:

- **Material weakness** (individual or aggregated deficiencies that could result in a material misstatement in the financial statements due to fraud or error)
- **Significant deficiencies**
- **Other deficiencies and advisory comments**

**Significant Deficiencies**

1. *Segregation of Duties*

In an ideal internal control environment, there are certain accounting functions that should not be performed by the same person. For example the same individual should not initiate a purchase, authorize the same purchase and then sign the cheque. By segregating certain functions, a control environment is created that minimizes the risk of misstatements from fraud or error.

As is similar with many small organizations, limited resources restrict the Complex's ability to segregate each function to the appropriate extent. The Complex has implemented monitoring controls to compensate for the lack of a proper segregation of duties. The effectiveness of these monitoring controls depends on the timeliness of the review, the level of inquiry and the information reviewed. The Complex should continue to review the monitoring controls to ensure that:

- the reviews are completed on a timely basis;
- the information being reviewed is appropriate; and
- appropriate staff are completing the monitoring function.

#### Management response

***We are pleased to report that the Centre continues to review the monitoring controls noted on a regular basis to compensate for the lack of segregation of duties given the size of our organization and the restrictions stemming from limited resources. A full list of control measures that are implemented at our Centre are documented in the system notes of our operations, which are reviewed annually with Grant Thornton staff at the time of audit field work.***

***Please be assured that the Board is committed to effective oversight of the Centre operations to ensure that appropriate and workable fiscal controls are and will continue to be in place.***

It is management's responsibility to weigh the cost of implementing controls against the benefits that the controls will achieve. The purpose of this letter is to provide you with the information related to the identified risks to so that you can make the necessary decisions.

The matters discussed herein are those that have been noted as of February 18, 2008, and we have not updated our procedures regarding these matters to the current date. In addition, this communication is prepared solely for the information of management and is not intended for any other purposes; we accept no responsibility to a third party who uses this communication.

To complete our files, please provide us with a copy of your response to our comments in the space provided.

Should you require any further information or explanations, please contact us.

Yours sincerely,  
Grant Thornton LLP



*Grant Thornton LLP*

Allister Byrne, FCA  
Partner

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## Board Meeting Evaluation – December 2007

Six forms were completed at the November 21 Board meeting. Except as noted, the order of responses was randomized.

### Summary

The Board has one major issue, namely lack of attendance. Because this issue had been noted in all of the prior evaluations, this form also asked for solutions. Members suggested reducing the number of meetings that members can miss, and following up when members miss meetings.

Although most members appreciate the agendas and meeting times, one member felt that the meetings are too long. One member wrote that this evaluation should be reduced to once per year; at least one other member made the same suggestion at the meeting. As well, members suggested:

- informal meetings twice annually;
- more orientation regarding the board manual, budgets and financial reports;
- more discussion of programs;
- discussing fundraising at each meeting; and
- using adult size chairs instead of the children's chairs.

### Results

1. The best thing about Board meetings is
  - sharing ideas, to make a better Community
  - the enthusiasm of the members, the commitment of the members, the diversity of ideas
  - finding solutions for Applegrove
  - building our community together!
  - jokes
  - communication
  
2. Board meetings would be better if
  - we had regular chairs
  - we had everyone showing up at all meetings
  - we had higher commitment
  - everyone attends
  - the meetings were earlier
  - more jokes

AND, to make that happen, this needs to happen (*note that these are in the same order as the above points*)

- there's no rush
- the Board needs to change how many meetings are allowed to be missed
- strongly suggest removal of unseen board members
- change the rules about unattended meetings

3. Overall, how do you feel about the agendas? 😊😊 😊 😞 😞😞  
✓✓✓✓✓✓

Why?

- well planned
- keep things moving
- clear and easy to understand
- very informative

4. How do you feel about the meeting time? 😊😊 😊 😞 😞😞  
✓✓✓✓ ✓ ✓

- too long

5. What else should the Board discuss (regularly or occasionally)?

- the actual programs
- fundraising events every meeting

6. What information or training would help you do a better job as a Board member?

- training for new members regarding the board manual
- information to better understand financial matters
- budgets

7. What skills would you like to use or develop?

- computer

8. Other comments or concerns about the Board or the organization

- very satisfied with actual items discussed
- have twice a year an informal meeting like the summer bbq
- I think we should do this evaluation once a year.



# APPLEGROVE COMMUNITY COMPLEX

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**“TOGETHER, BUILDING OUR COMMUNITY”**

## **Minutes of the Board of Directors Meeting May 21, 2008**

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

Present: Estelle Halbach (Chair), Dave Balkissoon, Jennifer Large, Tricia Reid, Pierre Trudel,  
Lynn Wyminga, Donald Yuen.

Regrets: Sandra Bussin, Debbie Grainger, Elena Nielsen,.

Staff: Susan Fletcher (Recorder).

### **Date of Next Meetings**

Tuesday, June 17, 2008 – Neighbours Night Out, 6 to 8 p.m.

Wednesday, June 18, 2008 – Board Meeting

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

At 7:05, Vice Chair Jennifer Large called the meeting to order and chaired until Estelle took over at item 7. Quorum of 5 Directors was achieved. The agenda was accepted as circulated.

#### **2. Declaration of Conflicts of Interest**

None were declared.

#### **3. Volunteer Hours**

Members provided their volunteer hours.

#### **4. Donation Envelope**

Donation envelope circulated.

#### **5. Minutes of the April 23 Board of Directors Meeting**

**MOTION** (Trudel/Balkissoon)

*To accept the minutes of the April 23 Board of Directors Meeting.*

**Carried.**

#### **6. Business Arising from the Minutes**

6.1. Draft Audited 2007 Financial Statements with Management Letter

After the discussion of the audited statements at the last meeting, Franki and Susan realized that the auditor had mistakenly used an earlier version of the notes. A revised draft was circulated.

Although the auditor had earlier advised Applegrove staff that there would be single management letter for all 10 AOCC's, the Management Letter that Applegrove received was specific to this centre and noted an issue with respect to segregation of

Board of Directors Minutes

May 21, 2008

2

duties. Susan reported that this issue applied to most of the AOCC's and that they were addressing it jointly with the support of relevant City staff.

Consequently, the Board agreed not to accept the audited statements or respond to the management letter until the 10 centres had discussed the issue and received advice from relevant City staff.

6.2. Ideas and publicity for "Brew Some Good"

Board members considered how best to engage Applegrove's participants in nominating the centre for the Maxwell House "Brew Some Good" contest. The Board agreed that a discussion within relevant programs would build enthusiasm. The discussions will focus on

- what do you like about Applegrove?
- how has Applegrove (or this program) benefited you and your family?
- what would improve Applegrove (or this program)?

As appropriate, Board members or other participants with the relevant technology (laptop with wireless, Blackberry, etc.) could help participants enter the contest. Within Applegrove's main location, staff can watch a participant's child(ren) while the adult goes to the Applegrove office to enter. As an alternative, staff can record participants' names, e-mail addresses and entries to enter them later from Applegrove's office OR offer reminder sheets for participants to take home to do their own entry.

Susan will develop a hand-out of the Board's top priorities, "How You can help Applegrove" and invitation to nominate individuals (staff, Board members, others) who have agreed to commit the prize to Applegrove. Board priorities will include replacing the DPG funding for the Teen program, a new kitchen for Parent/Child, furniture and equipment for the Lounge,

**7. Finance and Fundraising**

7.1. Quarterly Financial Report

Although the April meeting saw the streamlined monthly report, this quarterly report is more detailed as requested.

**MOTION** (Wymings/Balkissoon)

*To accept the first quarter financial report.*

**Carried.**

7.2. Fundraising Committee

Members briefly discussed SPA Night. A more detailed review will take place at the Fundraising meeting on Monday, June 2. The Board suggested that all members of the planning committee sign thank you letters to practitioners and donors, and that these wait until SNAP Beaches June edition is available.

**8. Old Business**

8.1. Follow up on Applegrove Tag Line/Description/Letterhead

For some months, the Board had not had the time to decide on a number of details arising from the adoption of the tagline and letterhead. During a general discussion, the Board agreed on the following:

## Board of Directors Minutes

May 21, 2008

3

- on letterhead and other relevant materials, Applegrove Community Complex and the tagline should be in small caps.
- the letterhead should include the website, not the e-mail.
- the website address should be in black and not underlined.
- when the logo is used without the organization's name, the website should be directly underneath.
- on the left-over pre-printed business cards, the website should go under the organization's name, followed by the individual's name (and position if relevant). The back of the business card should include a brief list of programs.
- all program calendars should have the letterhead on the first page or the top of the page.

### 8.2. Day Camp Update

Applegrove has been approved for funding for 4 staff from HRSDC<sup>1</sup> (10 weeks @ 35 hour/week) and recommended for a Minor Recreation grant of \$3,500. We have not yet heard from the TDSB<sup>2</sup> regarding the Focus On Youth program for free space and staffing.

## 9. **New Business: Celebrating Applegrove's 30<sup>th</sup> Anniversary in 2009**

With the agency's anniversary coming up next year, the Board discussed ways to celebrate, noting that in 2009, June 5 (the anniversary of the agency's incorporation) will fall on a Friday.

For Applegrove's 20<sup>th</sup> and 25<sup>th</sup> birthdays, the agency held a birthday party on Saturday, June 5. For the 25<sup>th</sup> birthday, we had a special 25<sup>th</sup> anniversary banner that wrapped across the logo, allowing us to use special letterhead all year. We also asked the Mayor to declare June 5 as Applegrove day in honour of the anniversary.

Susan reported that after Applegrove's 25<sup>th</sup> birthday, staff realized that it was too much work to have SPA night in mid-May, a party in early June, and Neighbours Night Out in mid-June. Consequently, Susan strongly recommended organizing either a birthday party in early June '09 or Neighbours Night Out on the 3<sup>rd</sup> Tuesday (in 2009, that will be June 16), but not both.

Members recommended planning a series of events leading up to an anniversary celebration at Applicious 2009 including:

- serving apple cider at the Beaches Christmas Tree lighting (Estelle's new house is conveniently nearby).
- participating in the Easter Parade
- serving birthday cake at Neighbours Night Out.

## 10. **Directors' Concerns**

Lynn and other members expressed concern about old items on the website. Susan will make updating the website a priority with relevant staff and volunteers.

---

<sup>1</sup> HRSDC = Human Resource and Social Development Canada

<sup>2</sup> TDSB = Toronto District School Board

**11. Adjournment**

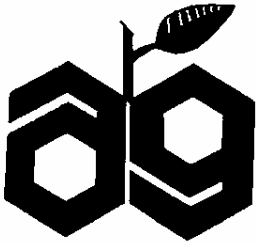
The meeting was adjourned on a motion by Pierre Trudel, seconded by Lynn Wyminga.

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Chair

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Secretary



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None were declared.

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Members provided their volunteer hours.

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Donation envelope circulated.

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**MOTION** (Trudel/Balkissoon)

*To accept the minutes of the April 23 Board of Directors Meeting.*

**Carried.**

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## Board of Directors Minutes

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---

<sup>1</sup> HRSDC = Human Resource and Social Development Canada

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May 21, 2008

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**11. Adjournment**

The meeting was adjourned on a motion by Pierre Trudel, seconded by Lynn Wyminga.

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Chair

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Secretary



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## **Minutes of the Board of Management Meeting May 21, 2008**

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

Present: Estelle Halbach (Chair), Dave Balkissoon, Jennifer Large, Tricia Reid, Pierre Trudel, Lynn Wyminga, Donald Yuen.  
Regrets: Sandra Bussin, Debbie Grainger, Elena Nielsen.  
Staff: Susan Fletcher (Recorder).

### **Date of Next Meetings**

Tuesday, June 17, 2008 – Neighbours Night Out, 6 to 8 p.m.

Wednesday, June 18, 2008 – Board Meeting

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

As Chairperson, Estelle called the meeting to order. Quorum of 5 members was achieved. The agenda was adopted as circulated.

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

No conflicts of interest were declared.

#### **C. Minutes of the April 23 Board of Management Meeting**

**MOTION** (Balkissoon/Large)

*To accept the minutes of the April 23 Board of Management Meeting.*

**Carried.**

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

**MOTION** (Reid/Large)

*To accept the Executive Director's Report.*

**Carried.**

#### **E. Correspondence/Information**

Susan highlighted correspondence/information.

**MOTION** (Yuen/Wyminga)

*To accept the suggested actions in the Correspondence List.*

**Carried.**

#### **F. Adjournment**

The meeting was adjourned on a motion by Pierre Trudel, seconded by Jen Large.

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Chair

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Secretary



## Boards of Midsize Nonprofits: Their Needs and Challenges

Francie Ostrower

Nonprofit boards are increasingly a focus of those interested in nonprofit accountability and transparency, including policy-makers, the media, researchers, and the public. Yet most of the research has focused on boards of large nonprofits.<sup>1</sup> Likewise, policy proposals and best practice guidelines often seem designed with large organizations in mind, raising concern among representatives of smaller organizations who feel the proposals may be inappropriate for their institutions.<sup>2</sup> This brief helps fill a major gap in our understanding by focusing on governance among midsize nonprofits, identifying certain problem areas and suggesting strategies that trustees, managers, and others engaged with midsize nonprofits may find helpful in strengthening their boards.

