

vision MISSION VALUES

The Ralph Thornton Community Centre (RTCC), located in the historic (1914) Postal Station G, was established by the Toronto City Council in 1980 as a multipurpose community facility and “Town Hall” to recognize its historic role as a gathering place for community members. Over the past 36 years, RTCC has played a key role in bringing residents together to identify, discuss, and address local issues and needs. We have a track record of supporting social justice and civic engagement along with social, recreational, and cultural activities.

OUR VISION:

Leading and supporting a vibrant, diverse, inclusive, livable, participatory, and healthy Riverdale.

OUR MISSION:

Serving all residents of our catchment area, the RTCC shall be where community members gather and work together to celebrate our diversity, foster inclusivity and community well-being, and promote social justice.

We will work collaboratively with partners, stakeholders and community members to strengthen our neighbourhoods, support resident engagement, and nurture a collective sense of belonging. We will assist individuals and groups to build their capacity to participate in the community’s social, political, economic, and cultural life.

OUR VALUES:

Inclusion and Respect: The RTCC supports and adheres to the City of Toronto Human Rights and Anti-Harassment Policy. We operate in a manner which models ethical, respectful, and inclusive service delivery and employment practices, encourages diverse perspectives, and ensures equitable treatment for all.

Social Justice: The RTCC supports, acts and advocates for solution-focused policies and systemic changes that create long term improvement for all within our community and the larger society.

Collaboration: The RTCC works collaboratively and in partnership with individuals, groups, and organizations to achieve our mission and vision. We work in ways that engage community members, foster on-going relationships and build the strengths of the whole community.

Capacity Building: The RTCC supports community members, especially the more marginalized, to increase their ability to solve problems, define and achieve their objectives, and fully participate in and contribute to community life.



In September 2014, the Ralph Thornton Community Centre identified a number of strategic priorities for action between 2015 and 2017. Over the past three years, RTCC has been working to align its activities with those strategic goals:

STRENGTHEN OUR NEIGHBOURHOODS

What We Set Out to Achieve:

The RTCC will cultivate vibrant, diverse, and engaged communities to strengthen community inclusivity, resident engagement, and community building, and to advance equitable social development outcomes.

How We Set Out to Achieve It:

- Reach out to and engage the community in discussions and decisions regarding community issues and priorities.
- Foster inclusion and engagement within communities facing redevelopment and/or gentrification.
- Support advocacy, programming or events that advance social justice.
- Foster community building/community development initiatives.

What Has Been Accomplished:

- Continued support to the Rivertowne community.
 - o Providing transitional leadership on a variety of Rivertowne governance structures and continuity on the **Rivertowne Project Management Team**.
 - o Facilitated and supported the **Rivertowne Annual BBQ and Holiday Party**.
 - o Maintained financial stability of the **Rivertowne Breakfast Program** from 2015 to the present – trusteeing funds and supporting fund-raising initiatives such as the **“Antler Breakfast”**
 - o Leading documentation of Rivertowne community work via a **\$40,000 Access and Equity grant**.



Partnered with the **2015 Toronto Foundation 'Playing for Keeps'** initiative, providing a wide variety of community recreation and sporting events.

Under the '**Community Matters**' banner, hosted a well-attended **2015 Federal Election All-Candidates meeting**, two **Children's Services Forums**, and a public meeting focusing on the gentrification of the **Queen Street** retail strip.

Continued partnering in a wide range of community events and festivals, including: the **Lunar New Year** celebration at Gerrard Square, the **Riverside Wine Festival**, '**Eats and Beats**', the **Leslieville Tree Festival**, the **Canada Day celebration in Riverdale Park**, the **RTCC Halloween Party**, and **Community Clean-up Days**.

Co-sponsored the **Riverdale Food Working Group**, which supported **Good Food Markets** at RTCC and Rivertowne to 2016, and participated in the **Matty Eckler Community Centre** community garden.

Supported over 130 volunteers who donated more than 4,000 hours to the Ralph Thornton Community Centre.

130 volunteers donated more than **4,000** hours

PROVIDE ACCESSIBLE COMMUNITY SPACE

What We Set Out to Achieve:

The RTCC will provide affordable, accessible community public space where the community can meet, gather, and participate in activities, events, and services that are beneficial to them.

