



# REGENERATION COMMUNITY SERVICES ANNUAL REPORT 2019-20

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# REPORT OF THE EXECUTIVE DIRECTOR

Another year has flown by with many accomplishments. This year, our Board of Directors completed several large projects including:

- Revising Regeneration Community Services' (RCS) corporate by-laws, to expand and formalize RCS's governance process;
- Revising RCS's Statement of Values, which guides staff in decision-making;
- Renewing our Mission, which provides a framework for operations at RCS;
- Creating a Vision for RCS, which articulates our goals for the future and our intended impact on the community; and
- Developing a new Strategic Plan to guide our work for 2019-2021.

Working through the strategic planning process gave RCS a unique opportunity to hear from our stakeholders – our staff, partners, and our client-members and their families – what RCS does well, and what we can do better. As a result of this process, we have a detailed Strategic Plan to help us achieve our Mission to:

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To provide quality affordable housing, support and community to persons with mental health and/or addiction issues.

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We plan to do this by enhancing the supports and services RCS provides; maintaining a healthy workplace and workforce; and making the best use of the resources we are given by our funders.

To these ends, we have already made substantial progress. Over the last year, we launched a more extensive Policy and Procedure Manual to provide greater clarity and guide us in our work. We developed Quality Improvement capacity across RCS, and undertook our first Quality Improvement initiative to improve the quality of services provided within our addictions program.

We also strengthened our partnerships, both within and outside of the mental health and addictions sector. In particular, we have formalized our relationship with Storefront Humber Inc. – a senior's organization – and Four Villages Community Health Centre, in order to bolster our administrative functions and ultimately improve the quality and range of services available to our client-members. Given the emphasis of our funders on identifying efficiencies, working together makes us all stronger.

As we look to the coming year, we anticipate more work to come in integration activities. RCS, Storefront Humber Inc., and Four Villages Community Health Centre have joined other west end providers in applying to become an Ontario Health Team. With continued work together, we hope to develop a seamless health care network for all individuals living in the west end of Toronto. We also plan to further incorporate our new Quality Improvement knowledge into our work at RCS; leverage technology to make us more efficient; expand our fundraising efforts; and provide ongoing staff development opportunities.

As always, RCS couldn't do the great work we do without such a talented and dedicated staff group. I want to take this opportunity to thank all of the staff for the hard work they do every day to make the lives of our client-members better.

This next year promises to be another busy and challenging year. I am excited for this challenge and look forward to all of us collaborating to achieve our Vision.



Alison Hunt  
Executive Director  
Regeneration Community Services

## REPORT OF THE BOARD CHAIR

As I reflect on this past year, I cannot help but feel an overwhelming sense of pride and satisfaction with our accomplishments as an organization. This year has been a busy but inspiring year for RCS, I have a great deal of excitement about the strong foundation we have built and the confidence in our future that has accompanied it.

This year, the Board of Directors completed a fulsome and comprehensive review of the Strategic Plan of RCS, and a revamp of the by-laws that govern the operation of the Board - two significant accomplishments that I am extremely proud of.

I am particularly excited about our Strategic Plan, which includes our Vision, Mission, Values and a strategy for executing each of them. It encompasses what we believe in, where we are headed, and how we will get there. The development of our new strategy provided an opportunity for us to reflect on the rich history of RCS; the profound impact we have had on the communities in which we operate; and seek input from our client-members, families, friends and key stakeholders. It was also an opportunity for us to think about our future, what matters most to our client-members and stakeholders, and the core values that will underpin the manner in which we set forth to execute on our Strategic Plan. At the centre of our strategy is a focus on our client-members, as well as our other core values of recovery, respect, collaboration and inclusion.

RCS's strategy includes the enhancement of supports and services, investment in our people, a focus on accountability and transparency, optimization of resources by maximizing value-for-money, and expansion of effective partnerships. I am confident that our Strategic Plan will provide RCS with the agility to navigate and respond to today's complexities, and the resilience to embrace the ever-changing environment in which we operate.

I am deeply confident in the future of RCS and I believe strongly that together, we will achieve greatness.

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Healthy connected communities in which people have the support to live the way they choose.