The discussion uses data from our Urban Institute *National Survey of Nonprofit Governance*, the first national representative survey of governance in the United States.<sup>3</sup> This brief focuses on the subset of 1,862 organizations in that survey that have annual expenses between \$500,000 and \$5 million, hereafter referred to as “midsize” nonprofits. Nonprofits in this size range make up approximately one in five public charities that file the Internal Revenue Service Form 990 (Pollak and Blackwood 2007). This report was funded by the Evelyn and Walter Haas, Jr. Fund, who asked that we employ our survey data to examine this subset of nonprofits. We also refer at points to our survey data on 1,101 larger nonprofits for purposes of comparison.

### Foreword

**M**ore often than not, today’s conversations about strengthening nonprofit leadership focus on executive directors—how to support them in ways that will enhance their performance, and how to find and nurture replacements as today’s executives approach retirement. These are crucial questions, and the Evelyn and Walter Haas, Jr. Fund is working with our grantees and our colleagues in philanthropy to find the right answers.

At the same time, we also are interested in finding ways to improve our

understanding and support of the other side of the leadership equation: the nonprofit board. When we recently began asking ourselves what more we could do to help strengthen the boards of the nonprofits we work with, we realized we needed more, and better, information about the specific board issues these organizations face. Most of the current literature looks at larger nonprofit boards, and yet our grantees are primarily mid-sized organizations with

(continued)

## Foreword (*Continued*)

budgets of \$5 million or less, some considerably less.

This study marks an attempt to fill what we consider to be a major gap in the sector's understanding of nonprofit boards. Mid-sized organizations (those with budgets of \$500,000 to \$5 million) make up one in five of all nonprofits registered with the IRS. Now, thanks to the work of Francie Ostrower and her colleagues at the Urban Institute, we have their study's observations, ideas and conclusions about the unique governance challenges facing this critical mass of nonprofits. For example, we now know that these boards face unique and pressing challenges, such as engaging the board in the work and mission of the organization, bringing more diversity to the board, and sharing power and influence beyond the board chair and CEO.

At the same time that we see these challenges, the study also reveals important opportunities for the sector. For example, organizations that allow more opportunities for all board members to influence the agenda tend to have more actively engaged boards. Engagement also tends to be higher among organizations that emphasize key business and financial skills when recruiting new board members.

The study points to no single “magic bullet” solution to the board challenges facing mid-sized nonprofits. However, it does suggest some clear actions nonprofits can take, such as doing a better job at board recruitment so they can build more well-rounded boards and changing the culture of their boards to encourage broader participation in decisionmaking.

For grantmakers and the broader sector, the study underscores the need for more support for board development and for initiatives designed to bring more diversity to the sector's leadership ranks. At the Haas, Jr. Fund, we intend to use Dr. Ostrower's conclu-

sions and data as a touchstone as we explore the range of actions we can take to make sure boards are an important part of how we are strengthening nonprofit leadership. The following are among the questions we will be asking based on the study's results:

- What more can we do to directly support nonprofits in their efforts to strengthen their boards?
- What will it take to elevate board service and to help current and potential board members in a community understand their full governance roles?
- What more can we do to help nonprofits assess the make-up of their boards and to encourage them to consider adding new people whose diversity—in experience, expertise, ethnicity, and more—can help these organizations be more effective?

As our sector continues to focus on stronger leadership as a pathway to improved performance for nonprofits, we believe this study offers important insights about how to help boards step up to their rightful role in helping their organizations succeed. Richard Chait has observed that many nonprofit boards have a “problem of purpose” that blunts their effectiveness. Our challenge as grantmakers and as a field is to help nonprofits find ways to build active, engaged boards that are clear about their purpose and that play a consequential role in making sure their organizations deliver results for the communities and the people they serve. This study is an important step in that direction.

Linda Wood  
Senior Program Officer  
Nonprofit Leadership and Governance  
Evelyn and Walter Haas, Jr. Fund

Comparing midsize nonprofits with their larger counterparts, we find that their boards are less engaged in many basic stewardship responsibilities. Midsize nonprofits' boards also have greater difficulty attracting new members. These comparisons underscore the need for efforts targeted at midsize nonprofits to help them strengthen their governance. This paper highlights areas in which that need seems greatest and suggests some strategies that may help. In particular, the brief addresses the following broad questions:

- How actively engaged are midsize nonprofits' board members, and what factors promote greater engagement?
- How well do midsize nonprofits perform various responsibilities, and what factors promote stronger performance?
- Who serves on midsize nonprofits' boards, and what populations might they target to expand their pool of potential members?

The paper also contributes to a recent discussion about the leadership crisis in the nonprofit sector sparked by the *Daring to Lead* study (Bell, Moyers, and Wolfred 2006). The study found that a high percentage of CEOs plan to leave their job and pinpointed frustration with board performance, particularly in the fundraising arena, as a key reason. Our findings on CEO ratings of their board's performance in fundraising resonate with the study and highlight other areas where CEOs view boards poorly. More broadly, our study leads to a more general conclusion: discussions about nonprofit leadership challenges, now focused on CEOs, should be expanded to include boards. Our findings on levels of board engagement strongly suggest that unless measures are taken to strengthen boards and help them attract members—and unless boards start taking a more active role in monitoring their own performance—it is unlikely that they will be able to offer the assistance to CEOs and the effective oversight and governance that they are being called upon to give.

Boards are complex, and a multitude of factors influence their behaviors. We offer the following recommendations for midsize nonprofits and their supporters because these recommendations address

factors associated with board engagement and performance across many domains, and their influence persists even after taking other factors into account:

- Carefully assess the recruitment criteria being emphasized when selecting new members and revise these criteria as needed;
- Institute a board culture that encourages members to influence the board's focus and agenda, rather than one that concentrates influence in the hands of the board chair and CEO;
- Institutionalize a process for boards to monitor their own performance.

We also call for initiatives to help midsize nonprofits identify new members and expand the pool from which those members are drawn. While best practice guidelines and policy proposals are important, their successful implementation requires committed and knowledgeable board members dedicated to helping the organization pursue its mission. We find that, even as nonprofits report problems finding board members, segments of the population—notably ethnic and racial minorities, those over age 65, and those under age 35—are not widely represented on boards. It is critical for future research to examine the barriers here and identify successful strategies to overcome them. Particularly in light of demographic shifts in the United States, the very legitimacy of the nonprofit sector is connected to such efforts.

As we turn to the findings, the reader should keep in mind the following methodological considerations. The survey was administered to a stratified, random sample of public charities required to file Internal Revenue Service Form 990, and therefore descriptive analyses are weighted to adjust for differential probabilities of selection by size, as well as nonresponse patterns. Second, we seek to shed light not only on how boards behave but on the factors correlated with their behavior and performance. Board practices are typically influenced by multiple factors, however; we therefore employ statistical techniques that permit us to control simultaneously for multiple variables. This is done to confirm that a relationship between a particu-

lar factor and a particular board practice described as significant persists even after other potentially influential factors are taken into account.<sup>4</sup>

Keep in mind that we sent the survey to CEOs/executive directors (with instructions that it be completed by them or the person most responsible for the organization's overall management), so responses reflect their perspective.<sup>5</sup> Likewise, this report examines public charities in the \$500,000 to \$5 million range, and thus readers should not assume that its findings are automatically generalizable to nonprofits of other types or size.

### Board Engagement

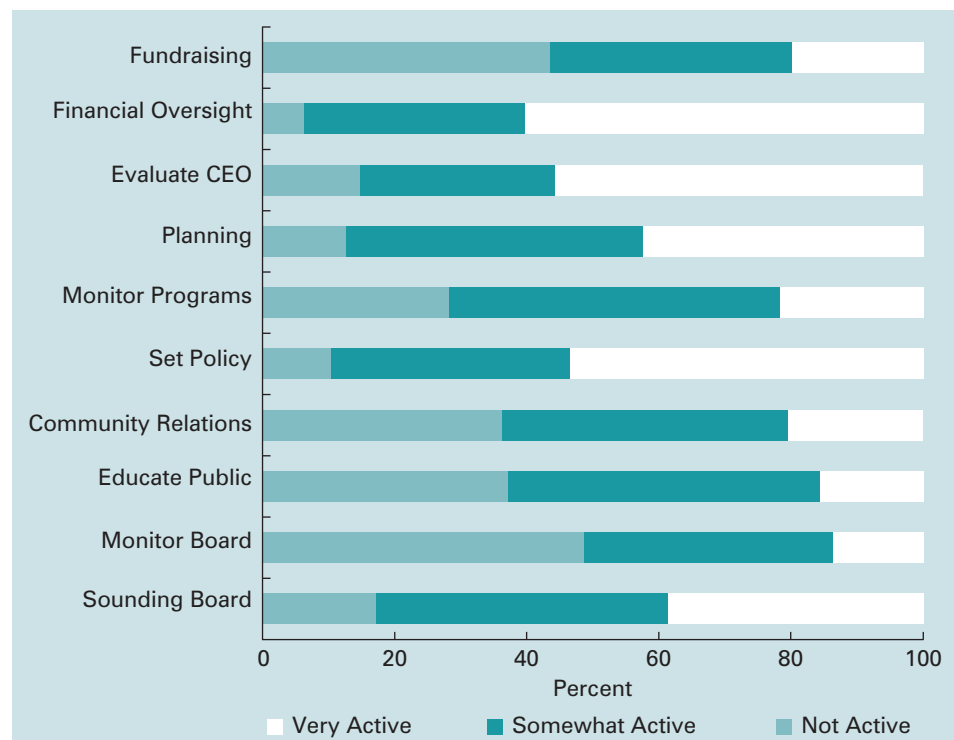
Nonprofit boards are charged with certain responsibilities rooted in their legal and fiduciary obligations. Many midsize nonprofits' boards, however, are not very actively engaged in several of these responsibilities (figure 1). Of the traditional board responsibilities we asked about, a majority of boards were very active in only three: financial oversight (60 percent), evaluating the CEO (56 percent), and setting policy (54 percent).<sup>6</sup> Over 85 percent of

boards are at least somewhat active in all three of these roles.

However, many boards are not very actively engaged in several roles. This was true in all three of the more externally oriented roles: only 20 percent very actively engaged in fundraising, 20 percent were very active in community relations, and 16 percent were very active in educating the public about the organization. Indeed, substantial percentages were not even "somewhat" active in carrying out these roles. These findings raise concerns about the level of insularity among boards, which are supposed to help connect their organizations to the community and help secure resources to carry out their missions. Furthermore, many board members do not personally contribute. On average, 44 percent of board members did not make a personal contribution in the previous year (the median was 35 percent). Members of boards that are less active in fundraising were also considerably less likely to make personal donations.<sup>7</sup>

Furthermore, low percentages of boards were active in assessing the performance of their organizations or themselves. Only 22 percent of boards very

FIGURE 1. Board Activity Levels





actively monitor the organization's programs and services. In a separate question, we found that fully 26 percent of boards do not assess whether their organization is achieving its mission at least once every two years. Boards are also not looking at themselves—only 14 percent were reportedly very active in monitoring the board's own performance. Indeed, almost half (49 percent) were not even "somewhat active" in self-monitoring.

With respect to their low levels of activity in externally oriented roles, midsize nonprofits' boards resemble those of larger nonprofits. However, midsize nonprofits' boards are to varying degrees less active than boards of large nonprofits when it comes to many internally oriented roles (figure 2). For instance, 74 percent of boards of larger nonprofits were very actively engaged in financial oversight, compared with 60 percent of midsize nonprofits. Midsize nonprofits' boards were also less active with respect to planning for the future, evaluating the CEO, acting as a sounding board for management, monitoring programs and services, and monitoring the board's own performance. They are

similar with respect to activity in setting policy.

There is substantial variation among nonprofits with respect to their boards' level of activity. Two correlates stand out because they are associated with this variation in engagement in many board roles:

- Criteria used to recruit board members;
- A board culture that promotes shared influence among members rather than concentrating influence solely in the hands of the board chair and CEO.

We consider each in turn.

### Recruitment Criteria

Boards that emphasize a willingness to give time as a recruitment criterion were more likely to be active in every board role, and boards that emphasize business and financial skills when recruiting new members were more likely to be active in almost every role.<sup>8</sup> For instance,

- The percentage of boards very active in fundraising rises from under 10 percent among those that say willingness to

FIGURE 2. Percent of Midsize and Larger Nonprofits' Boards Very Actively Engaged in Various Roles



give time is not an important criterion for recruiting new members to 22 percent among those who say it is very important.

- The percentage of boards very actively engaged in planning rises from 36 percent among those who say financial skills are not important when recruiting new members to 50 percent among those that say financial skills are very important.

The relationships among these two recruitment criteria and levels of board engagement held even after numerous other factors were taken into account.<sup>9</sup> These were the two criteria that were related to activity in the greatest number of roles. However, certain other criteria are important for their relationship to certain key roles where engagement is low.

One example is knowledge of the organization's mission area. The importance placed on this as a criterion in recruitment is positively associated with board engagement in monitoring organizational programs and in monitoring the board's own performance (but is unrelated to engagement in other roles). Boards that place greater importance on this criterion are also more likely to evaluate whether the organization is achieving its mission at least once every two years. These relations hold with controls for other variables.

The case of fundraising ability as a recruitment criterion is even more dramatic: it is positively associated with board engagement in fundraising (and making personal donations), as well as the externally oriented activities of community relations and educating the public—but it is *negatively* related to board engagement in monitoring programs and setting policy. As we can see, then, boards should be careful not to overemphasize one criterion at the expense of others.

One recruitment criterion, friendship with current board members, is negatively associated with levels of board activity in many roles: planning, evaluating the CEO, monitoring programs, setting policy, educating the public, and monitoring the board's own activity.

Variations in board engagement were also related to how difficult the organization finds it to recruit new members.