How We Set Out to Achieve It:

Manage the facility at 765 Queen St. East to ensure accessible and safe public space.

Allow for use of public community space by diverse groups.
 Make affordable community space available to groups that reflect and respect RTCC's values and strategic priorities.
 Foster social enterprise initiatives that support local residents, especially priority community groups.

RTCC provided **SPACE** for **186** organizations and individuals, **43** groups who met weekly, **4,327** Exchange Loft visits for a total of **14,000** programming hours

What Has Been Accomplished:

Provided space to **186 organizations and individuals in 2016**, for a total of **14,100 hours of programming** – a **17% increase over 2015**. We've refined our space policies to ensure that local, volunteer-run groups access the space free of charge.

Forty-three groups used the space for weekly meetings in 2016 – an **increase of 60% over 2015**. The "**Lewis Pearsall Exchange Loft**" public access computer bank had **4,327 visits by 1478 visitors in 2016** – a **30% increase in visits over 2015!**

Upgraded the Betsy Swift Community Kitchen by replacing the stove and adding a commercial dishwasher.

Improved security and service in the building by ensuring that there are at least two staff persons on duty any time the building is open to the public.

DIVERSITY

stabilize **STRENGTHEN**
NEIGHBOURHOODS accessibility
 quality communicate



DELIVER HIGH QUALITY PROGRAMMING

What We Set Out to Achieve:

The RTCC will enable and/or deliver high quality programming for the community.

How We Set Out to Achieve It:

- Support programming that addresses the social and cultural participation of children and adults in collaboration with community groups and local schools.
- Facilitate programming that promotes social and cultural inclusion and civic engagement for newcomers to South Riverdale.
- Strengthen the development and coordination of service partnerships and community networks to support community building and access to community services.



What Has Been Accomplished:

Continued to offer the **Mentor Program** for **Chinese-speaking newcomer children from ages 6-12**, with parents, volunteers, and children indicating strong satisfaction with the program. **Strengthened programming by engaging and training relief staff to ensure continuity.**

- Expanded traditional summer **RAC Camp**, increasing the offering by **20% to add an additional 16 spaces for children from LGBTQ families and children from local low-income families** and extended the camp from eight to nine weeks.
- Collaborated with **Eastview Boys and Girls Club** to reinstate the after school program (transitioning back to full RTCC operation in September 2017) and established our **"Sunday Escape"** – an opportunity for parents to access quality childcare and enjoy a discounted 'night out' on Sunday evenings. We also now offer **March Break and PA day programs.**



- In 2016, piloted the **WEAV Program** (in partnership with Nellie's) – a pre-employment program for women who have experienced domestic violence. This program was very well received, with positive responses from staff from both agencies, and strong uptake, continued participation, and positive response from program participants. We hope to renew this pilot in coming years.



STABILIZE AND DEVELOP THE ORGANIZATION

What We Set Out to Achieve:

The RTCC will stabilize and develop its organizational infrastructure and capacities through development and implementation of effective management and administrative structures, and recruitment and retention of competent management and staff.

How We Set Out to Achieve It:

- Recruit and train effective management leaders.
- Evaluate organizational human and financial resources and administrative practices to ensure that they meet our strategic priorities.
- Facilitate effective management of financial and human resources.
- Clarify and codify the Board and Management division of labour.
- Establish Executive Limitations Policies to streamline and support effective operational decision-making.
- Improve our technology infrastructure to ensure effective operations.

What Has Been Accomplished:

Moved forward with strengthening the organizational infrastructure:

- **Adopting a range of Human Resources policies** and procedures which are consistent with both best practices and the City's expectations of the Centre.
- **Developed operational planning and budgeting plans** which provide a clear framework for the operation of the Centre and the activities and accountabilities of all staff.

Hired a full staff complement:

- **Permanent Business Manager.**
- Group of **program, administrative, and maintenance relief staff** reflective of the diversity of our communities.
- **Regularized weekend maintenance and reception staffing** to ensure that weekend operations are delivered to the same high standard set by our regular weekday staff.

IMPROVE AND DIVERSIFY OUR RESOURCE BASE

What We Set Out to Achieve:

RTCC will develop a strategic approach to resource development in order to effectively and efficiently generate revenue and resources from diverse sources to support the Centre's ability to meet its strategic objectives and priorities.

