

Ralph Thornton Centre Board of Management
APPROVED Minutes of the Meeting of November 23rd, 2016

Present: **Board:** Graham Chernoff; Mae Hum (Minutes); Alan Lennon; Jeff Garkowski, Samantha Morrison (Chair); and Janet Routliffe
Board Nominees: Liz Doyle
Staff: John Campey and Glenn Gustafson

Regrets: Paula Fletcher; Michèle Harding; Sharon Ho; and Maria Moutsatsos

Absent: Maria DeLuca; Jordana Wright; and Robin Edgar

	Item	Discussion	Decision	Action / By
1. CALL TO ORDER				
1a	Greetings & Introductions	Samantha called the meeting to order.		
1b	Declaration of Conflicts of Interest	None.		
2. BUSINESS ARISING				
2a	Approval of Meeting Agenda	Additional Item: 3g. Housekeeping (rescind old policies) MOTION: THAT the meeting agenda be approved as amended	M:SAMANTHA S: GRAHAM CARRIED	
2b	Board TO DO List	<ul style="list-style-type: none"> • A reminder from Michèle: Several tasks arising from Board decisions have been outstanding for several months. Members were advised to look at the Board TO DO List to see if anything outstanding that is applicable to their respective Committee and address them accordingly. All updates should be forwarded to Michèle. • All Committee Chairs have been requested to prepare a mid-term update on the status of approved tasks for the January Board meeting. 		COMMITTEE CHAIRS -MONITOR Board TO DO List (updates requested) -MID-TERM COMMITTEE REPORT
2c	Community Updates	Jeff informed us of the Dundas/Carlaw Community Initiative put forward by Councillor Fletcher. The project establishes a vision for the Dundas/Carlaw Community and identifies priority projects and strategies to implement improvements to public outdoor spaces in the area. These include design and upgrades to the Carlaw/Dundas Triangle, Jimmie Simpson Park, Badgerow Parkette and Boston Avenue. For more info: www.carlawdundas.ca		

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		<p>Samantha reminded everyone of the Morse Street School's Not-So-Silent Auction happening November 25th 2016 from 7 to 10 pm. It is great opportunity to gain inspiration from this highly successful event that typically raises between \$20,000-\$24,000.</p> <p>Samantha also reminded everyone that on November 24th 2016 one of several East Harbour Stakeholder Meetings will be taking place at 21 Don Roadway between the hours of 6:30pm and 8:30pm. Those interested and available to attend on behalf of RTCC should contact her.</p> <p>John also announced that on Friday December 16th from 7:30am to 11am the 5th Annual Riverside Antlers Breakfast Fundraiser shall be taking place at RTCC. It has been organized by Toronto Food Tours, the Riverside BIA, RTCC, and the Rivertowne Safety 1st Group. Tickets are \$20 each (\$10 for kids under 12) Proceeds support The Rivertowne Breakfast Program.</p>		
2d	BD&N Presentation	<p>Board Meeting Procedures Presentation</p> <p>DECISION: That the Board Meeting Procedures presentation be deferred to January 2017.</p>	AGREED	ALAN
3. CONSENT AGENDA				
3	Consent Agenda Approvals	MOTION: THAT the following Consent Agenda decisions and motions be APPROVED as amended.	M: GRAHAM S: ALAN	
3a	October 26 th , 2016 Minutes including minor amendments	MOTION: THAT the minutes of the October 26 th , 2016 Meeting of the RTC Board of Management be approved, as circulated.	CARRIED	SECRETARY
3b	Staff Reports <ul style="list-style-type: none"> Special Occasion Permit: 	<p>MOTION: THAT the RTCC Board approve an event – the MacGregor Family Holiday Celebration – to be held at RTCC on Saturday, December 17, from 3 PM to 8 PM, under the authority of a Special Occasion Permit.</p> <p>MOTION: THAT the RTCC Board approve an event – the PWA Foundation Volunteer Appreciation Party (No details provided yet.)</p>		JOHN