Difficulty in recruitment was negatively related to the board's activity in every role. For instance,

- The percentage of boards very actively engaged in fundraising drops from 24 percent among boards that do not have difficulty recruiting members to 12 percent among boards that have great difficulty.
- The percentage of boards very actively engaged in setting policy drops from 65 percent among those that do not find it hard to recruit members to 42 percent among those that find it very difficult.

These figures underscore the importance of finding ways to help boards find members willing and able to serve.

#### **Board Culture that Encourages Members to Influence the Agenda**

In most midsize nonprofits, the board chair (70 percent) and the CEO (85 percent) are very influential in setting the agenda for board meetings. It is much less common for board to give so much influence to other board members (19 percent). At a substantial minority of nonprofits (30 percent), other board members have little or no influence. We find, however, that boards that do allow this broader opportunity for influence also have more actively engaged boards. The influence given to other board members in determining the agenda at board meetings was positively associated with greater activity in every board role. For instance,

- The percentage of those actively engaged in financial oversight rises from 52 percent (among boards whose other members are not very influential) to 71 percent among boards where members are very influential.
- The percentage of boards that very actively plan for the future rises from 28 to 54 percent.
- The percentage that very actively engage in fundraising rises from 9 to 23 percent.

These findings suggest that when board members do not feel encouraged and able to make a difference and to participate, they withdraw. Conversely, when

they feel that they can influence the board—and indeed are actively encouraged to—they feel more engaged with the board and the organization and are more likely to carry out their responsibilities.

### CEO/Executive Director’s Assessment of Board Performance

Although most CEOs<sup>10</sup> rated their board’s performance as good or excellent in most roles, the only area in which a majority of CEOs (53 percent) rated their board as excellent was respecting the boundaries between board and staff responsibilities. Almost half (48 percent) say their board is doing an excellent job of financial oversight. Substantial percentages feel their boards are doing a poor or fair job in many areas (figure 3). Our findings clearly reveal disturbing levels of CEO dissatisfaction with board performance. Resonating with the *Daring to Lead* research, fundraising is a major area of concern, but it extends well beyond that into other roles. Respondents were free to choose “not applicable,” rather than rate their

boards on any individual role, so they were not forced to rate the board on any duties outside the scope of their board’s responsibilities.

Over 25 percent of CEOs rated their boards as only fair or poor when it comes to evaluating the CEO, planning, monitoring programs and services, community relations, educating the public about the organization, monitoring the board’s own performance, and fundraising. Indeed, majorities of CEOs characterized their board as doing fair or poor in fundraising (62 percent) and monitoring the board’s own performance (60 percent).

The most influential factor associated with CEO ratings was how actively their board carries out a role. While quantity and quality of board engagement are not identical, the primary reason for CEOs’ low ratings of board performance appears to be lack of board activity. For instance, the percentage of CEOs that rate their boards as doing an excellent job in monitoring programs rises from 2 percent for boards not actively engaged to a high of 55 percent among boards very actively engaged in monitoring programs. As this

FIGURE 3. CEO’s Assessment of Board Performance

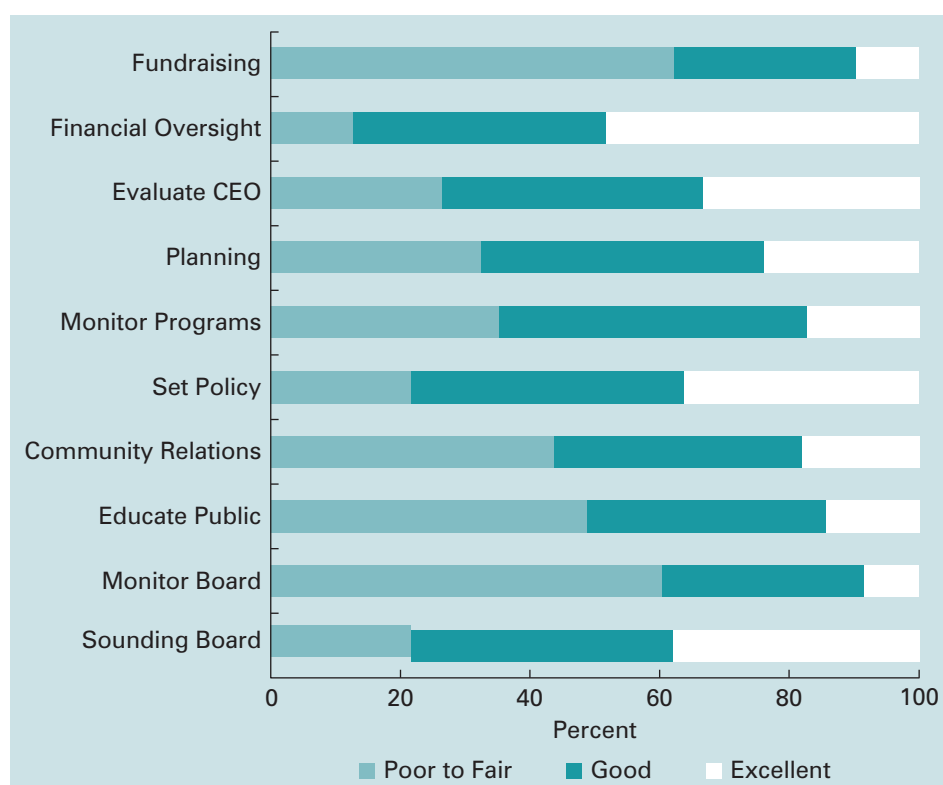


figure illustrates, however, variations remain in CEO assessments even after taking levels of board engagement into account.

In the case of fundraising, CEO ratings were primarily related to how actively the board fundraises,<sup>11</sup> and were also positively related to the percentage of board members that make personal donations and to the presence of a requirement that board members give and/or fundraise. Apparently, CEOs' judgment of fundraising performance varies at different points in the organization's lifecycle: CEOs of organizations planning major program expansions were likely to give lower ratings of board fundraising performance. One hypothesis is that this reflects a sense of greater pressure to obtain adequate funds to finance the expansion.

Turning from fundraising to other roles, level of board engagement continued to be the primary influence, but two other considerations were related to CEO assessments in several roles:<sup>12</sup>

- The importance placed on business and financial skills when recruiting new board members was positively related to assessments of the board's performance in financial oversight, evaluating the CEO, planning, and setting policy.
- CEOs of nonprofits where board members (i.e., in addition to the board chair and/or CEO) have greater influence on the agenda were likely to give their boards higher ratings in financial oversight, planning, evaluating the CEO, respecting staff-board boundaries, and setting policy.

On the other hand, the organization's difficulty in recruiting new board members was negatively related to performance ratings in all areas.

Having the CEO as a part of the board (i.e., as a voting board member) proved unrelated to performance ratings. Furthermore, CEO assessments were not generally related by how much influence the CEO has in selecting board members. One relationship was negative—greater CEO influence on choosing new board members was negatively related to judgments about how well the board monitors its own per-

formance. The other was positive—greater CEO influence was positively related to ratings of how well the board respected board-staff boundaries.

An oft-heard caution is that boards need to respect boundaries and not interfere in CEO responsibilities. This is indeed important, but our findings suggest that this is not the primary problem in CEO feelings about their board. As we have seen, most CEOs say their board does an excellent job in respecting board-staff boundaries, and an additional 30 percent rate their board as good. The more pressing problem is not that CEOs feel the board is trying to take on staff responsibilities but rather that the board is not active enough in performing its own duties.

## Recruitment and Composition

A strong board requires committed members that are able to serve and in a position to understand and respond to the needs of the organization's constituencies. Midsize nonprofits, however, report difficulty finding members. Most organizations (69 percent) say it is at least somewhat difficult to recruit new members. Twenty percent say it is very difficult. Many large nonprofits also have difficulty finding members, but the problem is more widespread among midsize organizations.<sup>13</sup> As we have seen, the difficulty that organizations have recruiting members is related to lower levels of board engagement and less favorable CEO assessments of board performance.

The demographic profile of those who are on the boards reveals considerable ethnic and racial homogeneity. On average, 83 percent of boards' members are white (non-Hispanic), 9 percent are African-American or black (non-Hispanic), and 4 percent are Hispanic/Latino, with the balance from other groups. The medians of 91 percent for whites, and zero for blacks and Hispanics convey even greater homogeneity. Fully 36 percent of boards have no minority members. Furthermore, 48 percent of midsize nonprofits said that racial or ethnic diversity is not an important criterion when they select new board members.<sup>14</sup> The average percentage of minority members on boards of larger nonprofits is similar to that of midsize nonprofits, but

the percentages of larger organizations with no minority representation (29 percent) and those that say ethnic diversity is not an important criterion in recruitment (37 percent) are lower.

Nonprofits whose clientele include higher percentages of ethnic/racial minorities are more likely to include board members from that group. For instance, 90 percent of nonprofits with a majority of black clientele include black board members. By contrast, 22 percent of nonprofits whose clientele is under 10 percent black include black board members. Nonetheless, there are many nonprofit boards with no minority representation, even among organizations that serve a high percentage of minorities, particularly in the case of Hispanics. Among organizations whose clientele is over 50 percent Hispanic, fully 21 percent have no Hispanic board members, and the figure rises to 44 percent among organizations whose clientele is between 25 to 49 percent Hispanic. In the case of African-Americans, the corresponding figures are 10 and 27 percent.

The connection between the percentage of minorities served by organizations and the percentage of minorities on the board should be researched further to understand the extent to which populations served are shaping the board's composition, being shaped by it, or some combination of both.

The percentage of minorities on boards was positively related to

- The percentage of minorities served by the organization;<sup>15</sup>
- The degree of importance placed on diversity when recruiting new members;<sup>16</sup>
- The percentage of the organization's funding received from government;
- The percentage of the organization's funding received from foundations.

The last two findings suggest that external prompting plays a role, since diversity is something that both government and foundation funders often ask about.

We wondered whether term limits, or the percentage of the board that had come on more recently (in the past two years) might be associated with greater percent-

ages of minorities, but there proved to be no relationship. Boards with a higher percentage of business people tended to have a lower percentage of minorities.

Many of the correlates of whether or not the organization has any minority members were similar to those associated with the percentage of minorities. Another notable correlate was board size, indicating that nonprofits use larger boards as a way to incorporate a more diverse membership.

Our findings indicate that racial and ethnic minorities constitute one pool of individuals not currently widely represented. Other pools include those under the age of 35 and over the age of 65. On average, only 6 percent of board members were under 35, and only 13 percent of boards were over the age of 65. Particularly in light of the coming wave of retirement by baby boomers and the prospects for their engaging in public service activities after retirement,<sup>17</sup> it would be timely to try to understand why these percentages are low and how to recruit more individuals from this group as they retire.

## Implications

This paper has addressed the gap in current knowledge of boards of midsize nonprofits. Much remains to be done, but our findings strongly indicate the need for measures to strengthen how actively these boards carry out their duties and identify areas of particular need. Our findings further indicate that the low levels of activity are most responsible for variations in CEOs ratings of their board performance, not only in fundraising but elsewhere. In this respect, it is important to recall that it was how many board members contribute, not how much they contribute, that impacted CEO ratings of fundraising performance.

There is currently widespread concern about the expected wave of retirements among nonprofit CEOs and the challenge of finding and retaining replacements. Our findings clearly indicate that the discussion of leadership challenges must be broadened to include the board. Boards will ultimately have to hire and work with new CEOs, but in order to do so successfully, they themselves need to strengthen their

performance. Furthermore, in an era when ever more scrutiny is being given to nonprofit performance and accountability, the insularity of boards—in terms of both their engagement in external activities and their composition—is particularly pressing.

There is no magic bullet or single solution, and more research, including qualitative studies of boards, is needed to identify strategies that help to promote stronger board engagement and performance. This study, however, suggests three important steps that boards should immediately take:

- Carefully assess the criteria being used when seeking board members and whether they fit the range of the board and the organization's needs. Recognizing that a particular criterion is related to board engagement in some roles but not others, try to attract well-rounded members to the extent possible and ensure an adequate array of backgrounds and skills is considered.
- Promote a culture and a structure that encourages members to contribute to setting the board's agenda rather than concentrating influence solely in the hands of the CEO and/or board chair.
- Institutionalize a procedure for the board to regularly monitor its own performance. To identify and correct weaknesses in their performance, boards must regularly examine that performance and find ways to train board members and implement changes as needed.

Nonprofits must also get help in recruiting new members and widening the pool from which they draw. Here, coordinated initiatives that go beyond the efforts of individual organizations are likely needed. To inform such initiatives, more research is needed on both the supply side (individuals' willingness and preparedness to serve) and the demand side (organizations' recruitment strategies). Taken together, these will allow us to understand the barriers to more widespread participation on boards. This includes the pressing need to understand the barriers to the particularly low levels of service among older individuals and members of minority groups. Furthermore, we need more re-

search on the connections between board composition and nonprofits' responsiveness to diverse community needs. Although our findings revealed little relationship between board diversity and how actively boards engage in various traditional roles, they raise urgent questions about the causal link between board diversity and diversity of the organization's clientele—questions that more research is needed to address.

Our findings should also draw awareness to the fact that, as important as good practices are, strong boards cannot be created by any mechanical implementation of "best practices." Getting committed members is key but so too is keeping them committed. As we have seen, substantial percentages of boards do not give most board members opportunities to influence the board's agenda. How then are board members to feel that their engagement makes a difference? Our findings point to the importance of not only individual practices, but board culture more broadly. Boards must work to actively create a culture and a structure that promotes opportunities for board members to make a difference and feel that their participation matters.