How We Set Out to Achieve It:

- Develop a strategic funding strategy** to provide long-term stability and flexibility for organizational priorities, and ensure and improve accountability to funders and the community.
- Develop a marketing and promotional strategy** to increase the visibility of the RTCC and engage funders, community members, and local businesses in supporting the RTCC.

What Has Been Accomplished:

Established annual fund-raising initiatives which raised over \$10,000 for the Centre in 2016 and established a platform for future fundraising progress:

- o **Glam Camp** event to support our summer camp program.
- o Participation in the **Scotiabank Waterfront Marathon** "Charity Challenge."

Established a **fundraising reception and silent auction in May**, linked to the anniversary of the "Cornerstone" laying of the building on May 18, 1914 – raising almost **\$5,000 for children's programs in 2016, and increasing that amount to over \$10,000 at our 2017 "Spring Affair"!**

Increased the funds generated from space rental, with an increasing range and number of groups and individuals booking the space for everything from baby showers to weddings to birthdays to craft shows.

Continue to benefit from the relationship with the Ralph Thornton Community Organization, collaborating closely with this charitable arm.

COMMUNICATE EFFECTIVELY

What We Set Out to Achieve:

The RTCC will develop and implement an effective communications infrastructure and strategies to communicate with and engage its members, funders, community, user groups, and staff.

How We Set Out to Achieve It:

Communicate effectively with members, stakeholders, funders, staff and user groups.

What Has Been Accomplished:

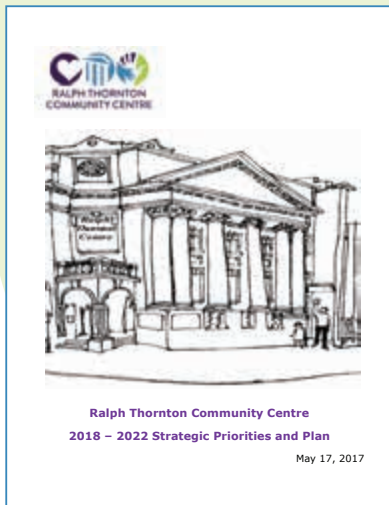
Our new web presence, launched in May 2017, is now regularly updated with new content, and is an increasingly useful repository for the Centre's event notices, policies, and other important documents.

Strengthened our social media presence, more than doubling the Centre's Twitter and Facebook following over 2015.

The **bi-weekly Ralph Thornton Community Centre Update** has been well-received, providing members, volunteers, partners, and other stakeholders with regular information on current activities and programs at the Centre, along with alerts to activities and initiatives of RTCC partners. It serves not only to promote the work of the Centre, but has made our community much more aware of the range of activities at RTCC.

**Spring Affair
May 2017**





LOOKING FORWARD: THE 2018-2022 STRATEGIC PLAN

Over the past year, the RTCC Board of Management has worked,

in consultation with our membership, our partners, and our community, to develop a strategic plan for the five years from 2018-2022. This plan builds on the work of the Renewal Plan to sharpen our priorities, and to identify areas where RTCC can focus its activities over the coming year. This plan, adopted by the Board of Management in May, 2017, includes a refining of the Centre's mission to read:

The Ralph Thornton Community Centre is a gathering place that welcomes, connects and engages the community in all its diversity.

The plan retains three fundamental roles for RTCC – as “**advocating**,” “**enabling**,” and “**delivering**” programming, and further identifies seven potential opportunities for impact: **Affordable Housing, Civic Engagement, Educational Supports, Employment Supports, Financial Literacy, Health and Wellness, Technological Aptitude.**

The strategic plan affirms the Centre's role in “**Strengthening Communities**,” “**Providing Accessible Community Space**,” and “**Delivering High Quality Programming.**” It further identifies “**Reinforcing Our Organizational Base**,” “**Improving and Diversifying Our Resource Base**,” and “**Communicating Effectively**” as key means of accomplishing those goals.

PRESIDENT'S REPORT

Over the past year at the Ralph Thornton Community Centre, I've been pleased to be a part of continued, positive change.