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Katherine Wetmore  
Chair of the Board of Directors

# BOARD COMMITTEE REPORTS

## Fundraising Committee

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 journey to recovery. In 2018-19, RCS raised \$37,934.11 through various activities such as the Annual Big Band Benefit, Scotiabank Toronto Waterfront Marathon Charity Challenge and our Annual Holiday Mailing. These events are important fundraising opportunities, but also serve to engage client-members, staff and Board members, build a sense of community and draw attention to the important work that RCS is doing within the mental health and addictions community.

With these donations, this year RCS was able to provide client-members with various programs and events, such as the annual Cultural Splash, 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 (John Harvey, Steve Hubel, and key contributors Jennifer Breckenridge, Sandy Sue-Ping, Philip Cox, Andrew Petrick and Alison Hunt)

## Finance Committee

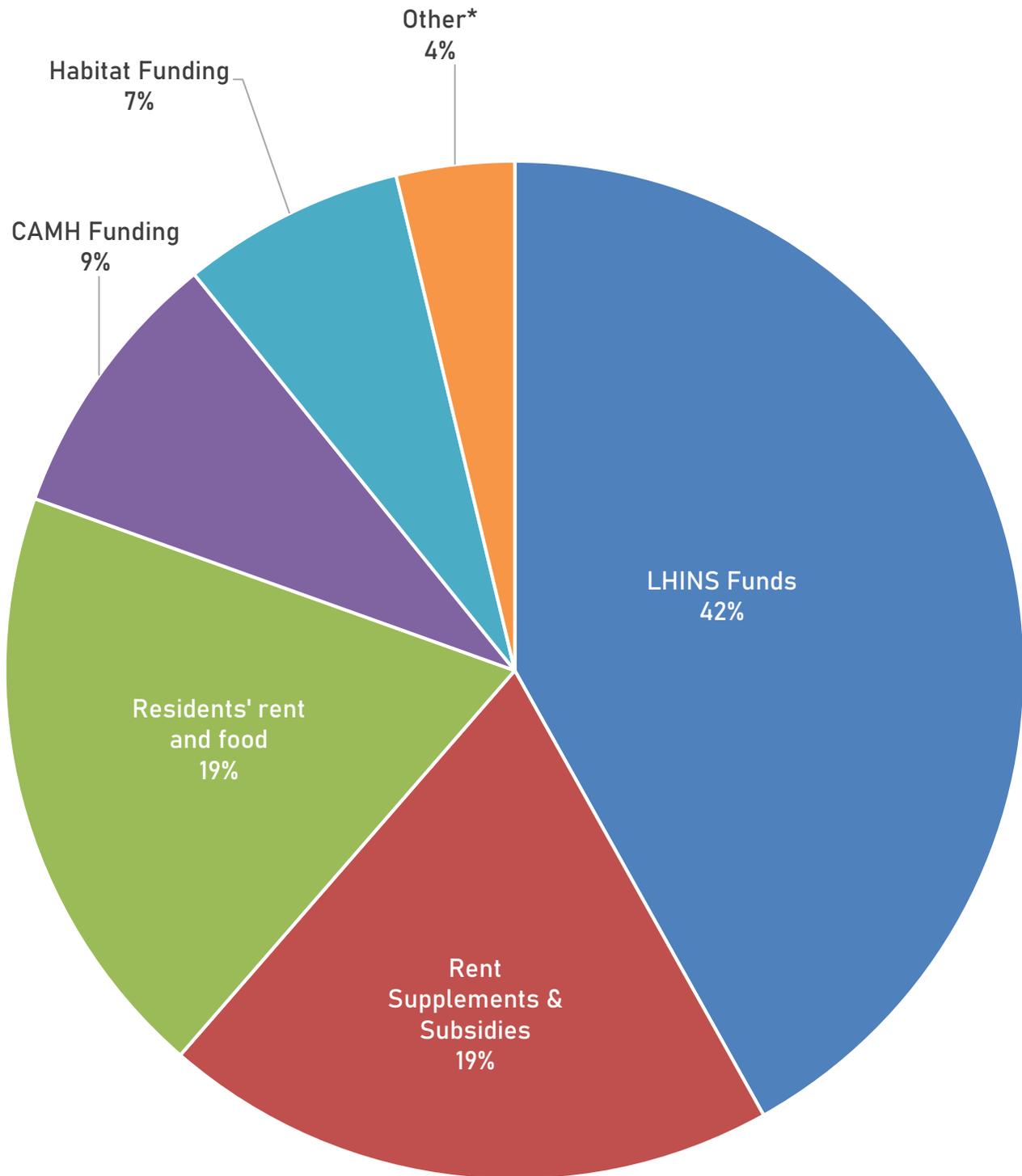
The Fiscal 2018-2019 year for RCS has been challenging as the organization continues to reduce its discretionary spending while looking to maximize the value of funding, programs and services to its members.