This paper has helped to identify areas of current weakness on midsize nonprofits and some strategies for addressing them, but more research remains to be done. At a time when nonprofits are under increasing pressure to demonstrate their accountability and effectiveness, it is important that this further work be accomplished to help boards better assume their leadership role for the future.

## Notes

1. See Ostrower and Stone (2006) for a review of the board research literature.
2. See, for instance, the response to the Senate Finance Committee's 2004 white paper submitted by Audrey R. Alvarado, executive director of the National Council of Nonprofit Associations, which cautions against the "undue hardship" for small and midsize nonprofits of proposed governance reforms.
3. For a discussion of that study, which included 5,111 organizations, see Ostrower (2007).
4. Multivariate analyses employed ordinary least squares regression and logistic regression. In this

- brief, when we say that a variable is associated with a board characteristic, the relationship was statistically significant in the model at the .05 level or below. These analyses are not weighted since they control for organizational size.
5. Seventy-five percent of the respondents at mid-size nonprofits said that their title is CEO, executive director, or interim executive director. Among the most common other titles were principal/headmaster/head of school, president, vice-president, deputy/assistant/associate director, administrator, and general director/general manager.
  6. While outside the scope of this paper, we did also ask about one less traditional activity—trying to influence public policy. As expected, very few (8 percent) were actively engaged in that role.
  7. On boards that are not active in fundraising, an average of 30 percent of members (median of 13 percent) made personal donations, compared with 86 percent (median of 100 percent) among boards that are very active fundraisers.
  8. It was positively related to levels of activity in all roles except fundraising and community relations.
  9. Other variables controlled for (using regression analysis) included other recruitment criteria, organizational characteristics (e.g., size, age), funding source, and other board characteristics (e.g., board size, composition variables).
  10. For brevity, we use the term CEO, but it includes those with the title of executive director. This section reports on analyses using data only for cases where the respondent's title was CEO or executive director. This decision was made due to the inherently subjective nature of the topic (assessment of performance), which may be influenced by the distinctive relationship that the CEO has with the board. Furthermore, we wanted to consider our findings in relation to the *Daring to Lead* study, which focused on CEOs. That said, we did compare the responses of CEO/executive directors with others and found little difference. There were no statistically significant differences in the ratings on 9 of the 11 items, and the differences on the other two disappeared once controls were entered for other variables. The two areas where we found differences prior to introducing controls were: ratings of the board's performance in monitoring programs (18 percent of CEOs versus 24 percent of non-CEOs rated boards as excellent) and monitoring the board's performance (9 percent of CEOs versus 18 percent of non-CEOs rated them as excellent).
  11. Six percent of those whose boards are not active in fundraising rate the board as good or excellent in fundraising. The figure rises to 41 percent among those whose boards are somewhat active, and to 88 percent with very active boards.
  12. Factors below remained significant with controls for one another, level of board activity in the area, and other recruitment criteria, organizational characteristics, board characteristics, and funding source.
  13. Sixty-five percent of nonprofits with over \$5 million find it somewhat difficult, and 13 percent find it very difficult to find new members.
  14. Thirty-four percent said it is somewhat important and 17 percent said it is very important.
  15. The average percentage of black board members rises from 4 percent (median of 0) among organizations with under 25 percent black clientele, to 13 percent (median of 10) among those with a 25 to 49 percent black clientele, to 34 percent (median of 24) among those with a majority black clientele.  
The average percentage of Hispanic board members rises from 2 percent (median of 0) among organizations with less than 25 percent Hispanic clientele, to 9 percent (median of 6), among those with 25 to 49 percent Hispanic clientele, to 24 percent (median 17) among those with a majority Hispanic clientele.
  16. The average percentage of minorities on the board rose from 12 among those who give this little or no importance to 19 percent among those who give it some importance, to 28 percent among those who give it great importance.
  17. See for instance, the work of Civic Ventures, an organization dedicated to help "society receive the greatest return on experience" by facilitating social engagement of older Americans ([http://www.civicventures.org/point\\_of\\_view.cfm](http://www.civicventures.org/point_of_view.cfm)).

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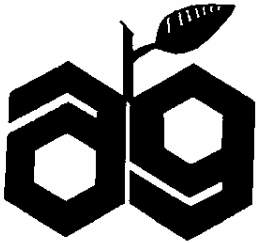
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## CORRESPONDENCE/INFORMATION

June 2008

<b>From (Date Received)</b>	<b>Regarding</b>	<b>Action</b>
1. Urban Institute (May 2008)	National Survey of Nonprofit Governance report on mid-size boards	Attached for members to read
2. City Funding Programs Manager (June 5, 2008)	2 reports on City grants policies to go to Community Development Committee's June 9 meeting	R&F
3. Eastview Community Centre (June 5)	Invitation to AGM June 19	R&F
4. Access Toronto (June 5)	Recruiting members for Sinking Fund and Investment Advisory committees	R&F

R&F = Receive and File

***Additional* CORRESPONDENCE/INFORMATION**  
June 2008

<b>From (Date Received)</b>	<b>Regarding</b>	<b>Action</b>
5.		



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## **Executive Director's Report**

June 10, 2008

As I wrote last month's report, we were anticipating SPA Night. This week, we are anticipating Neighbours Night Out (NNO) on June 17. My social work student, Amanda Gray, has been helping with the plans and publicity. I will also ask her to make Neighbourhood Bingo cards and bubble juice!

### **Board Evaluation**

For some years, Board members have completed a Board Meeting Evaluation form twice annually. Although the results of the November evaluation were not formally discussed at a Board meeting, several Board members informally supported a suggestion of doing meeting evaluation only once per year. Therefore, I have attached a copy of the December report instead of the evaluation form usually completed in June.

Other suggestions from November that we have implemented include

- offering some regular chairs at Board meetings,
- more information and discussion of programs, and
- simplifying monthly financial reports to enhance understanding.

The report may suggest other improvements!

### **TDSB<sup>1</sup>**

I am pleased to report that my work as co-chair of the TDSB Community Use of Schools Advisory Committee (CUSAC) brought a recommendation to the TDSB to lower the fees to use schools during the week and on Saturdays, both during the school year and in the summer, starting in September 2008. Should Applegrove want to permit the gym for the teen program (as we did this year) or should Applegrove not be approved for Focus On Youth summer funding in 2009, our fees will be lower!

With respect to Focus On Youth, as I write, we are still anxiously awaiting news. I fully expect to be able to update the Board at the June meeting.

### **Audited Financial Statement and Management Letter**

Discussion with City staff and other AOCC's<sup>2</sup> suggests that the intent of the management letter was to note that the organization had developed compensatory controls to balance the reality that small organizations cannot segregate duties. The letter recommends that the Board continue to monitor these controls. The AOCC's worked together to draft a harmonized response which I have included in your package's copy of the management letter.

### **Website**

At the last Board meeting, Lynn noted her concern that the website was out of date. Thanks to her, the site has been updated and refreshed! We arranged for her to be Applegrove's new

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<sup>1</sup> TDSB = Toronto District School Board

<sup>2</sup> AOCC = Association Of Community Centres

webmaster; she reminded me of content that she needed; she adjusted the colours; and discovered and fixed several inconsistencies. She also made a couple of suggestions that I thought the Board or a Board-staff committee should consider, since they addressed issues that the Board had originally decided.

She asked

- whether the program “tree” could be removed.
- whether “what people are saying” could be changed to “in the news”.

### **Planning for 2009**

One of the suggestions for 2009 that the May Board meeting did not have time to consider was the possibility of doing strategic planning. In January 2006, Board members, staff, participants, funders and partners participated in 2 evenings of thinking together about the agency and the neighbourhood. The resulting action plan has guided our development for the last few years. Since none of the current Board members were involved at that time, the Board should consider when to repeat the process.

Your package includes a copy of the 2006 report. Related news includes:

- The TDSB has informally advised that the Adult ESL program will not be resuming in the fall due to low enrolment. This means that Applegrove's Lounge is available every morning and Monday, Wednesday, Thursday and Friday afternoons from 1 to 3 p.m.
- I continue to work with the City Facilities and Real Estate Division (FRED) on Applegrove's lease. Earlier in the spring, the TDSB offered a draft lease that had a number of problems. The most outrageous was limiting our hours of access to weekdays from 7 a.m. to 6 p.m. I had requested that the Archive Room be included in leased space. Subsequently, I learned that there is a leak in the room's ceiling and suggested that the lease not be finalized until it is repaired. Recently, I learned that the TDSB has given its repair a very low priority. I therefore recommended to FRED that the lease not include the Archive Room. FRED is now concerned that dampness might cause mould in the room that would spread outside the room.

### **Coming Events**

Remember Neighbours Night Out on Tuesday, June 17. This low-cost information and involvement event lets neighbours get to know each other and community resources. Bring your family and enjoy the evening OR let me know if you can help to set up, do face-paints (using special rubber stamps so all you have to do is colour!), supervise the mural or bubble-blowing, or help to clean-up!

To begin to get the community thinking about Applicious and Applegrove's 30<sup>th</sup> Anniversary, I included 2 special questions on Neighbourhood Bingo. First, what park is at Queen and Northern Dancer Blvd. And second, how old is Applegrove.

Thinking ahead to the summer, I put time on the agenda to plan an informal Board meeting. I will be on vacation at my (rental) cottage on Lake Erie from July 11 to August 4 inclusive. Thinking even further ahead, I am planning 4 weeks vacation in October or November.

Respectfully submitted,

Susan Fletcher.

### Board Meeting Evaluation – December 2007

Six forms were completed at the November 21 Board meeting. Except as noted, the order of responses was randomized.

#### Summary

The Board has one major issue, namely lack of attendance. Because this issue has been noted in all of the prior evaluations, this form also asked for solutions. Members suggested reducing the number of meetings that members can miss, and following up when members miss meetings.

Although most members appreciate the agendas and meeting times, one member felt that the meetings are too long. One member wrote that this evaluation should be reduced to once per year; at least one other member made the same suggestion at the meeting. As well, members suggested:

- informal meetings twice annually;
- more orientation regarding the board manual, budgets and financial reports;
- more discussion of programs;
- discussing fundraising at each meeting; and
- using adult size chairs instead of the children's chairs.





#### Results

1. The best thing about Board meetings is
  - sharing ideas, to make a better Community
  - the enthusiasm of the members, the commitment of the members, the diversity of ideas
  - finding solutions for Applegrove
  - building our community together!
  - jokes
  - communication

2. Board meetings would be better if
  - we had regular chairs
  - we had everyone showing up at all meetings
  - we had higher commitment
  - everyone attends
  - the meetings were earlier
  - more jokes








AND, to make that happen, this needs to happen (*note that these are in the same order as the above points*)

- there's no rush
- the Board needs to change how many meetings are allowed to be missed
- strongly suggest removal of unseen board members
- change the rules about unattended meetings

3. Overall, how do you feel about the agendas?      
✓✓✓✓✓✓

Why?

- well planned
- keep things moving
- clear and easy to understand
- very informative

4. How do you feel about the meeting time?      
  
- too long
5. What else should the Board discuss (regularly or occasionally)?
- the actual programs
  - fundraising events every meeting
6. What information or training would help you do a better job as a Board member?
- training for new members regarding the board manual
  - information to better understand financial matters
  - budgets
7. What skills would you like to use or develop?
- computer
8. Other comments or concerns about the Board or the organization
- very satisfied with actual items discussed
  - have twice a year an informal meeting like the summer bbq
  - I think we should do this evaluation once a year.



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## **Job Description – Event Planner**

(to be confirmed by the Board)

June 2, 2008

**Accountability:** The Event Planner is accountable to the Executive Director and will take direction from the Program Director and event planning committee.

**Education, Training and Experience:** Experience in planning and implementing large-scale special events including knowledge and experience of service planning and community development (normally acquired through an undergraduate degree in social science or public relations or community college education in event management and relevant employment). Equivalent volunteer experience considered. Assets include experience with volunteers and experience in a multi-cultural community with a variety of socio-economic levels.

**Skills:** Must be an organized, flexible, warm, creative and detail-oriented team member with initiative, excellent oral and written communication skills, computer skills (word processing, spreadsheets, database), problem-solving (including the ability to anticipate and prevent problems), superior organizational and time-management skills including working to deadlines. Assets include knowledge and experience in Applegrove’s neighbourhood, a second language, especially Chinese or a South Asian language, and experience using Publisher.

**Primary Responsibility:** To support community engagement through identified strategic initiatives in the planning, development, promotion, implementation and evaluation of special events.

### **Duties**

1. Coordinate the development and implementation of special events for the community and for fundraising purposes including:
  - A. Work with members of the community, volunteers and staff in the development and implementation of special events and projects as directed.
  - B. Meet with potential sponsors and partners to promote and discuss the events.
  - C. Develop and coordinate services for the events such as facilities, catering, signage, special needs, printing, activities, and security.
  - D. Organize and prepare programs and promotional material and publicize events.
  - E. Plan entertainment and activities.
  - F. Recruit, train and supervise volunteers and staff required for event.
  - G. Ensure compliance with appropriate by-laws and regulations.
2. Manage special event budget as directed through negotiating with suppliers, maintaining records, reviewing invoices and preparing reports.
3. Support the senior management team in identifying agency priorities and community needs.
4. Prepare a final report on the event including financial information, evaluation and learnings.

5. Other related duties as assigned.
6. Adhere to all Applegrove policies including:
  - A. maintaining the Petty Cash system.
  - B. preparing reports.
  - C. maintaining appropriate statistics and records.
  - D. ensuring that relevant information is shared with the Planning Committee, other staff and Applegrove administration.
  - E. meeting relevant deadlines.
  - F. participating in staff meetings.