Some of the changes are easily visible. Our logo competition, which engaged artists, community members, and a panel of distinguished community judges, resulted in a striking new 'signature' for the Centre – one that is both visually appealing and reflective of the values and activities of the Centre. Over the past few months, the transition to our new visual identity has provided an opportunity to renew and refresh our publications, our interior signage, and our new and improved website, of which I'm particularly proud. These changes will continue over the next few months to include our wayfinding and exterior signage.

Some of the other changes are less apparent, but possibly even more important. Over the past year we have conducted a strategic planning process to set the course for the Centre for the next five years, from 2018 to 2022. As we come to the conclusion of the 2014-2017 planning cycle, we can point to significant progress toward the goals which had been set for this period of transition and stabilization, and it is exciting to look forward to a period when RTCC can build on this foundation to more fully meet its vision of “a vibrant, diverse, inclusive, livable, participatory, and healthy Riverdale.” (cont. on page 10)

RTCC FINANCIAL REPORT

	2016	2015
Administration Revenue*		
City of Toronto	667,731	642,746
Toronto Public Library	39,364	39,364
Total Administration Revenue	707,095	682,110
Program Revenue		
Grants		
City of Toronto	90,320	61,125
Government of Canada	24,403	8,801
Foundations	10,000	12,875
Other	24,193	3,706
Donations	31,706	20,703
Fundraising	11,328	4,957
Rental Income	24,005	26,980
User Fees	24,909	7,524
Other Revenue	12,503	4,559
Total Program Revenue	253,367	151,230
TOTAL REVENUE	960,462	833,340
Administration Expenses*		
Salaries and Benefits	584,679	514,783
Materials and Supplies	76,558	99,565
Purchase of Services	45,858	67,762
Total Administration Expenses	707,095	682,110
Program Expenses		
Salaries and Benefits	172,752	108,153
Materials and Supplies	16,232	2,562
Purchase of Services	98,830	30,910
Amortization of Capital Assets	10,653	9,909
Amortization of Deferred Capital Contributions	(8,210)	(8,210)
Total Program Expenses	290,257	143,324
TOTAL EXPENSES	997,352	825,434
TOTAL SURPLUS / (DEFICIT)	(36,890)	7,906

* Administration/Core Funding: This is the funding RTCC receives from the City of Toronto to keep the building open and accessible to the community – it covers basic salary and benefits as well as hard costs such as insurance, utilities, and maintenance costs.

(cont. from page 9)

The RTCC Board and committees have continued to strengthen our governance infrastructure, establishing and reviewing a number of the policies and procedures that help us ensure effective, transparent, and inclusive oversight of the operation of RTCC. We've also pitched in to help generate much-needed funds for the Centre, through initiatives such as our "Spring Affair" silent auction and fundraiser, which generated over \$10,000 towards children's programming at RTCC. We've seen continued increases in the number of organizations regularly using our space, greater activity in the building, and expansion of our operating hours, particularly on weekends, to the point that RTCC is now open to the public seven days a week, twelve hours a day.

I want to acknowledge the contribution of all of my colleagues on the Board, who have made this progress possible. I would like to thank those Board members who have completed their time on the Board of Management over the past year: Marie DeLuca, Robin Edger, Mae Hum, and Jordana Wright. They have contributed to the success of the Centre. The dedication and commitment of time and talent of RTCC Board members has been truly extraordinary, and I am honoured to have had the opportunity to lead such a hardworking and effective governance team.

Samantha Morrison

President, RTCC Board of Management

EXECUTIVE DIRECTOR'S REPORT

I started working at the Ralph Thornton Community Centre at the beginning of 2014, which was, coincidentally, the commencement of the 2014-2017 "Renewal Plan" for RTCC. As that planning period draws to a close, I take pride in the strides we have taken over the past almost three years toward achieving the goals set out in that plan – rebuilding a strong organizational structure, renewing community ties, and reaching out to support a rapidly changing community with pressing needs and concerns.

Over the past year, RTCC has played an active role in a number of neighbourhood initiatives. We provide a new 'home' and logistical support for the "Antler Breakfast" supporting the Rivertowne Breakfast program, and have been an integral part of neighbourhood events like the Riverside "Winefest" (already a neighbourhood tradition after only three years!) and "Eats and Beats."