The organization ended the year with a balanced budget and an operating deficit of \$24,112 as year over year revenues were higher by almost \$200,000. Revenues are comprised primarily of LHIN funding (approximately 42%), followed by rent supplements and subsidies (19%) and residents' rent and food (19%). The remainder of our revenue sources were comprised of CAMH and Habitat funding, along with other income and one-time funding sources.

Approximately 52% of our operating costs were comprised of salaries, wages and benefits, followed by rent and utilities (34%). Maintenance and repairs, program expenses, food, general administrative expenditures, fees, and other comprised the balance. Significant focus on cost optimization and maximizing efficiency continues to be a priority as RCS looks to maintaining a balanced budget.

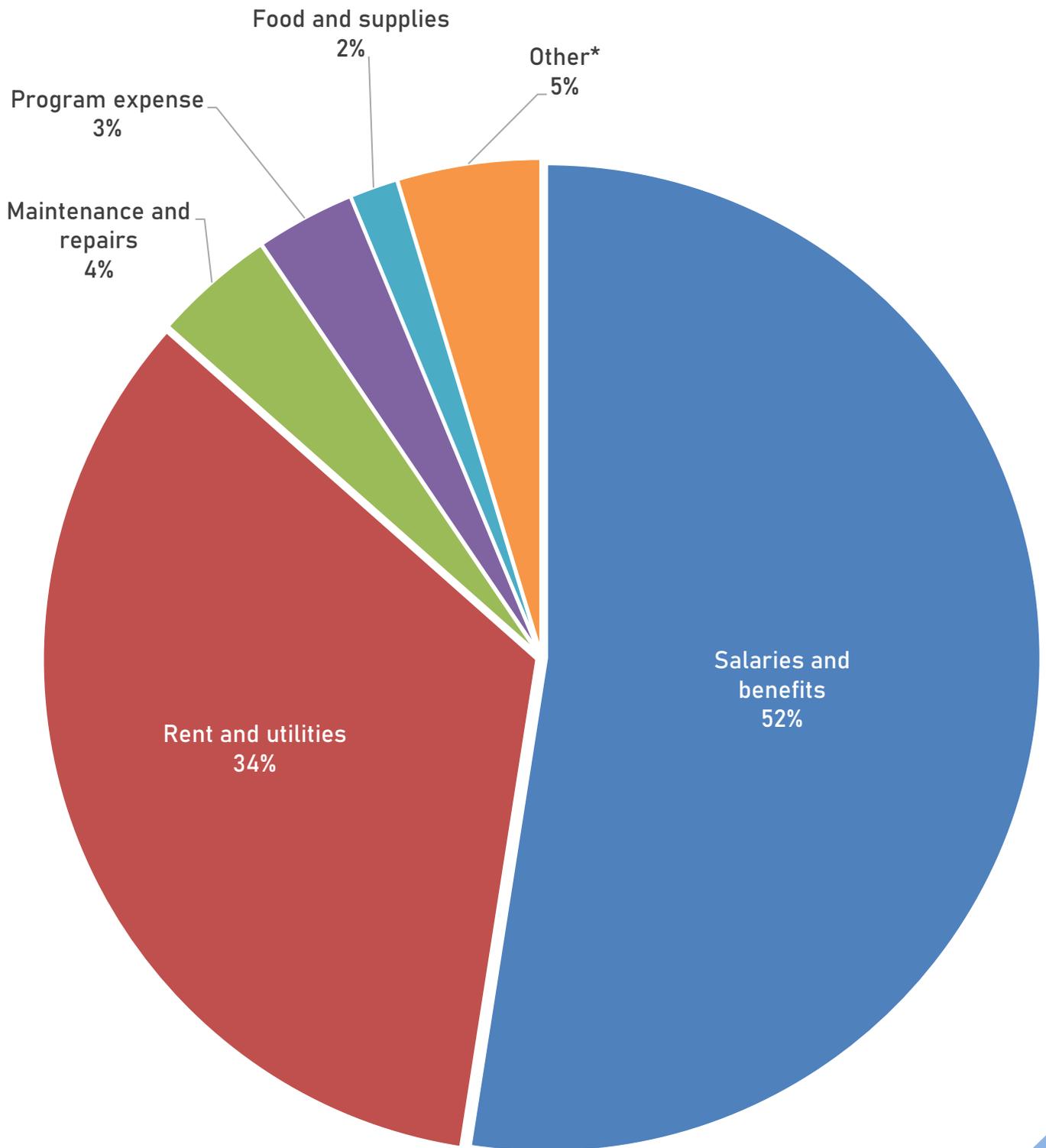
Katherine Tmej (Committee Chair) on behalf of the Finance Committee  
(Katherine Wetmore, Qasim Saddique and key contributor Alison Hunt)