Salary and Hours: Preliminary rating of AOCC (City of Toronto) Wage Grade 9 plus any applicable benefits. An average of 10 hours per week with an average of 30 hours per week immediately before the event during a term from June 1 to October 10. Evening and weekend work will be required at times including Saturday, September 20.

Special Notes:

- This position is not included in CUPE Local 2998 but may be covered by a new collective agreement for workers excluded by the current agreement.
- A police reference check will be required.





# m e m o

Date: February 23, 2006  
From: Susan Fletcher  
RE: Applegrove Action Plan

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## Summary

Based on participation rate, evaluation forms, and the list of priorities, Applegrove's January 2006 planning retreat achieved its key objectives of commitment to a shared vision and action plan. Participants indicated that Applegrove welcomes and responds to the community; offers quality programming; links individuals and groups; treats staff well; and has effective, organized and accountable administrative processes. Significant barriers and challenges are lack of funding, space, staffing, determining community needs, and managing change. Ways to address these included a range of fundraising ideas, outreach and utilizing volunteers in new ways.

Participants assigned priorities to short and long term changes. Their recommendations include

- addressing the center's space limitations,
- developing a website, and
- more programs for children and teens

## Action Plan

Applegrove's Board considered the results of the planning sessions and confirmed the following action plan:

### A. Address Space Issues

The planning sessions identified 2 options, either relocate or stay, upgrade and develop additional satellite locations. Within the relocation option, there were 2 issues, moving this summer's day camp to Corpus Christi and relocating the centre to a larger space, while maintaining current family resource programming in the Duke of Connaught School.

At its meeting on February 15, the Board considered moving the day camp. A quick survey of campers' parents living west of Coxwell showed that while many of them would support moving the camp, most would actually prefer it to stay at the Duke of Connaught. Consequently, the Board decided to keep the camp at this location.

The same meeting also considered relocation; after considering funding and other issues, the Board approved staying in the Duke of Connaught School, upgrading facilities, and developing additional satellite locations.

B. Outreach

Applegrove's Board endorsed the recommendation to "attract new participants by enhancing outreach using strategies including information in school newsletters, on bulletin boards and local newspapers; a website; and identification of target groups and their needs".

Because Applegrove is an agency of the City of Toronto, the City expects its website to include all Board and Committee agendas, reports, and minutes, the Annual Report, etc. (with new information added monthly). To be useful to our members, we would want to post program schedules and calendars (also updated monthly). And to be useful for fundraising, we would want a method of accepting donations (e.g., via CanadaHelps.org). Consequently, work has begun on a centre-specific website with the intention of collaboration with S.H. Armstrong and the School/School Council on a joint site.

Staff will prepare a marketing plan, focussing on visibility to potential funders and donors. By June, the Board will determine a fundraising and event plan, including decisions on retaining existing events (Pasta Fest, The SPA, Neighbours Night Out, Winter Door-to-Door Delivery) as well as incorporating new events.

C. Expand Programming

The Board endorsed specific recommendations:

- Expand programming for families with young children, including programming for specialized age groups (e.g., 4-5 years old) and for families, possibly in collaboration with existing child care programs via Best Start.
- Work with local partners to develop additional programming for children and youth; this can include before- and after-school activities; leadership for 11 to 13 year olds (including baby-sitting classes); specific activities for young teens and older teens; and summer activities for teens.
- Expand programming for adults, such as social or coffee clubs. Consider a community kitchen, possibly in partnership with other agencies, which could involve adult ESL students.

Staff will identify possible new programs for children and youth that might be run within existing space, funding and staff, and/or in partnership with other local agencies. For example, the Red Cross or St. John Ambulance baby-sitting course might be offered on a cost-recovery basis, possibly with Teen Program participants receiving a discount.

The funding submission for the 2006-07 youth program requested an increase to 3 evenings weekly, with one evening for 13 to 15 year olds and one for 16-18, plus an "all ages" evening.

**Recommended Priorities**

Applegrove Action Plan

February 2006

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Priority Areas	Priority Items Grouped Together	Short term					Long term					Total Points
		yellow @ 1 point	blue @ 3 points	Total points	Total dots	Average Score	pink @ 1 point	blue @ 3 points	Total points	Total dots	Average Score	
Outreach and Marketing	Attract new participants by enhancing outreach using strategies including information in school newsletters, on bulletin boards and local newspapers; a website; and identification of target groups and their needs	11	5	26	16	1.625	2	0	2	2	1	28
Space and Facilities	Upgrade and stay in Duke of Connaught School and develop additional satellite locations (Stay, Upgrade, Sign, Access, Satellites)	2	3	11	5	2.20	5	1	8	6	1.33	19
	Concentrate program for Applegrove in a building	0	1	3	1	3.00	1	0	1	1	1.00	4
	Relocate (Move Camp, More, Own)	6	5	21	11	1.91	0	9	27	9	3.00	48
Programming												
	Families with young children	2	2	8	4	2.00	3	0	3	3	1.00	11
	School age and teen	10	1	13	11	1.18	13	2	19	15	1.27	32
	Adults	1	0	1	1	1.00	5	1	8	6	1.33	9
Other	Intercultural dialogue/tolerance – learning how to accept and value diversity		1	3	1	3.00	1		1	1	1.00	4
	Voice mail	1		1	1	1.00			0	0		1
	Partnerships (TDSB, Parks & Rec)			0	0		2	4	14	6	2.33	14
	Combine resources for strength			0	0		1	1	4	2	2.00	4
	Thorncliffe neighbourhood has a lot of needs, especially for school-age and teens, e.g., summer			0	0		1		1	1	1.00	1

## Issues

Applegrove is limited by space and by funding. While outreach and marketing received high priorities, some programs cannot accommodate additional participants.

- Helping Our Babies is funded for about 23 women weekly, averaged 28 in 2005, and had 35 on Jan. 20. There is no space for more women.
- the teen program is at capacity and may have to limit attendance to 15 youth each evening.
- with one staff and one room, Edgewood is near capacity with a 2005 average of 32 participants (over 100 different adults and nearly 120 children over the year).

Most of the centre's on-going funding is program-specific, and may specify how that program must operate. For example, the City of Toronto funds the Parent/Child and Edgewood programs to offer 915 and 302 hours of service respectively, with additional requirements for workshops, etc. The Drug Prevention Grant funds the teen program to provide 2 drop-in evenings weekly during the school year for 13 to 18 year olds. These restrictions mean that programs cannot easily be changed.

While we have been successful in raising over \$25,000 annually through donations (individual, foundations, and corporations) and special events, these funds are mainly used for the growing gap between what it costs to operate the 2 family resource centres and Children's Services funding for them.

## SPA Night Report 2008

This report outlines the event and includes

- the results of evaluation forms completed by clients and practitioners at the end of the evening,
- *the Board's review (to be added)*,
- financials and
- discussion among volunteers and staff after the event and at the evaluation meeting.

Overall, the event went smoothly and clients and practitioners were happy. Informal comments from clients after the event were good. Net proceeds totalled about \$2,550 compared to \$2,700 in 2006.

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## 1. Logistics

### A. Date and time

- Tuesday after Mother's Day
- officially 5:30 to 9:30, actually 5 to 9:35
- doors opened at 5, sign-up supposed to start at 5:30 (delayed 10-15 min. waiting for practitioners to arrive)
- allowed 7 time slots – 2 large group classes, 5 appointment times

### B. Venue

- applied for permit in June but approval did not come until the fall.
- permitted the gym, Edgewood room, office and 12 classrooms on the first and second floor. 2 classrooms were unusable (used 2 offices instead).
- had registration of clients inside Edgewood room to allow practitioner to enter through main and side doors, west gym, and "daycare" exit.
- like prior year, the client and practitioner packages included a floor plan.
- the caretaker cleaned all rooms the week before the event.
- on the day of the event, after posting signs, we learned that some of the large main floor washrooms were out of service and the working ones were very dirty

### C. Layout

- had registration of clients inside Edgewood room to allow practitioners to enter through main and side doors, west gym, and "daycare" exit.
- used Edgewood room for refreshments; set-up of food meant that registration table had to be well away from door, requiring that a volunteer be stationed at the EW door to direct clients to registration table.
- used west gym for the Canadian College of Massage and Hydrotherapy (CCMH) massage students and the east gym for the yoga and belly dance classes as well as sign-up.
- massage students together in the west gym. They turned off gym lights during sessions.
- 1 room for fitness trainer
- specialty massage in 3 other rooms
- 1 room for waxing, make-up and manicures
- 1 room for henna, manicures and mini-facials
- 1 room for make-up
- 1 room for consultations
- 1 room for Studio CPB
- Alan Davis Salon (2 haircutters) in nurse's office
- main office: Salon Fortelli haircuts (2) and manicures (1)
- empty room upstairs, east gym empty through much of evening, Practitioner Lounge empty after 6:30
- Pierre directed clients and practitioners to respective entrances
- most practitioners drove, so came through gym or "daycare" doors.
- Susan and 4 teen volunteers stationed outside at gym door, gave out practitioner packages, told/showed them where their rooms were, sent teens to help.
- front door practitioner welcomer was pulled away for other activities, so some practitioners did not get info packages.

- Susan was scheduled to work sign-up at 5:30 and many practitioners still had not arrived, so she posted Carmi at gym door.
- water station in corridor on second floor was supposed to have popcorn machine. But machine needed electricity so moved into treatment room.
- recorder trio by the main door (outside Salon Fortelli and café) – music could be heard in café and gym. Suggestion of finding an appropriate place for them during registration and sign-up. This would allow them to have a break during the belly dancing class.

#### D. Set-up

- volunteers moved furniture and put up signs during the day and the day before.
- several volunteer runners and helpers including 8 teens (more than expected)
- asked all practitioners to come to the “Practitioners’ Lounge” for refreshments and welcome at 5:45. MC was busy as front door welcomer so practitioner welcome did not happen
- many practitioners did not understand that practitioner lounge closed at 6:30.

#### E. Signage

- large outdoor banner posted about 10 days before event.
- each room had a list of practitioners outside it. Inside, as appropriate, each practitioner’s name was on their desk/table/chair
- also posted duplicate schedule sheet for each room but not until well after first session started due to time needed to transcribe info.
- We need better signage to the rooms, especially to the washrooms and the stairs. There should be several signs in the hallway outside the gym/drop-in room pointing to both. The maps were excellent but many people didn’t use them. (Silent Auction volunteer can also help to direct people.)

#### F. Equipment and supplies

- where possible, each practitioner was asked to complete and return a form noting their special needs. Many did not.
- last year, Salon Fortelli’s comment cards said they needed higher chairs; we provided bar stools for them this year.
- school has lots of student desks and chairs on the second floor
- Edgewood has a number of extra folding chairs
- had Applegrove’s new microphone and waistband amp for MC but not used.
- several practitioners’ comment cards suggested they would have liked boom boxes in their rooms.
- based on last year’s comment cards, we purchased a number of minute minders. Practitioners’ welcome sheets noted that we had them, but none were used.

#### G. Décor and atmosphere

- Pierre and Jennifer? loaned 4 hanging baskets.
- ?? loaned candles and lamps

#### H. Parking

- had practitioners park behind the gym, allowing street and parking lot for clients
- no comments about parking, so it must have been adequate.

I. For next year

- hold event on Tuesday after Mother's Day, close EW on the Wednesday.
- practitioner welcomers are needed at parking entrance, front door and gym door from 4:45 to 6 p.m. They cannot do anything else during this time.
- when a practitioner's schedule fills before the event starts, make duplicate sheet.
- put practitioner lounge on second floor from 5 to 6:30 (including coffee/tea or hot water) and then room becomes info, water and snack station for clients AND practitioners with a volunteer (with cell phone) staffing it throughout.
- do not put room 120 (no tiles) or 122 (full of furniture) on permit. Include rooms 112 and 119 (main floor offices in west wing) and probably 123 ("kitchen" beside 122)
- if there is only one hair cutter in a room, consider including make-up or manicures
- on afternoon of event, while 2 volunteers/staff are putting up signs in rooms, another volunteer needs to put boom boxes, check for other special needs (urn of hot water), etc.
- put registration table near EW door.
- post more signs outside EW room to show where rooms are.

2. **Practitioners**

A. What worked, concerns, issues

- contacted over 100 practitioners by letter. For most of them, volunteers followed up by phone some weeks later.
- those who agreed to participate were sent a confirmation letter, outlining the event, what they would do, etc., as well as confirming their information for the brochure.
- late April, sent a follow-up letter with a request to confirm data for gift bag listing, description of when brochures would be delivered to them, and options for their gift bag items.
- we agreed to pay \$250 for up to 20 CCMH students.
- about 48 practitioners confirmed including 19 CCMH massage students (but only 14 came). Last year had 56 confirmed practitioners
- 1 other practitioners did not come (one of the 3 ITM) compared to 9 cancellations or no-shows last year
- including the 2 classes, there were 7 20-minute time slots with 10-minute breaks. Clients had the 2 classes, 4 appointments and a supper break. This was accomplished by starting sign-up at 5:30 and holding the yoga class from 9:15 to 9:35.
- when practitioners arrived, the "welcomers" were to give them floor plan, plus welcome letter, appointment card, practitioner list and silent auction list (and point out where their room was and offer help to carry their materials).
- There was some confusion around whether practitioners get a package and some were looking for them during registration time.
- 17 of the 26 practitioners completing comment forms confirmed that they would like to participate again. Last year, of the 24 non-student practitioners completing comment cards, 18 said they would participate next year.
- a couple of the practitioners offered to help organize next year.
- Most easily recruited through network and previous practitioners.
- Follow up on previous practitioners earlier as it is always easier to sell something to existing clients.
- Best to make follow up call on Tuesdays and Thursdays late morning and early afternoon as most are very busy on Fridays and often closed on Mondays.



