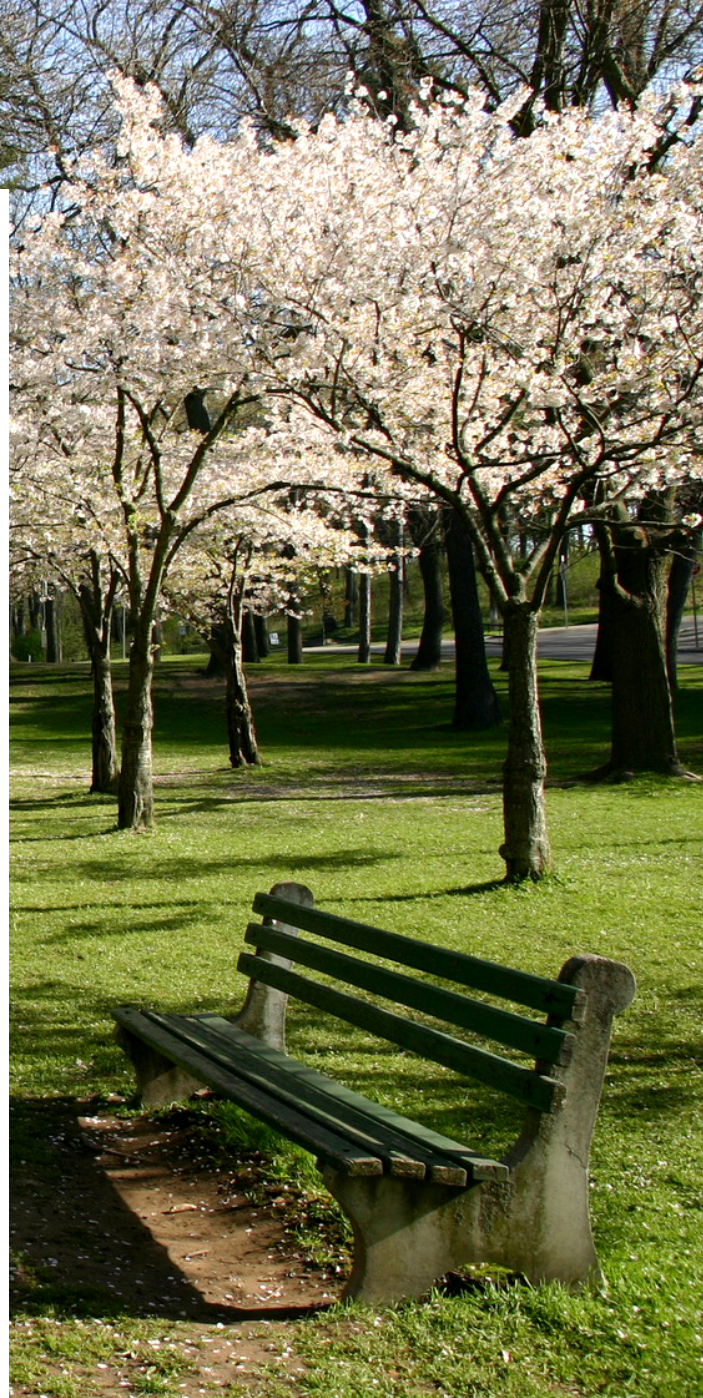


REGENERATION COMMUNITY SERVICES

# ANNUAL REPORT

2018-2019

---



---

## TABLE OF CONTENTS

INTRODUCTION TO REGENERATION COMMUNITY SERVICES (RCS).....	3
ABOUT RCS.....	3
RCS'S MISSION & VALUES.....	3
SERVICES OFFERED.....	3
HOUSING & HISTORY.....	4
REPORT OF THE EXECUTIVE DIRECTOR.....	5
SEPTEMBER 2018.....	5
A NEW VISION FOR RCS.....	8
AGM AGENDA.....	10
AGM 2017 MINUTES.....	11
COMMITTEE REPORTS.....	14
FUNDRAISING COMMITTEE.....	14
FINANCE COMMITTEE.....	15
GOVERNANCE COMMITTEE.....	18
NOMINATIONS COMMITTEE.....	18
SOCIAL PROGRAMMING AND EVENTS.....	19
PEER SUPPORT PROGRAM.....	19
OUTINGS AND EVENTS.....	20
PEER SUPPORT GROUPS.....	20
BOARD OF DIRECTORS.....	21
BOARD OF DIRECTORS 2017-2018.....	21
BOARD OF DIRECTORS 2018-2019.....	21
IN MEMORY OF.....	22

---

# **INTRODUCTION TO REGENERATION COMMUNITY SERVICES (RCS)**

## **ABOUT RCS**

In 1977, RCS was incorporated by a community board to provide housing to persons with lived experience of mental illness, becoming one of Toronto's oldest supportive housing programs. Over time and with support from the Ministry of Health and Long-Term Care (MOHLTC), the Toronto Central Local Health Integration Network (TC-LHIN) and our donors in the community, RCS's housing stock has expanded from a single site to over 350 units across Toronto. In our 41<sup>st</sup> year of operation, RCS is proud to support over 400 individuals with mental illness and addictions issues in their road to recovery.

## **RCS'S MISSION & VALUES**

RCS is firmly committed to providing safe, clean and affordable supportive housing to persons with mental health and addictions issues in Toronto.