## RCS FINANCIAL HIGHLIGHTS: REVENUES



\*Other includes one-time funding, contributions and fundraising, the 1335 King Street West capital grant, federal section 95 subsidy, and Capital Reserve Fund received from the MOHLTC.

## RCS FINANCIAL HIGHLIGHTS: EXPENSES



\*Other includes administrative, office and general expenses; professional fees; amortization; insurance; replacement reserve fund allocation; mortgage interest; uncollectable tenant rents; and Road to Recovery and Concert costs.

## Nominations Committee

The Nominations Committee was busy this year developing a new strategy for recruiting members of the Board of Directors. We agreed that our focus should be on increasing diversity on the Board to better reflect RCS and the broader community. We want to make sure that we are hearing different perspectives when it comes to making decisions about RCS. It is also important that we have RCS members on the Board, as well as professionals who have expertise in various areas. With that in mind, the Nominations Committee is happy to welcome Sandy Sue-Ping, David Lewis and Michael Torres to the Board of Directors beginning this fall.

Roslyn Shields (Committee Chair), on behalf of the Nominations Committee (Melonie Hopkins, Steve Hubel, Katherine Tmej, William Woolrich, and key contributor Alison Hunt)

## 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 RCS; and
- Functions with sound decision-making practices.

The by-laws have been updated, reviewed and approved by the Board of Directors. The highlights of the new by-laws are:

- Clarification of definition of client-members, family members and general members;
- Definition of meetings of membership and Board of Directors;
- Definition of duties of Board of Directors, Executive roles and Committees;
- Description of conflict of interest, execution of documents and record keeping; and
- Definition of financial authority and accountability.

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

# STAFF REPORTS

## Best Practices Committee

The Best Practices Committee continues to meet regularly to identify the latest research and evidence-based practice in mental health and addictions to help inform service delivery provided at RCS. Over the the last two years we have, based on staff feedback, offered professional training and discussions on the topics of Dialectical Behaviour Therapy (DBT), Trauma-Informed Practice, Hoarding, Eating Disorders, Anti-Oppressive Practice (AOP) & Anti-Racism. In addition, we have had presentations by our own Peer Team at RCS informing staff on “Peer Philosophy and Practice” and have reviewed Health Quality Ontario Standards for Schizophrenia and Opioid Use Disorder. These trainings and discussions are opportunities for staff to build on existing skills and also explore new opportunities for professional development.

Articles and resource materials continue to be shared in various forms throughout the agency. Topics are driven by staff experiences as they arise in our daily practice and allow staff to reflect on their practice from a different perspective. Any suggestions for new topic areas are always welcome and staff is encouraged to join the group as we look forward to the prospects of challenging ourselves to constantly improve and refine our service delivery.