- popular with VIP clients
    - shiatsu (one vacancy after VIP sign-up)
    - manicures (Sarah had two vacancies after VIP sign-up)
    - reflexology (no vacancies)
    - facials (no vacancies)
  - few clients for
    - Dr. Luella
    - fitness consultation
    - hair cuts (volunteers filled up schedule!)
    - henna (more clients/volunteers got henna during evening)
  - Diversity
    - Haircuts hard to sell due to “have just had” “only use mine” – maybe just one hairdresser other than Salon Fortelli?
    - More manicurists – e.g. from Fortelli
    - More make-up/skin treatments
  - No shows
    - In spite of no cancellations we ended up 5 massage students short.
    - Confirm phone calls and leaving messages Thursday and Friday before the event worked – except for the 19 massage students that turned into 18 upon the arrival of the first ones and ended up being 14.
  - Treatment fact sheet:
    - Next year for our final planning meeting, it would be great to go through all the practitioners’ services so that we are all able to explain shiatsu, reiki and axialtonal alignment. Personally I’m lost on the first two.
  - Duration of treatments
    - 15 min treatments/sessions collide with 20 minute ones. This was my experience on the student massages.
    - It has to be either 15 or 20 minutes for all and in case the student massages work 15 minutes, then they’ll have to have 15 min breaks so that clients don’t miss their treatment or are offered 7 minutes of the one, they are late for.
    - the committee realized that practitioners had received differing messages on compensating for the delayed start (some were told to skip the first break to get appointments back on schedule, and others were told to move everything back 10 minutes)
  - Number of treatments
    - 4 seems to be a good number. It shouldn’t be more.
- B. For next year
- committee did not agree with an A/B system – 2 from column A and 1 from column B – for regular clients.
  - try to start on time. If there is a delay, skip the first break to get back on track.
  - keep the 20-minute appointments, let clients and massage students know that this means a 15-minute break after a 15-minute massage. Or students can take 5 minutes at the beginning to ask clients about problems.
  - send letters to ‘08 practitioners in January and ensure timing follow-up phone calls within 2 weeks. The letter should include requests to help recruit practitioners and advertise the event to clients.

- there were some communication problems when practitioners' confirmed with volunteers and info was delayed reaching Applegrove. Can volunteers make calls from Applegrove? if we provide child care in PC room and they call from office? Is there a better way of completing the confirmation forms?
- we need more manicures and facials. Elena offered to train several volunteers to give mini-facials, maybe through a workshop several weeks before the event
- if there are more than 3 or 4 hair stylists, ask if they can offer up-do's as well as cuts. Consider doing before and after photo's of clients (take pix while waiting during sign-up and registration) and print on-site (needs computer and printer).
- offer at least one small group activity in each appointment time, such as yoga clinic, stretch and relax, etc.
- we need one person designated as problem-solver (NOT the MC) plus 2 welcoming practitioners from 4:30 to 6:45 (one at front door, one at gym door)
- have a few practitioner welcome packages available at client registration table for those who missed them on their way in.

### 3. Program

#### A. Welcome and sign-up

- the evening before, Louise called clients who registered early to remind them about the event, etc. She also prepared registration packages for all clients.
- each package had waiver form, appointment card (regular tickets only), evaluation form, list of practitioners, floor plan/layout, list of silent auction items.
- clients signed and returned the waiver/release.
- redesigned appointment cards to include service, practitioner and room number.
- welcome/registration received the second highest rating on clients' comment cards
- sign-up took a long time and started late. Clients did not know that it started late because we were waiting for practitioners to arrive. Sign-up required a lot of time for clients who either were unsure what they wanted, or wanted services that were already full.
- one suggestion that waiver should be distributed in advance. We can give it to those who purchase tickets in person or in time to mail them a brochure and post it on the website.
- sign up via first-come, first-served. Smoothest system yet. Some clients suggested doing sign-up when they arrived (but we know that we must wait for the bulk of practitioners to arrive)
- the committee used last year's sign-up process. Each practitioner's name, service and room number was put on a separate ledger sheet and posted on the gym wall in the same order as on the clients' list (in room number order). As clients' numbers were drawn, they went with one of the volunteers to choose their appointments. The volunteer wrote the clients' names on the ledger sheets and the practitioners' names, services and room numbers on the clients' cards using erasable ink.
- during belly dance, volunteers transcribed sign-up sheets onto green sheets and posted them outside rooms. Also onto practitioners' appointment cards.
- it appeared that some practitioners accepted "walk-ins", possibly because they did not see their appointment sheet or understand that they should not.
- each (regular) client received a student massage
- Since we have to wait until the practitioners show up to start registration, we should definitely have 5 people doing registration. Once May stepped in, it went much quicker. Also, a designated runner to call out the next number and bring them to the waiting registrar worked well.

- had intended to have sign-up volunteers register our pre-event volunteers during the afternoon. Other priorities and late arrivals prevented this.

B. Agenda, appointment times, content and sequencing

- 5 appointment times of 20 minute appointments with 10 minute breaks in between (like 2007 and unlike 2006's 30 minutes with 5 minute breaks).
- some practitioners knew in advance that they could take 2 clients in one time slot. We counted on this to allow flexibility and in anticipation of some practitioners not coming.
- need to be out of the building by 10 or pay caretaking overtime
- all clients had the belly dance class at 6:15 and yoga at 9:15. Several practitioners commented that the belly dance was among the event's best things. Many clients had intended to stay for yoga (brought yoga mats) but left during the last break

C. Social aspects

- practitioners and clients' comment cards showed they enjoyed meeting new people, the friendly atmosphere and networking

D. Gift Bags

- purchased 100 cellophane bags and 4 spools of ribbon
- all practitioners were invited to provide about 100 business cards, brochures, etc. for gift bags, and many did; however, a number did not meet the deadline of one week in advance of the event.
- donation from Unilever: cases of shampoo and conditioner, soap, and deodorant.
- from In Kind Canada: earrings, body lotion, bath oil
- volunteers collated bags with complete listing of practitioners; used different bags for clients and practitioners/volunteers.
- distributed as clients and practitioners handed in their evaluations. Massage students did not receive evaluations or bags.
- about 12 gift bags left over.
- everyone appreciated the gift bags.
- consider alternatives if Unilever/In Kind are unable to help with gift bag items.

E. MC

- Estelle acted as MC and media rep.
- her other responsibilities interfered with her work as MC.

F. For next year

- if sign-up delays the start, skip the first break to get back on track.
- signing up more than 30 clients requires one hour.
- ensure there are 5 volunteers and a runner for sign-up
- MC's ONLY job from 4:30 on should be MC.
- post sign-up sheets inside rooms.
- remind practitioners that they should only accept clients at the times shown on their sheets.
- Make sure that the people assigned to different jobs do not have to register themselves because there was some confusion when the woman who was sharing a ticket with Tricia had to register herself and find someone to take over the door. They should be registered beforehand.

- offer VIP clients up to 4 individual services, regular clients up to 3 individual services and an additional one or two group.

#### 4. **Silent Auction**

##### A. Items and management

- had about 20 items; net proceeds about \$550, similar to last year.
- Good items, value ranging 40 – 750 dollars.
- In order to increase potential income, we could set a starting bid on the bigger items such as the 750 dollar gift certificate for cleaning. I've seen that done on expensive things at the Danish Church Xmas bazaar. The drawback is that you exclude some of our financially challenged clients from bidding.
- offered practitioners the option to donate to it.
- Devon arranged items before event started.
- we had planned for the items to be arranged during belly dance and then start as clients exited the gym.
- auction closed during second last break.
- some clients said they were so busy that they forgot about the auction until it was too late.

##### B. For next year

- raise more money from silent auction
- have a volunteer in charge of silent auction from January on; when a volunteer reports a silent auction donation, the Silent Auction Volunteer will follow up with the other volunteer to ensure that the item is brought to Applegrove in advance.
- if donor will have difficulty making or delivering a gift certificate, Applegrove staff can make one.
- only items actually present at event should have bid sheets posted.
- auction needs to be staffed throughout event by someone who knows about items.; volunteer should ask relief for breaks to ensure someone is always there to answer questions, etc.
- needs an attractive display and a sign.
- MC should make a few announcements (in various areas) during breaks
- we have tried having the auction in the café, gym and corridor – all have advantages and disadvantages. After considering alternatives, the committee agreed that the corridor gave the best opportunities.

#### 5. **Food and Refreshments**

##### A. Ordering and preparation

- received the highest rating from clients.
- Louise provided bean salads, pasta and potato salads.
- tea and coffee: about ?? pots of each
- Jennifer arranged for
  - ? cases of water.
  - trays of veggies, fruit and cookies.
  - ? bags of green salad
  - fillings for ?? sandwiches
  - disposable plates, cutlery, napkins, etc.
- May purchased
  - loaves of bread

- cheeses
- tuna
- bags of prepared veggies.
- fruit
- on the day of the event, volunteers made tuna bunwiches and sandwiches and prepared the veggie, cheese and fruit trays.
- Stephanie MacDonald baked several kinds of sweets and savouries, enough for 600 servings (5 each for the estimated 120 clients, practitioners and volunteers). We paid \$40 for materials.
- McDonald's supplied 2 large coolers of ice that kept drinks cold.
- We had loads of delicious foods – leftovers went to the Red Door Shelter at Logan & Queen. (2 boxes of precut salad, 2-3 trays ready salads, 1 tray of sandwiches and more)
- Last year the food was not enough, this year too much. Next year we need to be in between and my suggestion would be to reduce the number of salads.
- Selection was great (very yummy cookies!).
- Practitioners asked for a kettle for tea in their lounge. An alternative could be thermoses with hot water. Works for conventions.
- many practitioners did not make it to the EW room after the practitioners lounge closed (although their welcome sheet said this).
- unlike last year, few massage students ate.

#### B. Serving and clean-up

- Joanne and Mary were to be in charge of food, with Barbara, Sally and ?? helping
- due to an injury, Mary was unable to attend.

#### C. Tableware and cloths

- last year, a volunteer had loaned fabric tablecloths. This year, that volunteer was unable to participate and the committee had not discussed table cloths.

#### D. Food staging

- to address prior years' issues, we set up a Practitioners' Lounge in room 128 from 5 to 6:30 and planned for both practitioners and clients to eat supper before belly dance.
- mini-refreshment station on second floor (one tray plus water)

#### E. Quantities, quality, variety

- sandwiches (last year 4 trays)
- bean salad
- (last year 2 bags of green salad, 2 each of potato and pasta salad)
- (last year, 1 tray each of veggies/dip, fruit, cookies)
- (last year, about 300 servings of sweets plus cake)
- (last year, 8 large cheese bars; 2 jumbo boxes of crackers and 4 regular; 3 quarts of strawberries; bag of apples; 1 cored and peeled pineapple; 1 watermelon)

#### F. For next year

- better estimation and coordination of quantities and preparation requirements; base it on servings per person, such as 1 full sandwich, 3 veggies, ½ cup salad, 3 sweets, 3 fruit

- use whole wheat bread and ciabatta buns, fewer choices of fillings, no pasta salad.
- have the practitioners' lounge on the second floor from 5 to 6:30; then it becomes a staffed secondary food and info station for clients AND practitioners.
- consider purchasing either inexpensive fabric or table cloths for use at this and other Applegrove events.

## 6. Volunteers and Event Staff

### A. Jobs, schedules

- recruited youth volunteers as runners and to help practitioners. Expected 3, 8 came. They needed an orientation to the building so they could find rooms, but there was only time to give the first 4 a tour. They were willing but shy/insecure so needed to go in pairs.
- detailed listing of jobs and timing circulated to May 5 committee meeting and posted on EW fridge.
- differing arrival times and some absences presented some challenges.
- the EW phone was off the hook during the afternoon, meaning some additional communication problems.
- we need to know exactly who do what (copy the sheet, tape the sheets etc to be sure we have everybody at the good place at the good time)
- some volunteers may have been too young to be in charge of a function but could assist a Board volunteer.
- Board members feel it is their responsibility to ensure that the décor, refreshments and atmosphere meet their standards.

### B. Orientation, supervision, recognition

- important to treat volunteers very well. They appreciated gift bags, opportunities to have a massage, henna or hair cut.
- we had not asked volunteers to sign waivers, but probably should incorporate this in future years.

### C. For next year

- ask volunteers to sign waivers

## 7. Tickets

### A. Sales, handling, pricing

- Sales went slowly and took off Thursday before the event.
- stats on when the tickets were sold – It'll be great tool for next year and may also help to reduce stress of low sales:

Date	# regular tickets sold	# VIP tickets sold	Total clients
(April 4)	1 complimentary		1
April 7		2	3
April 10		2	5
April 15	3		8
April 25		1	9
April 29	5		14
April 30	4		18
May 2	1		19

Date	# regular tickets sold	# VIP tickets sold	Total clients
May 8	6	3	28
May 9	5		33
May 11	7		40
May 12	7		47
May 13 (during day)	1		48 (including one complimentary)
	40	8	

- Also what may be interesting is the new client/returning client ratio. If 75 % are returning clients, maybe we should work a bit more towards them and have “member get member” thing next year: “Bring your friend and get 10 \$ off”. Hence expanding the client base and catering to the existing ones.
- Another thing is that people think about mother’s day last minute.
- We all need to create mini event 2 or 3 weeks before the spa night to talk about it and decide our friends to buy a ticket !!!
- Ticket price
  - The two prices may have been confusing. We sold 8 VIP tickets at 80 dollars.
  - There’s a lot of information in the brochure so complicating the message by having 2 prices is not helping.
- Financial concerns
  - I’ve met people who weren’t planning to come but got tickets last minute because they received unexpected checks (tax returns, self employed women whose income varies extremely).
  - We have many self employed part-time working mothers among the parents. Their financial situation is slightly more challenging than having a regular paycheck that sufficiently covers emergencies as well as treats.