We value and believe in:

- Client-centredness.
- The fundamental rights and dignity of the individual.
- Creating, respecting and promoting an environment that reflects the diversity of the broader community.
- Promoting client-member self-reliance and self-determination.
- Fostering a supportive community environment through continuity in housing and support services, in partnership with client-members and their families, where possible.
- Client-member empowerment and involvement in the development and operation of programs at all levels of RCS.
- Advocating for the removal of individual and systemic barriers that impede successful and satisfactory community living for our client-members.
- An employment environment which emphasizes worker safety and encourages work-life balance.

## **SERVICES OFFERED**

RCS provides support to client-members primarily through three service avenues:

1. Case Managers play a key role in empowering client-members to achieve their goals and connecting them with supports and resources in the community.
2. Peer Support Workers utilize their lived experience within the mental health community to support and mentor client-members through their own personal journey of recovery.
3. For housing tenants, Residential Support Workers provide practical assistance to address the physical, cognitive, mental health and addictions needs of client-members, supporting them in daily living and household activities.

---

## HOUSING & HISTORY

RCS's Congregate Living Portfolio began with a single group home and residential case management services. Today, it consists of a total of 5 group homes with the capacity to support up to 35 individuals. Two homes are mixed-gender, with two all-male and one-all female residence. All members of the program have their own bedroom with a locking door, and share common living spaces. Group home tenants are supported in maintaining their rooms, shopping and cooking, managing their medication regimens, and contributing to collective household chores.

In 1995, RCS established the Intensive Case Management Program to provide case management services to individuals with complex mental health needs outside of the Congregate Living Portfolio program. The case managers support client-members at RCS's 11 other sites, scattered units, and out in the community.

Through the Homelessness Initiative Program, RCS created over 50 subsidized independent units located at two sites and scattered across the city. Client-members in subsidized independent units are provided bachelor or 1-bedroom apartments, on-site community spaces, and access to case management services. These units are located in private market buildings in residential neighbourhoods. The program is recovery-based, encouraging client-members to be self-reliant and self-sufficient while developing connections with the broader community.

In 2011, RCS received funding to provide housing to individuals living with severe addictions issues. The addictions program provides Supportive Housing for People with Problematic Substance Use (SHPPSU) using a housing-first harm reduction model, and includes 80 subsidized housing units across the city. Art Manuel House provides shared housing accommodations for 10 client-members of the Managed Alcohol Program (MAP). MAP is a harm reduction program for a specific group of people whose severe alcohol addiction affects various areas of their life, often making them unable to maintain housing and relationships, obtain proper medical care, and access community resources. The program includes on-site case management and medical services, 24-hour residential support and a meal program.

RCS also operates 115 high-support units distributed across five sites. Each site offers 24-hour on-site residential support, case management services, a meal program, assistance with daily living and personal care activities, medication assistance and management, planned activities and events in on-site spaces as well as in the community, and peer services as needed. One high-support site (King Street) is staffed with a full-time cook, and Anderson House offer meal programs on request. Tenants at the ARCH and My Brother's Place no longer require inpatient treatment at CAMH but require unique transitional supports from RCS and the hospital to return successfully back to the community. Individuals who regularly use Emergency Rooms (and other expensive health care resources) have access to Spencer House, a newly developed high-support housing program to stabilize individuals in the community.

---

# REPORT OF THE EXECUTIVE DIRECTOR

## SEPTEMBER 2018

It has been an eventful and exciting year in my role as RCS's Executive Director! A major objective was to continue building on RCS's 2014-2016 Strategic Directions.

### SUPPORT FOR RECOVERY

RCS was recognized for its contributions and innovative approaches to supporting recovery on several occasions over the last year. In February of 2018, Art Manuel House was highlighted in a press release about the Canadian Managed Alcohol Programs Study, and featured in the *Drug and Alcohol Review* journal to stimulate debate on strategies to improve outcomes for individuals with severe and chronic alcoholism. In the same month, Step-Up was featured in *Promising Practices*, a report released by Addictions and Mental Health Ontario (AMHO), CMHA Ontario and the Wellesley Institute as a model for other services providers to emulate.

Realizing its role in the prevention of opioid-related deaths in the context of the opioid crisis, RCS is in the process of establishing a Naloxone Distribution program for its client-members. Receiving naloxone through The Works (a department of Toronto Public Health), would mean that RCS would be able to distribute naloxone kits to eligible and interested client-members, friends and loved ones. As a result, all staff will receive training on overdose prevention and naloxone administration in the coming year.

### SYSTEM LEADERSHIP

The Toronto Central LHIN has been pushing for innovation and creativity in the mental health and addictions sector, and encouraging organizations to work together to leverage their resources and overcome service silos. RCS has, over the past nine months, been having ongoing discussions about possible service delivery collaboration opportunities with other service provider organizations. This could mean our client-members have greater access to a broader range of services.

Also at the LHIN level, RCS has been participating in the West Local Collaborative Steering Committee, an advisory body assisting in developing the service priorities, goals and directions for the West Sub-Region of the Toronto Central LHIN. RCS has been advocating for mental health and addictions services to be considered a priority for the communities in the West Sub Region.

### EVIDENCE-INFORMED PRACTICE

In 2012, the Mental Health Commission of Canada release its report entitled *Making the Case for Peer Support*. Based on a vast literature review and wide consultation process, the report spoke to the demonstrated value of peer support within Canada's mental health system. A subsequent report, *Changing Direction, Changing Lives: The Mental Health Strategy for Canada*, identified access to peer support services as a priority. Our Peer Team has been working through the Commission's *Guidelines for the Practice and Training of Peer Support* to ensure that our Peer Support Program is informed by best practices within the sector.