Janette Krajci (Committee Co-Chair), on behalf of the Best Practices Committee (Ruth LeDrew, Devin Jones, Tanya Perisic, Rhonda Skene, Naila Luzardo)

## Diversity Committee

The Diversity Committee is dedicated to promoting inclusivity within RCS by creating an environment that reflects the diversity of the broader community using an anti-oppressive perspective. The committee and RCS acknowledges the principles of equitable access and promotes diversity among service users, employees, volunteers, board members, community partners and community members. The committee recognizes that certain groups in our community are treated inequitably because of individual and systemic discrimination.

Once a year the committee organizes the much anticipated Cultural Splash. The Cultural Splash is an event that brings together both client-members and staff to celebrate the diversity of RCS. Further, individuals are always encouraged to bring food that reflect their culture/heritage.

The objectives and plans for the coming year include: promoting and encouraging both client-members and RCS staff, who reflect the diversity of the agency, to join the committee. In addition, the committee is currently in the process of securing an educator to facilitate a workshop focusing on Anti-Oppressive Practice and Anti-Racism. This workshop will be mandatory for all RCS staff. The committee looks forward to another successful Cultural Splash next year.

John Fox (Committee Co-Chair), on behalf of the Diversity Committee (Sylvie Medeiros, Philip Cox, Jimmy Murray)

## Peer Support Program

The Peer Support team at RCS is comprised of individuals with lived experience within the mental health and addictions community, and training in the Recovery Model. Through the sense of connection due to shared experience, Peer Support Workers are able to develop unique supportive relationships with client-members. Our message: *“I’ve been there and found my way, and I believe you can too.”*

Consistency and structure, together with shared experience, are crucial to supporting our client-members in their personal journey to recovery.



RCS's Peer Support Workers coordinate several weekly Peer Support Groups:

- 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
- Movie day
- Tie-Dye Group
- Bingo Group
- Round table picnics
- Mindfulness Group

Additionally, we have held a number of Peer Events throughout the year;

- Movie outings
- Campfires
- Karaoke (member-led) (new)
- Games & Fun day (Member-led)
- Community Cyanotype Photography (new)
- Black History (Member-led) (new)
  - Sing a long (member-led) (new)
  - Poetry month - I am a poet (member-led) (new)
  - Photography group (member-led)

Another foundational principle of the Peer Support program is client-member empowerment – RCS client-members take active roles in groups and workshops, from sitting on Steering Committees to leading or facilitating events and workshops, doing such allows members to tap into their strengths and abilities in order to further their journey of recovery and encourage the same in others. Client-members also have an opportunity to work as recreational mentors to others through the Gerstein Centre's Fresh program.

A major project over the past year has been enhancing awareness of the Peer Philosophy at RCS – the Peer team facilitated an agency-wide “Peer Education” curriculum to educate staff at RCS on the Peer Philosophy and role of Peer Support Workers within the care team. Written and verbal feedback from staff spoke to the success of the awareness campaign.

The Peer Team also undertook a new workshop this summer – we connected with two artists from the community, one who owned a studio (the Jimmy James Evans Friendly Meeting Place and Centre for the Arts) and the other a gallery (the Loon Gallery), who held a five-week cyanotype portraiture workshop. The workshop culminated with dinner and a one-week show at the Loon Gallery. Client-members were able to have their artwork, created during and outside of the workshop, shown at The Loon Gallery. The workshop was a huge success with client-members, as well as an opportunity to build connections with the broader community.

As I continue in my role as RCS's Peer Support Coordinator, I am happy to see that the program has continued to flourish with expanding programming. RCS's Peer Support Program is reaching more client-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 of recovery. We are continually inspired as we witness members meeting the challenges they face, both personal and systemic, with strength and courage.