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3c	Board Development & Nominations	<p><u>MOTION:</u></p> <ul style="list-style-type: none"> • THAT the Board and Committee Meeting Policies and Procedures (2016) governance policy, as amended, be approved. 		BOARD DEVELOPMENT & NOMINATIONS COMMITTEE
3d	Membership & Outreach	<p><u>DECISION:</u> THAT the Committee's Report be received.</p>		MEMBERSHIP & OUTREACH COMMITTEE
3e	Executive Committee	<p><u>DECISIONS:</u></p> <p>THAT the Board ratify actions taken by the Committee respecting RTCC infrastructure issues;</p> <p>THAT the Committee's report be received.</p>		EXECUTIVE COMMITTEE/JOHN
3f	Fundraising & Marketing	<p><u>MOTION:</u></p> <p>THAT Samantha Morrison be removed as interim Fundraising & Marketing Chair, and Janet Routliffe be approved as the new Fundraising & Marketing Chair.</p> <p><u>DECISION:</u> THAT the Committee's report be received.</p> <p><u>End Consent Agenda Motions and Decisions</u></p>		FUNDRAISING & MARKETING COMMITTEE
3g	HOUSEKEEPING <ul style="list-style-type: none"> • Rescind old Board Governance Policies 	<p>BD&N requested that the Board rescind several prior policies which have now been made redundant by the approval of new governance policies</p> <p><u>MOTION:</u></p> <p>THAT the Board rescind the following prior policies:</p> <ul style="list-style-type: none"> • Article 1 of By-Law #2: Procedure By-Law, dated December 3, 2008; • Board Minutes and Packages Policy, dated November 23, 2011; • Board Minutes Posting & Retention Policy, dated March 2011; • Board Member Roles and Responsibilities, 2012; • Committee Members Roles and Responsibilities, 2012 and • In Camera Procedures, dated November 2011 	<p>M: ALAN S: JEFF CARRIED</p>	ALAN

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4. STAFF DISCUSSION				
4A	Executive Director, Programme Director, Business Manager <ul style="list-style-type: none"> ● Elevator Repairs 	<p><u>Executive Director Report:</u></p> <p>Weekend Operations</p> <p>After careful review of RTCC's weekend operations and the incremental changes that have taken place to improve and expand the weekend service, the Centre will be, effective January 1st, 2017, moving to a staffing model that will ensure a 'maintenance' person in the building for opening hours of 9 AM to 9 PM on both Saturday and Sunday, and one reception person (who will also support operation of the "Exchange Loft" during Friday evening, Saturday and Sunday opening hours). We will continue to maintain a 2-person requirement in the Centre at all times during operating hours. This will result in a significant increase in both the efficiency of the Centre, the security and the services we are able to offer. This also regularizes our weekend staffing, and reduces our reliance on 'casual relief' staffing to address our weekend staffing needs. This revised model is reflected in both the 2017 proposed budget and operational plans. Our extended weekend operations will increase our potential to generate more revenue. However, if the City imposes the 2.6% budget cut, RTCC will, unfortunately, be closed on Sundays.</p> <p><u>Business Manager Report:</u></p> <p><u>'Site Visit' at RTCC (November 23rd 9am):</u> Present: Councillor Fletcher, Constanza Allevato (Director of Community Services), Don Eastwood (Facilities Manager), Angelo Tambasco (Facilities Director), Staff: John, Glenn, Board Member: Mae</p> <p><u>Discussion on the following:</u></p> <ul style="list-style-type: none"> ● Significant problems with the elevator ● 9 documented critical incidents were presented 		JOHN/GLENN

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	<p><u>Action:</u></p> <ul style="list-style-type: none"> • Councillor Fletcher has applied appropriate pressure • They have agreed to aggressively accelerate/expedite to resolve the elevator issue given the number and types of critical incidents presented • Councillor Fletcher has requested a time-line to be provided and stated that she will assist to expedite the purchase once a timeline is determined. • The timeline required is necessary for: <ul style="list-style-type: none"> • The design/order process (approx. 2 to 3 weeks); • The tender quotes process (approx. 2 to 4 months); and • The actual construction job to begin and be completed (approx. 1 to 3 months). • Given the timeline, we expect the project to hopefully begin before the Summer and be complete by September. <p><u>Potential Issues:</u></p> <ul style="list-style-type: none"> • We will not know the extent of the job until it has been properly accessed and reported to us. • There will be a number of disruptions RTCC will need to address as it arises (operations, rentals, access, health and safety, etc.) • To address the some access issues RTCC may need to do the following: <ul style="list-style-type: none"> • Convert the back entrance to serve as the main entrance, • Build a ramp access to the library (Note: Only the Library and Child Care Centre will have wheelchair accessibility for the duration of the repair/ replacement process.) 		