---

Similarly, in 2005, the Ministry of Health and Long-Term Care (MOHLTC) released *Intensive Case Management Service Standards for Mental Health Services and Supports*. RCS's Case Management Teams are reviewing these Standards to ensure that we continue to meet the Ministry's expectations for evidence-based best practices.

## **PARTNERSHIPS**

RCS has been working to strengthen and maintain its many relationships with partner organizations. In May of 2018, RCS and partner Breakaway Addiction Services held a joint retreat for staff who work collaboratively in the Supportive Housing for People with Problematic Substance Use (SHPPSU) program. The event was a success and helped to develop a renewed vision for the partnership.

In light of the upcoming Seaton House closure and George Street redevelopment, RCS is discussing potential partnership opportunities to provide new housing for individuals who will need to be relocated.

## **ADVOCACY**

RCS has consistently advocated to all three levels of government for progressive change within the mental health and addictions sector. Here are some examples of what we have been doing:

- Assisted in the submission of a Letter to the MOHLTC and Toronto Central LHIN about the financial impact of Bill 148 the *Fair Workplaces, Better Jobs Act*, and the need for government to support non-profits in meeting new employment requirements.
- Issued a support letter to the City for the development of a potential new high-support building in the city's west end.
- Along with other high support providers, developed a budget and staffing model to provide to the City of Toronto to inform them of the actual cost of high-support housing, so that the upcoming Requests for Proposals are realistic and will enable the development of adequate supportive housing for the most complex needs.
- Participated in AMHO and CMHA Ontario's initiative to advocate for increased funding for mental health and addictions care.
- Issued a support letter to CAMH for a cost consequence study on supportive housing for people with mental health issues
- Along with other high support providers, presented the high-support housing budget and staffing model to City and Toronto Central LHIN staff to inform their upcoming Call for Proposals. There was a lot of interest and positivity from the City and the LHIN for this work, and RCS continues to be involved in the conversation about realistic funding and staffing for high support-housing.
- Worked collaboratively with other supportive housing organizations to develop a briefing note that was distributed to various levels of government outlining the challenges faced by supportive housing providers in continuing to provide quality housing to our client-members.

RCS also used its social media platforms and website to share AMHO's key messages for Mental Health Week:

- Improving access to services means keeping good people.
- Planning better services means collecting better data.
- Helping more people means hiring more people.
- Building more safe places will enable recovery.

---

RCS participated in circulating the priorities of AMHO amongst local MPPs. RCS was encouraged that all parties included increased funding for mental health and addictions services within their platforms. RCS hopes that this promise will be meaningfully realized by our current government, and will advocate for its client-members at all three levels of government.

### **CAPACITY-BUILDING**

In January of 2018, the Best Practices Committee analyzed the results of a staff survey soliciting information about what staff need and want in terms of continuing education and professional development. The biggest requests were training on:

- Hoarding;
- Trauma-informed care;
- Recovery philosophy and the peer support model;
- Working with challenging individuals;
- Harm reduction approaches;
- Anti-racism and anti-oppression;
- Suicide intervention; and
- Stress reduction and time management.

In February of 2018, 50 staff received Dialectical Behaviour Therapy (DBT) training. DBT has been found to be effective in supporting individuals to make change and meet their goals. Through a partnership with VHA Home HealthCare, 25 staff received training on supporting individuals with hoarding issues – the training was provided free-of-charge, in exchange for RCS providing free training on DBT. Furthermore, the Peer Team has been attending staff meetings at each program, to provide education on the recovery philosophy and the peer support model. We continue to plan educational opportunities to address each of the gaps identified by staff.

In terms of funding, RCS was approved for two requests for capital funding through the Community Infrastructure Renewal Fund (CHIF) for repairs to Art Manuel House and My Brother's Place in the amount of approximately \$51,000 – the floors at Art Manuel House were fixed with this money, and the kitchen at My Brother's Place will be renovated.

Due to continued advocacy efforts, the Toronto Central LHIN provided RCS with one-funding for the 2017-2018 fiscal year to assist with the implementation of Bill 148, *The Fair Workplaces, Better Jobs Act*. Although grateful to receive any additional funding, this amount was far below the amount needed to offset the financial impact of this new legislation. Advocacy and education about the impact of Bill 148 with our funders continues.

We have also made efforts to get creative about funding. For example, between 01 September 2017 and 31 August 2018, RCS received 11,690 pounds of food from Second Harvest, a donation valued at \$29, 225.00!

### **MEMBER INVOLVEMENT**

As always, many events and social programs were held for client-members over the last year (see section on Social Programming and Events), thanks to our Events Committee, Peer Support Team,

---

our dedicated volunteer Dieter Schulz and the many other staff who supported these events. The Peer Support Team continues to see increasing client-member attendance at their monthly groups. Many programs held individual holiday dinners and RCS held a large client-member holiday lunch in mid-December

## **HUMAN RESOURCES**

The Intensive Case Management, Residential Case Management and Addictions Case Management teams held a joint meeting in February of 2018 where they discussed common experiences across the teams such as implementation of Collaborative Care Plans, Case Management functions; the current state of the sector; and areas where staff need support. It was a positive meeting where creating greater consistency across teams was a focus. These meetings have become a quarterly event.