We have grown, not just in terms of our reach, but also in terms of our team – within the last year, two peer students were hired as employees, as was an additional Peer Team member. I want to make special mention of the fine individuals we have on the Peer Support Team: Marie Ryan,



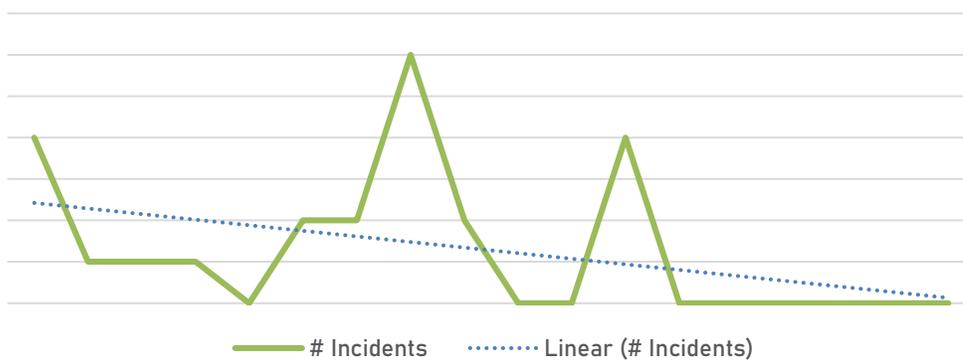
Antonella Apa, Yolisa Nongauza, Tina James, and Carl Murphy. They provide excellent support to our client-members, and the program has been a huge success due to their dedication, commitment and experience. As a team I think this has been one of the most successful years yet in supporting our members. 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 Program Coordinator

## Policy & Quality Improvement

Since I started in my role as the Policy & Quality Improvement (QI) Coordinator in January 2019, RCS has made major progress in adapting to a changing healthcare landscape. We have been working towards building a culture of QI at RCS – one which involves continually and systematically making changes to how we do things to produce better outcomes for our client-members. RCS began its first QI project in January of 2018, which aims to increase housing tenure of client-members within our Supportive Housing for People with Problematic Substance Use (SHPPSU) program. Through the implementation of a new intake process and regular case conferencing, we have managed to decrease incidents at one of our SHPPSU sites (see below). The QI Team looks forward to seeing whether our efforts help client-members to maintain their housing in the long-term.

Problematic Incidents at Weston Rd. (2018–2019)



Over the last year, we also introduced a new Organizational Policies & Procedures Manual, which documents how things are done at RCS. The Manual covers topics ranging from Health and Safety, to Finance, to Employee Relations; and provides staff with clear and straightforward instructions to ensure that we operate as smoothly as possible.

A major priority moving forward is enhancing our use of data in order to improve the services that we provide to our client-members. In the coming years, we will be evaluating the impact and effectiveness of each of our programs, so that we can provide the best services possible and build on our strengths. I look forward to supporting RCS in this effort.

Hannah Ross, Policy & Quality Improvement Coordinator

# BOARD OF DIRECTORS

## Board of Directors 2019-2020

Roslyn Shields  
Katherine Tmej  
Steven Hubel  
Melonie Hopkins  
Qasim Saddique  
Nancy Icely  
Ryan Clancy  
Daniel Hamson  
Michael Torres (incoming)  
David Lewis (incoming)  
Sandy Sue-Ping (incoming)

RCS would like to thank departing Board members Katherine Wetmore, William Woolrich and Anna Hubert for their hard work and commitment to RCS's vision and mission.

### A State Of Mind

#### A Reflection on Times

Singular Plurality in shape of an Object... Not to Object!?

In Space form and Function... how do we function?

Not in Conjunction, But sanction the actions by which

We desire to inspire... the mind heart soul.

Oh what shall we behold!?

In Time of turmoil, not war! For peace is peace

Let us not dismiss. The tension, with what intention

But with extension we shall feel the heat and shake

To the rhythm of the beat on which we shall stay

Not defeat (ed)