#### B. For next year

- consider who is our target audience – when the event started, we targeted it at women in Riverdale and Beaches, NOT our clients. If the target audience is Applegrove members, should we adjust the ticket prices?
- VIP “Bring-a-friend” discount: if 2 people register and pay at the same time for VIP tickets, the second person gets a \$5 discount, i.e., 2 tickets for \$155 instead of \$160. Not cumulative – 3<sup>rd</sup> person does not get a discount!

## 8. Marketing and sponsorship

### A. Poster, brochure

- Addition of TTC information, i.e. take the Coxwell bus 22, Streetcars 501 and 502
- Add major intersection Queen & Kingston to facilitate directions
- We need to work with a new layout program to avoid the printing problems we’ve had. Or here’s a novel idea: printer who does work in PowerPoint! (Note from Susan: printer will work with PDF doc’s, and Applegrove has Adobe Acrobat to convert from PowerPoint to PDF as we did for the “final” brochure.)

- Also with all the information, we need to reconsider the format. It barely goes onto a letter sized page and as all participating practitioners should be advertised and thanked properly, I see a harmonica folded brochure with all info.
- volunteers distributed posters to local businesses (about how many??) in April and distributed posters and brochures to practitioners when they picked up business cards in early May.

#### B. Website

- On-going update of the event on our website so that it would make sense to send out the brochures 5-6 weeks before the event and include a “please check our website for new practitioners”
- the map should be on the website
- At least 5 of the people I assisted wanted reflexology which was confirmed for our first brochure and mailing and hence people knew about it.
- Lynn will be in charge of the SPA pages on [www.ApplegroveCC.ca](http://www.ApplegroveCC.ca)

#### C. Printing

- used same desert sand as several prior years and no colour.
- printed tickets and posters at the beginning of April (\$63.13 net of discount and GST)
- we provided the 11x17” paper for the large posters (purchased several years ago and now all used up)
- did an interim brochure at the same time, copied over 1,000 and sent to Applegrove members, agencies, distributed in programs, etc.
- printed 500 of the “final” brochure at the end of April (\$134.10 net of GST)

#### D. PSA's and advertising

- Post on toronto.com, facebook as soon as time, date & place are pinned. (it takes two weeks from creating event to posting)
- Facebook the way to connect to friends and friends of friends, especially since many clients are friends or relatives or otherwise connected to parents, board members etc.
- sent to
  - NOW magazine
  - Eye weekly
  - Beach Metro
  - SNAP
  - Mirror/Guardian
- posted on
  - craig's list
  - CharityVillage
  - Help We've Got Kids

#### E. Sponsorship

- former EW client, now selling real estate sponsored food (\$150)

#### F. Follow-up

- sent thank you notes to practitioners
- to send thank you's to clients and volunteers
- sent thank-you e-mail to organizers the next day.



## G. For next year

- recruit more sponsors (food, printing, décor, facility, gift bags [the bags themselves and/or items to put in them])
- ensure brochure is available when we start selling tickets; it will direct people to the website for up-to-date list of practitioners, etc.

**9. Overall**

## A. What worked well, concerns

- event had fewer confirmed practitioners than last year. To make more money, we should consider offering opening large group class; then 3 services, one small group class and a break; and a closing class. That would mean 48 practitioners could service 80 clients, not 60, raising potentially \$1000 more
- a couple of clients suggested the event would be better with a wine-tasting or wine bar. TCDSB Permit Rules say that alcohol will NOT be allowed in any part of the building or Board property. Consequently, we cannot even have a (sponsored) wine tasting tent on the property.

## B. For next year

- Board members feel it is their responsibility to ensure that the décor and atmosphere meet their standards.

**10. Summary of Learnings and Recommendations**

- schedule event on Tuesday, May 12, 2009.
- practitioner welcomers needed at parking entrance, front door and gym door from 4:45 to 6 p.m. They cannot do anything else during this time.
- when a practitioner's schedule fills before the event starts, make duplicate sheet.
- put practitioner lounge on second floor from 5 to 6:30 (including coffee/tea or hot water) and then room becomes info, water and snack station for clients AND practitioners with a volunteer (with cell phone) staffing it throughout.
- do not put room 120 (no tiles) or 122 (full of furniture) on permit. Include rooms 112 and 119 (main floor offices in west wing) and probably 123 ("kitchen" beside 122)
- try to start on time. If there is a delay, skip the first break to get back on track.
- keep the 20-minute appointments, let clients and massage students know that this means a 15-minute break after a 15-minute massage. Or students can take 5 minutes at the beginning to ask clients about problems.
- send letters to '08 practitioners in January and ensure timing follow-up phone calls within 2 weeks. The letter should include requests to help recruit practitioners and advertise the event to clients.
- if there is only one hair cutter in a room, consider including make-up or manicures
- on afternoon of event, while 2 volunteers/staff are putting up signs in rooms, another volunteer needs to put boom boxes, check for other special needs (urn of hot water), etc.
- put registration table near EW door.
- post more signs outside EW room to show where rooms are.
- send letters to returning practitioners early and make follow-up phone calls within 2 weeks.
- we need more manicures and facials. Elena offered to train several volunteers to give mini-facials, maybe through a workshop several weeks before the event

- if there are more than 3 or 4 hair stylists, ask if they can offer up-do's as well as cuts. Consider doing before and after photo's of clients (take pix while waiting during sign-up and registration) and print on-site (needs computer and printer).
- offer at least one small group activity in each appointment time, such as yoga clinic, stretch and relax, etc.
- we need one person designated as problem-solver (NOT the MC) plus 2 welcoming practitioners from 4:30 to 6:45 (one at front door, one at gym door)
- have a few practitioner welcome packages available at client registration table for those who missed them on their way in.
- signing up more than 30 clients requires one hour.
- ensure there are 5 volunteers and a runner for sign-up
- MC's ONLY job from 4:30 on should be MC.
- post sign-up sheets inside rooms.
- remind practitioners that they should only accept clients at the times shown on their sheets.
- Make sure that the people assigned to different jobs do not have to register themselves because there was some confusion when the woman who was sharing a ticket with Tricia had to register herself and find someone to take over the door. They should be registered beforehand.
- offer VIP clients up to 4 individual services, regular clients up to 3 individual services and an additional one or two group.
- raise more money from silent auction
- have a volunteer in charge of silent auction from January on; when a volunteer reports a silent auction donation, the Silent Auction Volunteer will follow up with the other volunteer to ensure that the item is brought to Applegrove in advance.
- if donor will have difficulty making or delivering a gift certificate, Applegrove staff can make one.
- only items actually present at event should have bid sheets posted.
- auction needs to be staffed throughout event by someone who knows about items.; volunteer should ask relief for breaks to ensure someone is always there to answer questions, etc.
- needs an attractive display and a sign.
- MC should make a few announcements (in various areas) during breaks
- hold the silent auction in the corridor.
- better estimation and coordination of food quantities and preparation requirements.
- use whole wheat bread and ciabatta buns, fewer choices of fillings, no pasta salad.
- consider purchasing either inexpensive fabric or table cloths for use at this and other Applegrove events.
- ask volunteers to sign waivers in order to have services.
- VIP "Bring-a-friend" discount: if 2 people register and pay at the same time for VIP tickets, the second person gets a \$5 discount
- recruit more sponsors (food, printing, décor, facility, gift bags [the bags themselves and/or items to put in them])
- ensure brochure is available when we start selling tickets; it will direct people to the website for up-to-date list of practitioners, etc.

### Summary of Evaluation Cards

Clients and practitioner received an evaluation card with their registration packages, and most completed them. Reports containing all their comments are included at the end of this report.

#### Practitioners

	Average				
	2004	2005	2006	2007	2008
Day and time	not asked	3.86	3.84	3.78	3.88
Brochure, poster	3.25	3.43	3.7	3.67	3.62
Layout	3.00	3.05	3.82	3.56	3.67
Event organization	3.44	3.38	3.82	3.69	3.62
Event overall	3.47	3.45	3.89	3.73	3.77

Many practitioners identified networking and client contact as the “best things

Issues identified from comments include:

The ratings suggest increased satisfaction over last year. However, each of the first 4 items received one unsatisfactory rating (from different individuals). Two years ago none had any unsatisfactory ratings and last year, Layout had one 😊 and one 😞 and Organization had one 😊.

#### Clients

	Average				
	2004	2005	2006	2007	2008
Welcome and registration	(not asked)				3.82
Selection of individual (treatments) services.	3.78	3.83	3.77	3.62	3.44
Selection of (group experiences) classes.	3.57	3.52	3.70	3.69	3.60
Refreshments	(not asked)				3.86
Layout and organization	3.21	3.46	3.44	3.78	3.78
Event overall	3.56	3.83	3.74	3.67	3.79

We asked 2 new questions this year, both of which received among the highest scores ever.

While the event overall scored the second highest in SPA Night’s 5 years, there were decreases in selection of individual treatments and classes. There were 5 unsatisfactory ratings, 3 for Individual services and one each for refreshments and layout.

Many clients mentioned belly dance, massages, hair cuts and henna among the “Best Things”.

One client is interested in helping to organize the event.

#### Comments and suggestions

Overall, clients and practitioners enjoyed the event and would like it repeated.