RCS is participating in a project to develop a standardized learning curriculum for new Residential Support Workers so the supportive housing sector continues to have skilled, qualified staff in these critical roles. Another significant piece of work achieved this year has been the development of consistent recruitment interview templates, job descriptions and a performance appraisal tool to be rolled out in the fall.

RCS has also been supporting staff in the development of quality improvement capacity. In 2016, Health Quality Ontario and CMHA Ontario launched the Excellence through Quality Improvement Project (E-QIP): the program offers training and coaching to community mental health and addictions agencies to enhance their ability to understand and apply quality improvement (QI) methods. QI is a systematic approach to making changes that are intended to produce better client-member outcomes, stronger health system performance, and enhanced professional capacity. It is essentially a method for measuring quality of care, figuring out where and how improvements might be made, and testing change ideas (i.e. measuring their impacts on quality of care). Several staff members have completed Quality Improvement training through E-QIP, and RCS is currently receiving QI coaching for a new project which looks at turnover rates within our SHPPSU program. Introductory QI training is currently being arranged for frontline staff, in order that this new framework might be sustained and guide future operations of RCS.

## **A NEW VISION FOR RCS**

Having reached the end of the strategic planning cycle, myself, the Board of Directors, and the Strategic Planning Committee have been hard at work in the development of a new Strategic Plan for RCS. The Strategic Planning process has involved a wide consultation process whereby staff, client-members and their families, and external stakeholders were asked for their feedback on RCS's success in achieving its mission, and ideas around future directions for the organization. The new Plan is being drafted, and we expect to have it finalized by the New Year. In addition, a new Vision and renewed Mission and Core Values is also being drafted. Launching our new vision will shape our work for the next 3 years.

Around the same time, we are expecting the release of our new Organizational Policies & Procedures Manual. An important part of RCS's identity and reputation has always been its focus on the client-



---

member – RCS has stayed true to its grassroots origins over the years, which have enabled such a strong sense of community among staff and client-members. One of my major projects in my role as Executive Director has been to standardize and formalize RCS’s operations, to provide staff with a systematic approach to administering daily operations, and to increase understanding among staff of RCS operations. After many months of hard work, we will be releasing the new Manual in November of this year!

There is always going to be a lot of work ahead, but we have a lot to be proud of. During our strategic planning process, we hear loud and clear from our client-members and their families that they receive excellent services from RCS and feel that they are part of a community. I want to take this opportunity to recognize all the staff of RCS. Your continued dedication to our client-members and the mission of RCS inspires me every day to work hard in my role. Thank you for all the ways you have contributed to our success.



Alison Hunt  
Executive Director

---

# AGM AGENDA

20 September 2018  
Lithuanian Community Centre  
1575 Bloor St. W.

1. Welcome
2. Musical Guest: Angela Saini
3. Appointment of Secretary
4. Declaration of Proper Constitution of Meeting
  - a. Notice of Meeting
  - b. Quorum Present
5. Approval of Agenda
6. Approval of Minutes of Previous AGM
7. Information about the AGM Process and Work of the Board of Directors
8. Report of the Executive Director
9. Client-Member Engagement
10. Acceptance of Committee Reports
  - a. Fundraising Committee
  - b. Finance Committee
  - c. Governance Committee
  - d. Succession Planning Committee
  - e. Nominations Committee
11. Presentation of Financial Statements
12. Approval of Auditors Report
13. Appointment of Auditor
14. Election of Directors
15. Other Business
16. Adjournment

---

# AGM 2017 MINUTES

20 September 2017

1. Welcome by the Board Co-Chair

Steve Hubel called the meeting to order and welcomed all of the membership, including client-members, staff, volunteers and members of the Board of Directors. He discussed that the AGM is an important opportunity for client-members to learn about the RCS operations and governance, the budget, and to have their say about representation on the Board. Steve mentioned that RCS is looking for new Board members, some of whom are consumer-survivors. Katherine Tmej discussed the role of the Board of Directors.

2. Appointment of the Secretary

*Motion # 1* That Hannah Ross be appointed as secretary for this meeting.

Moved by: Yvan Demarchant

Seconded by: Antonietta D'Agostino

Carried

3. Declaration of a Proper Constitution of Meeting

a) Alison Hunt declared that proper notice was given to the membership for this meeting.

b) Alison Hunt stated that unfortunately, quorum of Board members was not achieved at this meeting due to TTC difficulties.

4. Approval of Agenda

*Motion # 2* That the agenda for this meeting be approved.

Moved by: Rhonda Skene

Seconded by: Katherine Tmej

Carried

5. Approval of Minutes of Previous AGM

*Motion # 3* That the minutes of the Annual General Meeting of September 20th 2016 be approved.

Moved by: Hannah Ross

Seconded by: Yvan Demarchant

Carried

6. Report of the Executive Director

Katherine Tmej discussed Noel's retirement and introduced Alison Hunt as the new Executive Director. Alison thanked Katherine for the introduction, all client-members for supporting her, and the RCS team for orienting her to the organization. Alison discussed that there have been shifts in the mental health sector – that organizations are being called upon to do more and work together in order to address some of the gaps in the system and improve access to health services. Alison has been trying to form new partnerships so that our client-members can have better access to health services. This is something she will continue to work on in the coming years. Alison invited

---

client-members to get in touch with her to discuss future directions, and thanked everyone for being in attendance.

7. Member Engagement

Steve Hubel discussed how members are engaging with the organization – with staff, not just tied to their sites, but also with Peer Support Staff. Steve asked that client-members keep their ears open for more information on how to get involved and engaged in the development of RCS and the broader community.