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5. COMMITTEE REPORTS				
5a	Finance <ul style="list-style-type: none"> • Budget 2017 	Graham highlighted... <ul style="list-style-type: none"> • The City's directive to cut the budget by 2.6% (on top of the \$3,300 in-year cut during 2016 that carries forward). • The focus remains on stabilizing and strengthening existing programming, with some enhancements to programs. • The budget being presented shows an operating deficit of almost \$16,000. • Attempts to trim small amounts from many places have not been successful. Consequently, there is very little flexibility for unforeseen expenses or expansion/enhancement of programming. • To manage budget, the following is proposed: <ul style="list-style-type: none"> • Staffing changes: <ul style="list-style-type: none"> ○ Volunteer coordinator time cut to 21 hours per week from 28 hours per week; ○ Mentor program coordinator time cut to 28 hours per week from 35 hours per week; ○ Hard limit on use of relief casual staff of 15 hours per week; • Fee increase for the After-School Program and the Sunday Escape Program; • Minimum fundraising required of \$15,000. The fundraising revenue is set according to 2016 actuals, and the recent discussion about deferring fundraising revenue to the following year to improve financial planning had to be shelved. <p><u>MOTION:</u> THAT the board ratify the 2017 budget as proposed, on the understanding that it has been prepared anticipating a significant cut in core revenue from the City of Toronto. Should this cut be approved by council, the Board authorizes the executive director to adjust the budget and Centre operations as contemplated in the "Sunday closure" scenario to achieve a balanced budget for 2017.</p>	<p>M: GRAHAM S: ALAN CARRIED</p>	FINANCE COMMITTEE

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<ul style="list-style-type: none"> Reserve Funds 	<p>Graham advised that...</p> <p>MOTIONS:</p> <ul style="list-style-type: none"> THAT the Finance Policy and Procedure be amended as indicated in the <i>FINANCE 3 – Reserve Funds Report</i>, including the following provisions: <ul style="list-style-type: none"> Descriptions of the following reserve funds: Capital Reserve, Strategic Plan Reserve, Program Stabilization Reserve, and Payroll Stabilization Reserve; A minimum 10% administration fee be applied to all agreements whereby the Centre trustees funds. THAT the Board reallocate the balance of Deferred Revenue – 736 Outreach to Operating Reserve – 736 Outreach. THAT the Board reallocate the balance of Deferred Revenue – Sec 37 LoU to Capital Reserve – Section 37. THAT the Board reallocate the balance of Deferred Revenue – Kitchen Program to Capital Reserve – Kitchen. THAT the Board approve the restricted reserves with a total opening balance of \$143,000 be established as follows: <ol style="list-style-type: none"> Capital Reserve – Strategic Plan - \$20,500.00 Capital Reserve – Kitchen – \$8,409.73 Capital Reserve – Section 37 - \$35,205.63 Capital Reserve – General Capital - \$15,672.64 Operating Reserve – 736 Outreach - \$42,212.00 Operating Reserve – Program Stabilization - \$10,000.00 Operating Reserve – Payroll Stabilization - \$11,000.00 <p>MOTION: That the budget for restricted reserves presented in the <i>FINANCE 3 – Reserve Funds Report</i> be approved.</p>	<p>M:GRAHAM S: ALAN CARRIED</p> <p>M:GRAHAM S: JEFF CARRIED</p> <p>M:GRAHAM S: ALAN CARRIED</p> <p>M:GRAHAM S: JEFF CARRIED</p> <p>M:GRAHAM S: JEFF CARRIED</p> <p>M:GRAHAM S: ALAN CARRIED</p>	