Free up your mind, enrich the soul

For those before, now and untold, low withhold

The story unfolds. Righteous, meek and humble

Oh! Why should we fumble? Not fall for war is raw

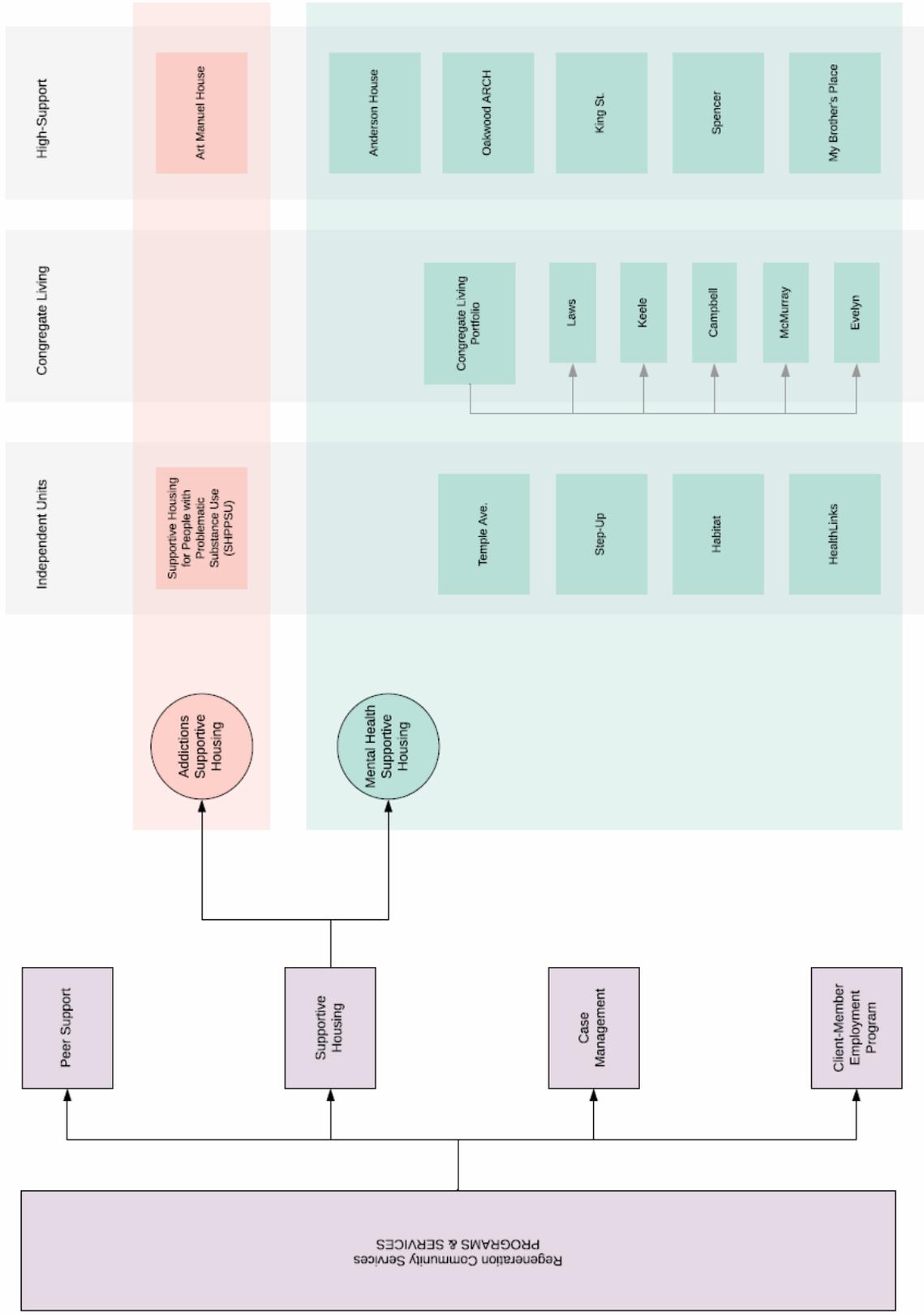
Please spill no more. Heal the world. No Ego Let it go.

Inhale exhale. Be brave and ride the wave

Of uncertainty through the state of mind we grind,

To leave the past behind.

- Daniel Martins



# VISION, MISSION & VALUES



## VISION

Healthy connected communities in which people have the support to live the way they choose.



## MISSION

To provide quality affordable housing, support and community to persons with mental health and/or addiction issues.

## VALUES





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Healthy Connected Communities

RCS acknowledges our funders, the Ontario Ministry of Health and Long-Term Care and the Toronto Central Local Health Integration Network, as well as our partner Second Harvest for their generous support:



Special thanks to Robin Jones, whose artwork is pictured on the front and back covers of this document, and Peter Yeung, for his photographs from RCS's Annual Fundraiser at Lula Lounge.

A vibrant, colorful painting of a street scene with houses, trees, and a utility pole, serving as the background for the title text.

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