8. Committee Reports

Katherine Wetmore introduced herself as the new Treasurer of the Finance Committee. The Committee meets at least quarterly, and met in May to review the Financial Statements with the Auditor. Nothing in the Financial Statements caused any concern.

Philip Cox reported that 2016-2017 was one of RCS's most successful years in terms of fundraising. The Annual Big Band Benefit was held at Lula Lounge, and around \$26,000 was raised, all of which goes back to RCS's client-members. Phil gave tribute to Adrienne Magennis, late member of the Board of Directors.

Katherine Tmej spoke on behalf of the Succession Planning and Nominations Committee. They hired Alison Hunt, new Executive Director. There are currently three openings on the Board of Directors, and postings are up on CharityVillage and Volunteer Toronto.

Katherine Tmej discussed the role of the Governance Committee, and said that they are in the process of updating the by-laws.

9. Approval of Committee Reports

*Motion # 4* That the reports of the Finance and Fundraising Committees be approved.

Moved by: Yvan Demarchant

Seconded by: Antonietta D'Agostino

Carried

10. Presentation of Financial Statements

The Audited Financial Statements are included in your Annual Report package. Katherine Wetmore, Treasurer, outlined that the Finance Committee met in May to review the Financial Statements with the Auditor. Nothing in the Financial Statements caused any concern – RCS received a clean audit opinion with the qualification that fundraising amounts cannot be guaranteed. 2017 finances end as of March 31st 2017, with a surplus of over \$30,000.

11. Approval of Auditor's Report

*Motion # 5* That the 2016-2017 report of the Auditor be approved.

Moved by: Yvan Demarchant

Seconded by: Antonietta D'Agostino

Carried

---

12. Appointment of Auditor for 2017-2018

*Motion # 6* That Greg Short be appointed as auditor for 2017-2018.

Moved by: Sandy Sue-Ping

Seconded by: Yvan Demarchant

Carried

13. Election of Directors

The following is a list of nominees and Board members who are seeking election/re-election to the Board for 2017-2018. They are:

Steve Hubel

Katherine Tmej

Katherine Wetmore

Roslyn Shields

Melonie Hopkins

Anna Hubert

Qasim Saddique

Nancy Icely

William Woolrich

John Harvey

*Motion # 7* That the list of nominees/board members seeking election/re-election to the Board of Directors for 2017-2018 be approved. We will be adding to the slate throughout the year.

Moved by: Yvan Demarchant

Seconded by: Antonietta D'Agostino

Carried

14. Departing Board Members

Steve Hubel thanked the following Board Members that are leaving this year:

Catherine Currie

Dovie Rochester

15. Questions from the Floor

None.

16. Adjournment

*Motion #8* That the meeting be adjourned.

Moved by: Yvan Demarchant

Seconded by: Louisa Jaar

Carried

Thanks to all staff, students, volunteers and client-members who helped to make this AGM a success.

---

## COMMITTEE REPORTS

### FUNDRAISING COMMITTEE

Economic inequality is on the rise in Toronto, as funding for social and community services remains stagnant and wait lists for housing and support continue to grow. Now more than ever, RCS has a critical role to play in supporting the most vulnerable members of our community.

The role of the Fundraising Committee is to bring in additional funds and donations that can be used by RCS to support client-members in their road to recovery. In 2017-18, RCS raised over \$52,000 through various activities such as the Annual Big Band Benefit, Scotiabank Toronto Waterfront Marathon and our Annual Holiday Mailing. These events are important fundraising opportunities, but also serve to engage client-members, staff and Board members, and to draw attention to the important work that RCS is doing within the mental health and addictions community.

With these additional funds and donations, RCS was able to provide client-members with various programs and events, such as the annual Cultural Splash Bash, the Summer BBQ, the Boat Cruise, and our Holiday Party. We have been able to provide assistance through our Rainy Day Fund which client-members can apply to for help with food, prescriptions, eyeglass, clothing and various other living needs. The donations also support the Adrienne Magennis Education Fund which helps client-members pursue their learning or training goals.

On behalf of RCS and its client-members, I would like to thank our generous donors, partners, staff, Board members and volunteers for their support for RCS over the last year – we couldn't have done it without you. Your continued support for RCS's mission and vision helps our client-members pursue their goals and participate meaningfully in the community in which they live.

Anna Hubert (Committee Chair), on behalf of the Fundraising Committee (Anna Hubert, John Harvey, Steve Hubel, Jennifer Breckenridge, Sandy Sue-Ping, Philip Cox and Alison Hunt)

## FINANCE COMMITTEE

The fiscal 2017-2018 year for RCS has been a challenging yet successful one. With work to reduce discretionary spending by staff at all levels, we ended the year with a balanced budget and a net increase in operating surplus of \$8,905, with year-over-year revenues higher by almost \$200,000. Revenues were comprised primarily of LHIN funding (approximately 40%), followed by residents' rent and food (19%) and rent supplements and subsidies (19%). The remainder of our revenue sources were comprised of CAMH funds, Habitat funding and other income and one-time sources.

Approximately 52% of our operating costs were comprised of salaries, wages and benefits, followed by rent and utilities (34%). Program expenses, maintenance and repairs, general administrative expenditures, food and other, comprised the balance.

While total operating costs were slightly higher as compared to fiscal 2016-17, we had a significant focus on cost optimization and maximizing efficiency and, as a result, were able to effectively manage our operating budget throughout the year. As we progress through the upcoming fiscal year, we will continue these efforts and look forward to maximizing the value of our funding, services and programs to successfully deliver another balanced budget.