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5b	<p>Organizational Planning & Evaluation</p> <ul style="list-style-type: none"> • 2017 Annual Operating Plan • Strategic Planning Update 	<p>The Committee worked with the ED to finalize the annual operating plan for 2017, which is still based on the 2014-2017 Renewal Plan.</p> <ul style="list-style-type: none"> • The Committee also proposed priorities for various activities identified within the annual operating plan. <p><u>MOTION:</u> THAT the finalized 2017 Annual Strategic Operating Plan be approved.</p> <p>The Committee reported on plans made in collaboration with Memberships and Outreach Committee, to hold a members' only event for strategic planning. Additionally,</p> <ul style="list-style-type: none"> • Terms of references for environmental scans to be undertaken have been developed for Social Planning Toronto (demographic data and analysis) and is under development for Ryerson's School of Urban and Regional Planning students (land use and uses); • The committee chair will provide a presentation on strategic planning for staff in early December. <p><u>DECISION:</u> THAT a Strategic Planning Conversation event for members be held on Thursday, January 19th, 2017.</p>	<p>M:JEFF S: ALAN CARRIED</p> <p>AGREED</p>	<p>ORGANIZATIONAL PLANNING & EVALUATION COMMITTEE</p>
5c	<p>Fundraising & Marketing</p> <ul style="list-style-type: none"> • Logo Project 	<p><u>LOGO PROJECT:</u></p> <p><u>Results from the Logo Competition:</u></p> <p>The jury provided a report of their chosen "winning logo".</p> <p>The Board did not make the final decision with respect to the "end-product" of logo design at this time. Further discussion and feedback required. Awarding of the final contract will be postponed until the Board makes the decision at next month's Board meeting.</p> <p><u>DECISION:</u> THAT the Board postpone awarding the final contract until next month's Board meeting.</p>	<p>AGREED</p>	<p>FUNDRAISING AND MARKETING COMMITTEE</p>

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		<p><u>DECISION:</u> That all potential organizations be brought forth to the F & M Committee and the staff so that appropriate discretion and filters be applied prior to approaching any organizations for sponsorship.</p>	<p>AGREED</p>	
<p>5d.</p>	<p>Board Development & Nominations</p> <ul style="list-style-type: none"> • Board Development & Nominations Subcommittee: • 2017 Board Recruitment Notice: 	<p>All members that are currently part of the Board Development & Nominations Committee, except for Michèle, are up for re-election. Therefore, the Committee is requesting two volunteers to join the Board Development & Nominations Committee Subcommittee.</p> <p>Janet and Jeff has volunteered join the Board Development & Nominations Committee Sub-committee.</p> <p><u>Amendments on the 2017 Board Recruitment Notice as follows:</u></p> <p>1.) John raised a concern with regards to this the following: <i>“Familiarity with Chinese cultures and language would be an asset.”</i></p> <p>He suggested that the wording should incorporate all other cultures as well rather than just the one mentioned.</p> <p>(<u>Note:</u> The Committee will need to discuss this further and decide.)</p> <p>2.) IN THE “BOARD MEMBERS COMMIT TO” SECTION:</p> <ul style="list-style-type: none"> • <i>Spending 10 – 12 hours</i> a month on Board & committee meetings <i>plus related activities.</i> <p>3.) IN THE “PROSPECTIVE CANDIDATES” SECTION: <u>PROSPECTIVE CANDIDATES:</u></p> <ul style="list-style-type: none"> • <i>Will Be</i> asked to answer a short questionnaire about their interests & contributions; • <i>May be</i> interviewed by Nominating Committee members; • <i>Should consider attending a RTCC</i> Board meeting as an observer and/or participate in a Board committee to become familiar with our processes. 		<p>BOARD DEVELOPMENT & NOMINATIONS COMMITTEE/ALAN</p>

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6. IN CAMERA MEETING				
6.	<i>In camera</i> Meeting • Personnel Committee:	<p><u>MOTION:</u> THAT the Board commence the <i>in camera</i> meeting at 8:20 pm, with Board Nominees invited to attend.</p> <p><u>MOTION:</u> THAT the Board approve the <i>in camera</i> minutes of October 26th, 2016.</p> <p><u>MOTION:</u> THAT the Board end the <i>in camera</i> meeting at 8:25 pm.</p>	<p>M: SAMANTHA S: ALAN CARRIED</p> <p>M: MAE S: GRAHAM CARRIED</p> <p>M: MAE S: ALAN CARRIED</p>	
7.	<i>ADJOURNMENT</i>	<u>MOTION:</u> THAT the meeting be adjourned at 8:25pm	M: GRAHAM S: JANET CARRIED	

MOTION: THAT the minutes of the November 24th, 2016 meeting of the RTC Board of Management be approved, as circulated.

Moved: Sharon

Seconded: Liz

CARRIED