RTCC provides a 'home' for a growing number of community organizations – use of our space has increased by over 10% each of the last years, and the growing number of individuals and groups at the Centre are truly making it 'come alive.' Our own range of children's programming continues to expand – over the past year we've added PA Day and March Break programming to our After School, "Sunday Escape", and Chinese Mentor programming, and this fall will be assuming full responsibility for

our After School Programming (with sincere thanks to Eastview Community Centre, for partnering with us to re-establish this programme at RTCC).

Our new logo and graphic presence, our new website, and our expanded weekend and evening hours – particularly in our Exchange Loft – all speak to the 'renewal' articulated in the 2014-2017 plan. We've established a fundraising plan and made it an integral part of our operations, we've upgraded our communications with our membership, community, and stakeholders, we've streamlined and improved many of our operational procedures, and we are truly doing 'more with less.'

This progress has only been possible because a dedicated staff team has worked hard to effect these positive changes. Maria Moutsatsos (Program Director) and Glenn Gustafson (Business Manager) have provided outstanding leadership, while Susy Glass (Volunteer Coordinator) and Rose Scher (Reception) play a critical role in making RTCC an effective, welcoming community resource. Our growing children's programming, led by Janice Zhang (Mentor Program) and Lucille Durand-Smith, and Bridget Marzin (After School, Sunday Escape) offers an expanding range of activities for youngsters, and our weekend staff (Ella Clark, Wenlin Huang, Sajida Kadri, and Jason Oulds) ensure that the Centre is now as accessible on Saturdays and Sundays as it has been Monday-Friday. Our weekday

maintenance crew, Mark Johnson and Ian Sieunarine, ensure that the building is clean and welcoming, and deal effectively with the many challenges posed by a re-purposed century building!

One of those challenges will be the replacement of our aging elevator this fall – we are both excited by the opportunities presented by an upgraded, more accessible way of getting around the building, and challenged by the disruption the actual replacement will cause. We look forward to the end product, and hope that you will all bear with us through the inevitable delays and inconveniences caused by this major project.

We want to express our appreciation to the RTCC Board of Management for their continued leadership and support in the governance of the Centre. We are also grateful to the City of Toronto for their continued core funding, administrative and logistical support, and to our community partners, volunteers, and neighbours for the many ways in which they make our work possible. We look forward to continuing these relationships as we move toward implementation of our next strategic plan.

Thank you all!

John Campey
Executive Director

MANY THANKS!

Thanks to our Board of Management, Centre staff, Funders, Partners, Volunteers and Community Members for your continued support.

Ralph Thornton Community Centre Board of Management: Graham Chernoff (Treasurer), Marie DeLuca, Elizabeth Doyle, Robin Edger, Councillor Paula Fletcher, Jeff Garkowski, Michèle Harding (Secretary), Sharon Ho, Mae Hum (Vice President), Alan Lennon, Samantha Morrison (President), Janet Routliffe, Jordana Wright.

Ralph Thornton Community Centre Staff: John Campey (Executive Director), Ella Clark (Weekend Maintenance), Lucille Durand-Smith (Children's Programs Coordinator), Susy Glass (Volunteer Coordinator), Glenn Gustafson (Business Manager), Wenlin Huang (Weekend Reception), Mark Johnson (Maintenance), Sajida Kadri (Weekend Reception/Summer Admin Support), Bridget Marzin (Children's Program Support), Maria Moutsatsos (Program Director), Jason Oulds (Weekend Maintenance), Rose Scher (Reception), Ian Sieunarine (Maintenance), Janice Zhang (Mentor Program Coordinator), Casual and Relief Staff: Grace Cameron, April Domingo, Conley Downey, Andrew Fuller, Lan He, Roula Ioannidis, Joan King, Rennie Moffat, Inci Telger, Mark Kovats (Bookkeeping), Stephen Bunt (Information Technology).

Funders and Partners: City of Toronto, Eastview Neighbourhood Community Centre, Human Resources Development Canada, Jimmie Simpson Recreation Centre, Nellie's, Ralph Thornton Community Organization, Riverside BIA, Riverdale Share, South Riverdale Community Health Centre, South Riverdale Child and Parent Centre, Toronto Community Housing, Toronto Foundation for Student Success, Toronto Star Fresh Air Fund, Toronto Neighbourhood Centres, Toronto Public Library – Queen/Saulter Branch, WoodGreen Community Services.



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