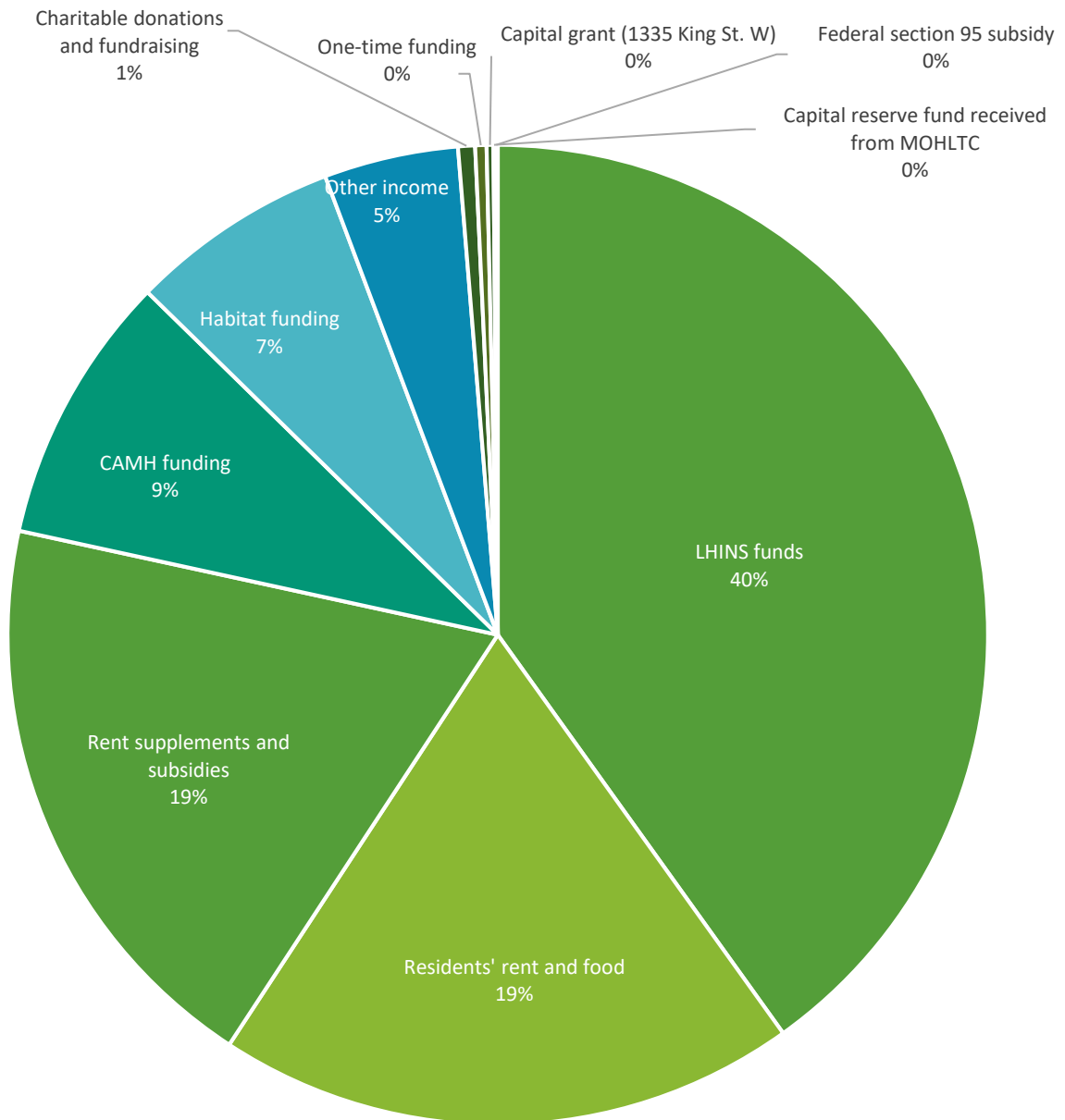
Katherine Wetmore (Committee Chair) on behalf of the Finance Committee (Katherine Wetmore, William Woolrich, Qasim Saddique and Alison Hunt)

### RCS COMBINED STATEMENT OF OPERATIONS AND SURPLUS

<i>Description</i>	<i>Revenues</i>	<i>Expenses</i>
<i>LHINS funds</i>	\$ 3,737,019	
<i>Residents' rent and food</i>	1,781,422	
<i>Rent supplements and subsidies</i>	1,787,027	
<i>CAMH funding</i>	830,838	
<i>Habitat funding</i>	646,999	
<i>Other income</i>	412,785	
<i>Charitable donations and fundraising</i>	52,121	
<i>One-time funding</i>	34,707	
<i>Capital grant (1335 King St. W)</i>	20,781	
<i>Capital reserve fund received from MOHLTC</i>	4,000	
<i>Federal section 95 subsidy</i>	9,288	
<b>TOTAL REVENUE AND FUNDRAISING ACTIVITIES</b>	<b>\$ 9,316,987</b>	
<i>Salaries, wages and benefits</i>		\$ 4,800,068
<i>Rent and utilities</i>		3,181,755
<i>Program expenses</i>		362,344
<i>Maintenance and repairs</i>		343,238
<i>Food and supplies</i>		141,843
<i>Administrative, office and general expenses</i>		128,791
<i>Amortization</i>		118,233
<i>Professional fees</i>		110,943
<i>Insurance</i>		41,058
<i>Uncollectable tenant rents</i>		22,671
<i>Replacement reserve fund allocation</i>		26,815
<i>Rainy Day Fund</i>		13,265
<i>Mortgage interest</i>		12,048
<i>Fundraising expenses</i>		5,010
<b>TOTAL EXPENSES AND FUNDRAISING ACTIVITIES</b>		<b>\$ 9,308,082</b>
<b>NET INCREASE IN OPERATING SURPLUS</b>	<b>\$ 8,905</b>	