**Financial Report**

SPA Night 2008  
Financial Report

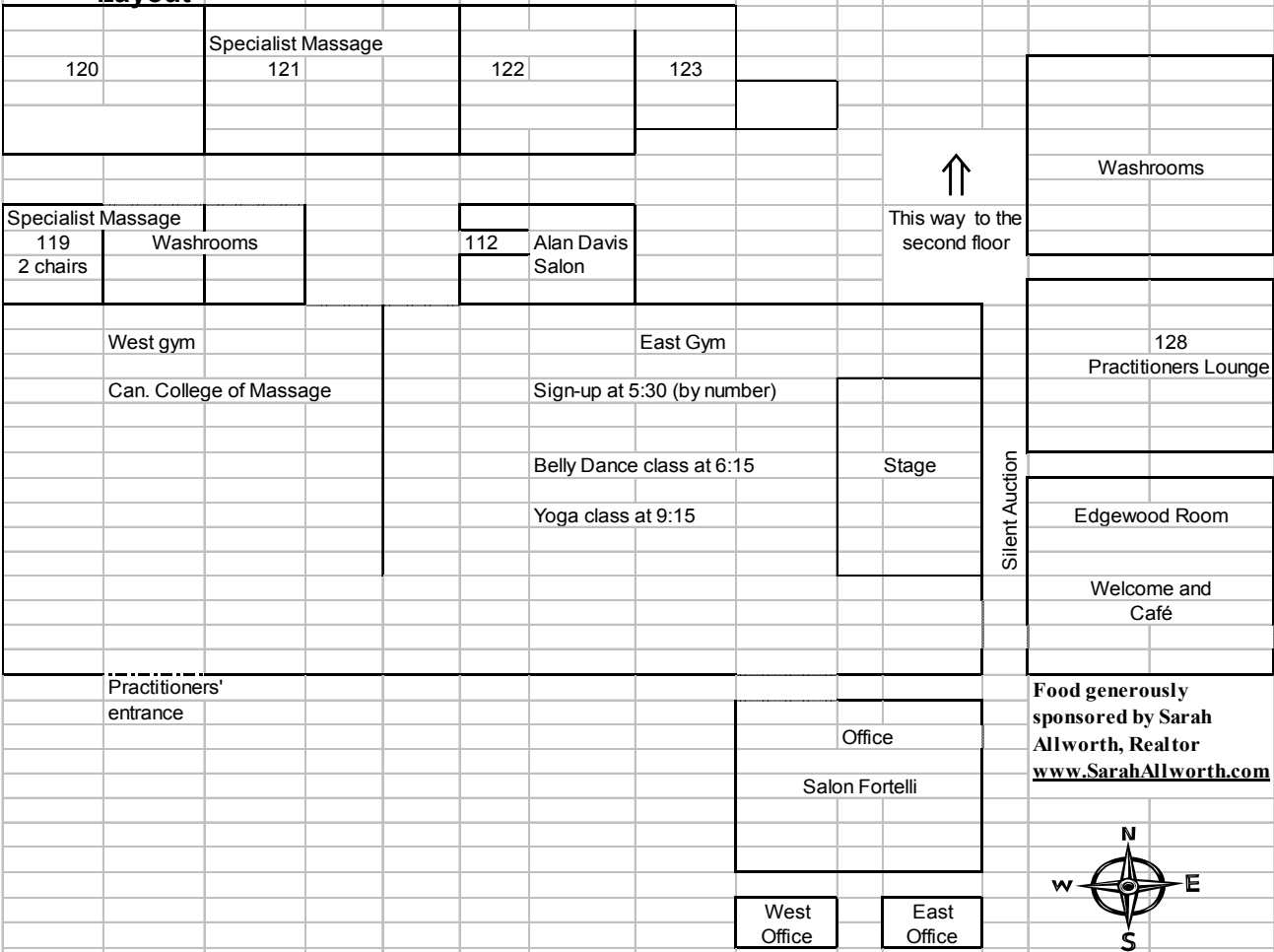
June 2008

June 10, 2008

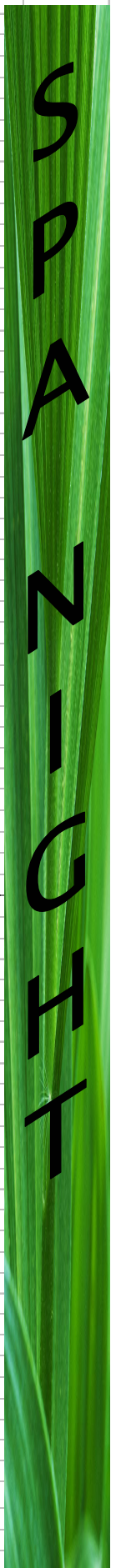
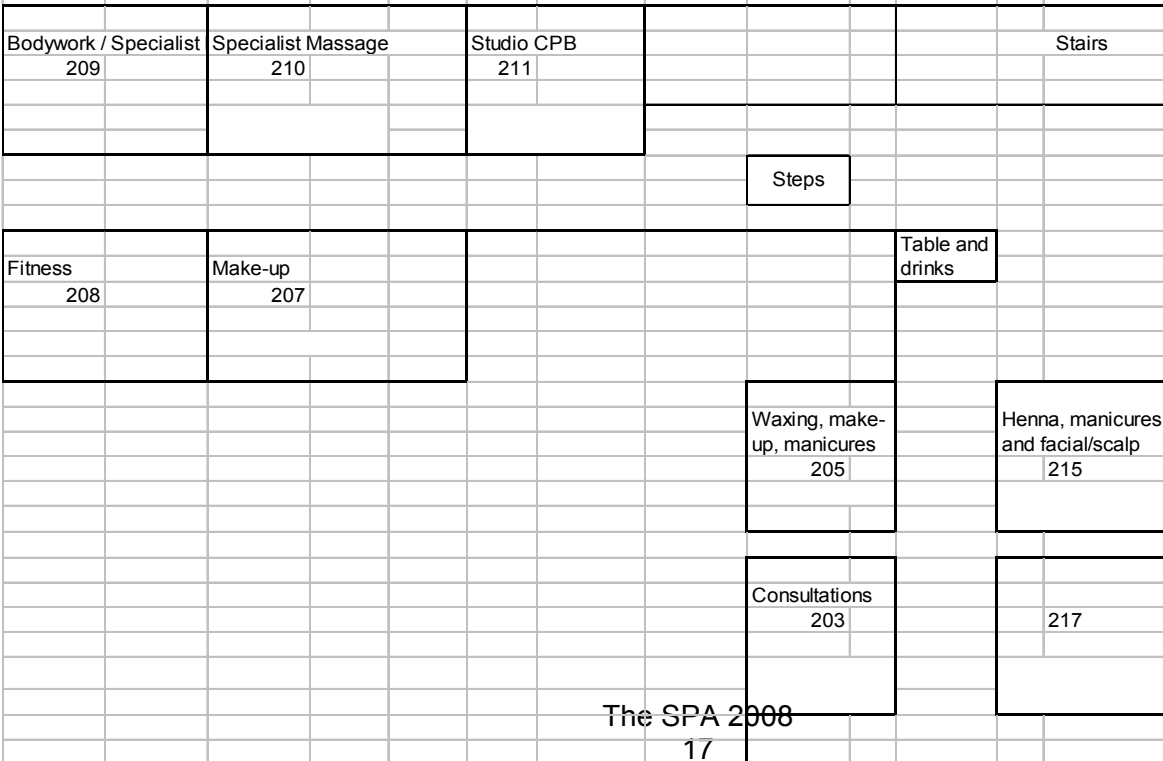
Expenses		Budget/Forecast		Actual/Estimated Expense		
Facility						
Rental (TCDSB)						
8 Classrooms and gym		\$70				We think we paid this 2007
			\$70		\$0	
Décor/atmosphere						
Flowers/Plants		\$100				Loaned
Vases						
Music						
T-shirts or aprons for volunteers?						
			\$200		\$0	
Publicity						
Advertising		\$300				none
Printing		\$200		\$197		
500 Flyers						
100 Posters						
100 Tickets						
			\$500		\$197	
Refreshments						
Tea, coffee, cream, milk, sugar		\$20				
Salads, etc.		\$50		\$136		plus donated
500 cookies, bars, etc. @		\$25				
6 cases bottled water @ \$4.00		\$24				Donated
Cups						
Plates, cutlery, etc.						
			\$119		\$136	
Gift Bags						
100 Bags @			\$25		\$25	
100 meters of Ribbon			\$25		\$25	
Practitioner Expense					\$250	Cost for massage students
Contingency			\$50		\$49	
<b>Total Expenses</b>			<b>\$1,004</b>		<b>\$683</b>	
<b>Income or In Kind donations</b>		Assumes	75 clients			
70 *Tickets @ \$50		\$3,500		\$2,540		8 VIP tickets = \$240 extra
Less credit card processing @ (est) 2%		-\$70				46 regular tickets
Net Ticket Sales			\$3,430		\$2,540	(discount still to come)
Silent Auction			\$400		\$545	
Donations/In Kind						
Printing						
Advertising						
Refreshments					\$150	
Flowers		\$100				
<b>Total Income</b>			<b>\$3,930</b>		<b>\$3,235</b>	
<b>Net Proceeds</b>			<b>\$2,926</b>		<b>\$2,552</b>	

2008 SPA Night Layout

Main Floor  
Layout



Second Floor Please note that there are no washrooms on the second floor.



## SPA Night Evaluation by Practitioners

26 forms were completed and returned. Some practitioners did not rate some items.

Please rate the following by checking one of the ratings from Very Satisfied to Very Unsatisfied	😊😊 @ 4 points	😊 @ 3 points	😞 @ 2 points	😞😞 @ 1 point	Total	Average
Day and time	✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓22	✓1	✓1		93	3.88
Brochure, poster • don't know • N/A ?	✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓14	✓✓✓✓✓ ✓6	✓1		76	3.62
Layout	✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓17	✓✓✓✓✓ ✓6	✓1		88	3.67
Event organization	✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓16	✓✓✓✓✓ ✓✓7	✓1		87	3.62
Event overall	✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓19	✓✓✓✓✓ ✓6			94	3.77

Please comment on any items you rated less than satisfactory.

- too much talking with other practitioner next to me
- as a first-timer, I was unfamiliar with the event. The briefing would help me (there wasn't one this time)
- washrooms not so clean
- might be more marketable to include services offered on brochure and/or poster. List by category (esthetics, massage, healing, movement, nutrition, etc.)
- lots of people who weren't booked walked in – made it confusing
- Layout: organize high use activities and low use activities to that the mood is high throughout the building (not sure how possible it is)
- too far spread out, i.e., hair & make-up could be together
- too much time waiting
- need garbage can
- timing
- appointments fell behind, a little to much waiting

The best thing about The SPA was

- people are very friendly & knowledgeable about products / services
- meeting people
- everything!
- the timing of sessions, space provided, direction and help provided by the event organizers

- the clients
- all the people
- it was fun!
- smiley and friendly staff
- meeting excellent tired moms.
- the clients were very friendly
- services available
- meeting the clients. So much fun!
- very relaxing for the clients, and fun and entertaining for us
- eager people
- getting a massage
- supporting the cause and showcase new ways of “self-care” to women
- food!
- great crowd, well organized.
- energy and relaxed atmosphere. People to share information with
- people (x 3)
- ➔ . . . groups events are great

The SPA would have been better if

- services closer together
- all the stalls were grouped together in one big hall
- there was less time waiting
- featured in community newspapers, background low music
- we could get more people to attend
- I could use a mirror (hair cutter)
- great
- there were not as many “no-shows”
- it was a little more organized (x 2)
- scheduling
- more men were also attracted to participate
- it was great as is
- ☺
- floor monitor to let us know our times

Other comments





- great
- Thank you
- had a really great time
- need signage/advertising on Dundas/Edgewood corner, more attention-getting features on school frontage
- the event was really organized
- I look forward to leading a “Feldenkrais” awareness through movement class next time.
- clocks or a bell letting you know when done service
- thanks for having me (time was a factor)
- Thank you for inviting us
- ☺
- I enjoyed it. Not sure about next year because I live in Quebec.

Name	Participate			Organize	
	Yes	No	Unsure	Yes	No
Edie Gagliano	✓				✓
Mary Anne Atell	✓				✓
Alice Kilpatrick	✓				
Ashley Davie (Alan Davis #1)			✓		✓
Beulah Dunar (Salon Fortelli Manicures)					
C. Shewchuk					
Carmel	✓				
CCMH			✓		✓
Chris (Studio CPB)	✓				
Daryl Sarkisian	✓				
Dr. Luella Louis	✓				✓
Hulya Heeney (ITM #2)	✓				✓
J Racine	✓			✓	
Josaphine Spataro	✓				✓
Jowel Dacpano	✓				✓
Mandy Bronson (Alan Davis #2)			✓		✓
Marlene Kennedy	✓				✓
Neha and Naushaba					
Nicole Lake (Salon Fortelli #1)	✓				✓
no name (ITM #1)			✓		✓
Northwinds	✓				✓
Rebecca Smith			✓		✓
Renee Long	✓				
Sara Latour			✓		✓
Sarah Cristinzo	✓				✓
Tiffany Dauler (Salon Fortelli #2)	✓				✓
Vanessa Pellico	✓			✓	
Totals	17		6	2	17



## SPA Night Evaluation by Clients

37 forms were completed

Please rate the following by checking one of the ratings from Very Satisfied to Very Unsatisfied	 @ 4 points	 @ 3 points	 @ 2 points	 @ 1 point	Total	Average
<b>Welcome and Registration</b> • why was it in middle of lounge? • register for classes as arrive so it is in order as arrived	✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ 29	✓✓✓✓✓ ✓6			134	3.82
<b>Selection of individual services</b> • loved VIP • I can see why people prepay	✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ 19	✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ 14	✓✓✓3		124	3.44
<b>Selection of classes</b>	✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ 21	✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ 14			126	3.60
<b>Refreshments</b> • I'm full of yummy treats! • why so many sandwiches on white bread? • delicious. Thank you for providing dinner after work • thanks for diet Coke Louise • !	✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓32	✓✓✓3	✓1		139	3.86
<b>Layout and organization</b> • ! • layout 3, organization 4	✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ 29	✓✓✓✓✓ ✓6	✓1		136	3.78
<b>Event overall</b> • !!	✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ ✓✓✓✓✓ 29	✓✓✓✓✓ ✓✓✓✓8			140	3.79

The best thing about SPA Night was

- the cause!
- everything (x 2)
- treatments (x 2)
- facial (x 2)
- manicure
- the food and the hospitality!
- belly dancing! everything great

- Shiatsu massage (x 2)
- time with friends / food / great fundraiser!
- food and variety of services
- belly dancing instructor.
- learning about new treatments / seeing friends
- reflexology
- make-up with Edie
- the massages
- it was fun and a fundraiser
- loved everything but Spa atmosphere different in lounge
- belly dancing and selection
- great value, music
- the treatments! / food
- belly dancing class
- the food, the value
- a chance to try some new things for me, i.e., belly dancing
- variety of practitioners available (x 2)
- friendship! / the music was wonderful.
- meeting area practitioners
- belly dancing / Daryl Sarkisian
- a chance to relax. First-come, first-serve better than last year
- fundraising

#### SPA Night would have been better if

- it was great as it was (x 2)
- more manicures / spaces filled up too quickly
- greater variety of treatments (I had 3 massages)
- I could drink a glass of red wine
- it would have stayed on schedule (I missed yoga because massage was running late)
- started on time and registered as arrived for classes.
- sign-up started on time / more chocolate chip cookies!!!
- one client in Reiki only
- there were more manicures!! pedicures!!
- more specialties – like 2 or 3 practitioners doing cranio or 2 or 3 scalp therapy
- sign-up started on time
- organized a little more efficiently (mainly, the signing up process took too long and delayed the event from running on schedule)
- lounge had better mood
- slow start which put services a little behind
- more providers of popular services
- there was wine too
- Wine tasting!
- there was an easier map to read to get here (TTC instructions and mentioning Coxwell)
- massages by students were also 20 min – wouldn't upset the schedule
- I knew I could book certain spots ahead. Full hair cut, wash etc.
- more manicures & better understanding of “system”

- more mini-facials! decaf coffee, started on time
- more time per appointment

#### Other comments

- more couches would be great to relax.
- nice job ladies
- wonderful
- had a fun time! Really good.
- I totally loved it (x 2)
- Waiver should be distributed prior to event. I felt under duress. Blacklist lady in wheelchair.
- thank you, that was great
- enjoyed very much – good value!
- I had so much fun I did not get back to the auction.
- maybe too much food!
- well done!
- a wonderful evening!
- this was my first time – I will bring a friend next year.
- nice evening
- great night (x 2)
- thanks so much (x 2)
- thanks
- Thank you
- great night – thanks!
- Well done, I will come again! My student massage was cut short as we started late.
- you have to get here way too early to get your best choice. Thank you.
- FABULOUS! Great staff, Food great surprise. Fabulous hair cut. Thank you! Thank you!

I would like to help organize the next event. ✓✓

I would like more information about Applegrove. ✓