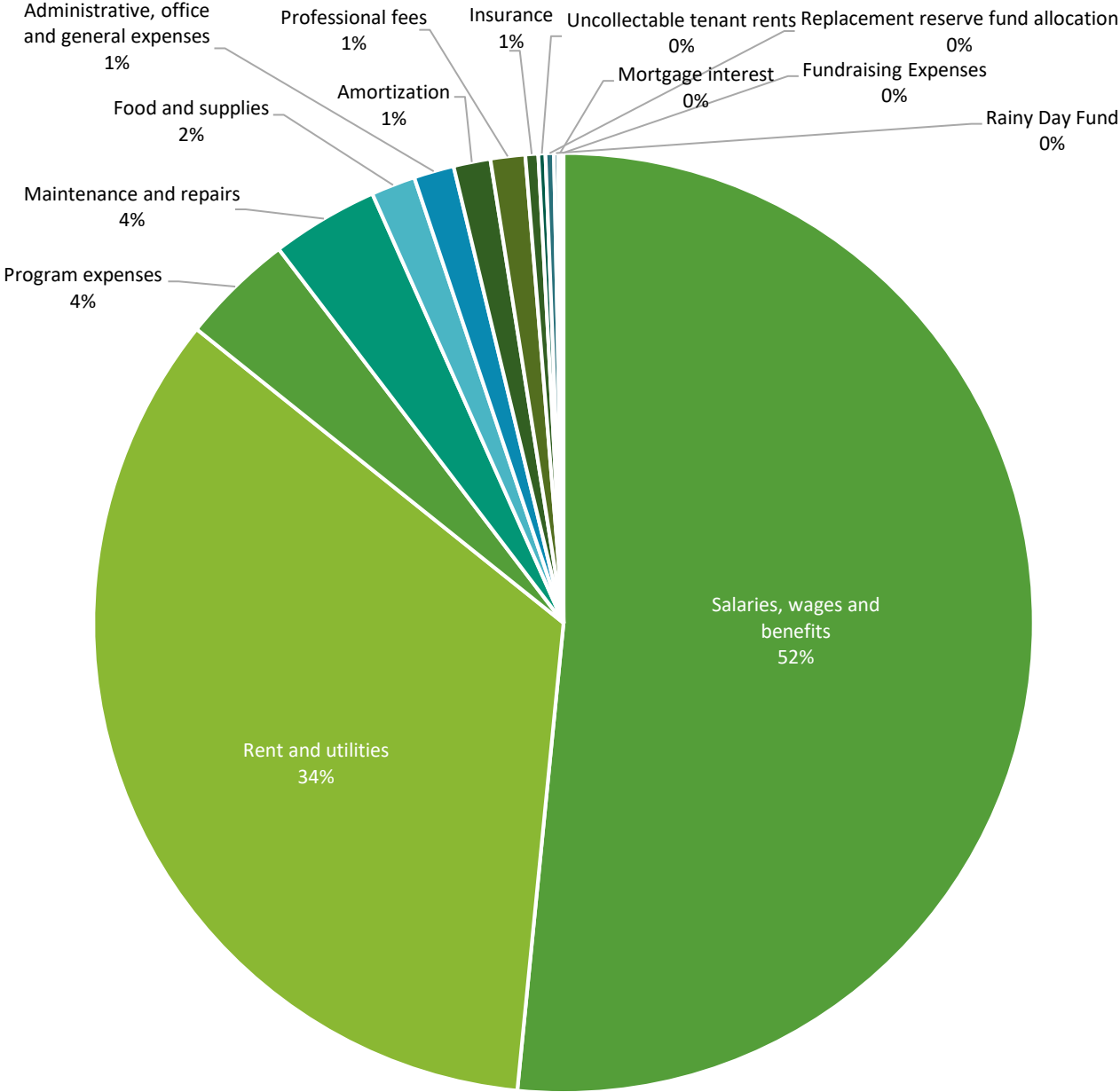
---

## RCS FINANCIAL HIGHLIGHTS: REVENUES





**RCS FINANCIAL HIGHLIGHTS: EXPENSES**



---

## **GOVERNANCE COMMITTEE**

The role of the Governance Committee is to ensure that the Board of Directors makes sound decisions and identifies and manages risks. The mandate of the Governance Committee is to ensure that RCS:

- Has competent and qualified Board members;
- Establishes governance policies and processes to ensure oversight, with clear accountability and adequate management of risks;
- Is well-informed about the activities of Regeneration Community Services; and
- Functions with sound decision-making practices.

The Governance Committee has worked throughout the past year to develop an updated and comprehensive new version of the By-Laws. By-Laws lay out definitions and rules of membership, the way in which the Board functions and makes decision, how financial matters are conducted, and guidelines for amending and updating Board By-Laws and policies.

The By-Laws have been updated, and are now in the final stages of legal review before presentation to the Board of Directors for review and approval.

Nancy Icely (Committee Chair), on behalf of the Governance Committee (Nancy Icely, Steve Hubel, Katherine Tmej, Melonie Hopkins, Roslyn Shields, Alison Hunt)

## **NOMINATIONS COMMITTEE**

The Nominations Committee recruited several new people to the Board of Directors over the past year. We were specifically looking for people with lived experience/RCS client-members, as well as those with experience in property management, contract law, and finance or donor relations. We had quite a number of interested individuals apply and were happy to welcome Richard Clarke, Daniel Martins and Ryan Clancy to the Board of Directors last fall, as well as Daniel Hamson this past summer!

Roslyn Shields on behalf of the Nominations Committee (Roslyn Shields, Melonie Hopkins, Steve Hubel, Katherine Tmej)

---

## **SOCIAL PROGRAMMING AND EVENTS**

### **PEER SUPPORT PROGRAM**

The Peer Support team at RCS is comprised of individuals who have lived experience within the mental health and addictions community and have been trained in the Recovery Model, in order to support members in their personal journey to recovery. The relationships formed between Peer staff and members are based on the principles of recovery, such as respect and acceptance, and are mutually empowering.

RCS's Peer Support Workers coordinate several Peer Support Groups each week:

- Getting On With Life (GOWL)
- Peer 2 Peer Group
- Expressive Art Group
- Discovery Through Photography Club
- Monday Stretch & Light Meditation at the HUB
- Walk N Talk Group
- Current Affairs Group
- Tye Dye Group
- Bingo Group
- Better Days Group
- Mindfulness Group

Our partnership with Progress Place continues to provide a valuable community space where a number of programs are facilitated. Supported members co-facilitate a number of groups, which allows members to tap into their strengths and abilities in order to further their journey to recovery and encourage the same in others. The Gerstein Centre's Fresh program offers RCS members an opportunity to work as recreational mentors to other members throughout RCS.

As I continue in my role as Peer Support Coordinator, I am happy to see that RCS's Peer Support Program has flourished and expanded. In the last 6 months, we have begun accepting peer student placements through the Ontario Peer Development Initiative (OPDI), which has been very successful – students receive frontline experience, and members reap the benefits of their support.

RCS's Peer Support Programs offers many new programs and is reaching more members than ever before. I speak for all of the Peer team when I say that it has been an honor and privilege to partner with our members on their journeys to recovery. I am continually inspired as I witness members meeting the challenges they face, both personal and systemic, with strength and courage.

I want to make special mention of the fine individuals we have on the Peer Support Team, namely: Marie Ryan, Laura Shasko, Antonella Apa and our recent new hire Yolisa Nongauza. They provide excellent service to our members, and the program has been a huge success due to their dedication and commitment. Well done team – I look forward to seeing further enhancements to the program over the coming year, thanks to all of your contributions!

Rhonda Skene, Peer Support Coordinator

---

## **OUTINGS AND EVENTS**

There were many exciting and entertaining community-building events available to RCS's client-members in the 2017-2018 year, including:

High Park BBQ  
AGM  
Bingo Group  
Halloween Dance  
Movie Days  
Seasonal Party  
Spring Fling Dance  
Cultural Splash Bash  
ROM Outing  
Kensington Market Day Trip  
CNE  
Tie Dye Event

## **PEER SUPPORT GROUPS**

Coffee N Chat  
Walk N Talk  
Spa Group  
Bingo Group  
Expressive Arts  
Peer 2 Peer Group (which is member-led!)  
Police Horse Stables  
ESL Group (one-on-ones!)  
Current Affairs Group  
Community Dinner  
RCS Campfire  
Mindfulness Group  
Better Days Group  
Stretch and Basic Yoga Group (member-led!)  
Meditation Group  
Zodiac Group  
Gardening Group at Art Manuel House  
Discovery through Photography Club (member-led!)  
Getting On With Life (GOWL) Group

Many thanks to our Events Committee, the Peer Support team, our volunteer Dieter Schulz, and the rest of the RCS team for facilitating these events (many of which are available at discounted rates, and some which are even free), which serve as important community-building opportunities.

---

## **BOARD OF DIRECTORS**

### **BOARD OF DIRECTORS 2017-2018**

Steve Hubel (Co-Chair)  
Katherine Tmej (Co-Chair)  
Katherine Wetmore (Treasurer)  
Roslyn Shields (Secretary)  
Melonie Hopkins (Member At-Large)  
Anna Hubert  
William Woolrich  
Qasim Saddique  
John Harvey  
Nancy Icely

### **BOARD OF DIRECTORS 2018-2019**

Steve Hubel (Co-Chair 2017-2018)  
Katherine Tmej (Co-Chair 2017-2018)  
Katherine Wetmore (Treasurer 2017-2018)  
Roslyn Shields (Secretary 2017-2018)  
Melonie Hopkins (Member At-Large 2017-2018)  
Anna Hubert  
William Woolrich  
Qasim Saddique  
John Harvey  
Nancy Icely  
Richard Clarke  
Daniel Martins  
Ryan Clancy  
Daniel Hamson

NOTE: Executive Board positions for 2018-2019 have not yet been determined. Elections will take place at the first Board meeting of the year.

---

## **IN MEMORY OF...**

It is with deep sadness that we announce the passing of the following members of the RCS community:

Michael Adomite  
David Cronkwright  
Ian Sloan  
Aija Jurjans  
Rosa Vaccaro  
Andrew Nerowski  
William Crosswell  
Tara MacAskill  
Joe Davey  
Lynn Husbands