



ANNUAL REPORT  
2012-2013



# A MESSAGE FROM THE CHAIR

In 1879, the city was home to less than 200,000 people; Union Station was not yet built; and electric lights were just being introduced to the streets of Toronto. Fast forward 135 years. Toronto is a world class city and ranked as the fourth most livable . Yet the need for organizations like TCM has not diminished. Vital statistics that measure Toronto's health, such as the growing income gap, show a city with people of great needs. As we enter our 135th year of serving Toronto, TCM continues to work with the strength of God to be a source of transformation in our city.

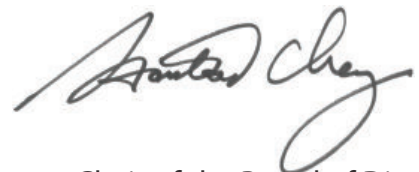
Four years into my six-year term, I continue to be both proud and humbled as Chair of TCM. I am proud of the families that have been transformed positively by TCM, yet humbled by the dedication that staff and volunteers show in carrying out their work. TCM is making a real impact in Toronto, and with the launch of afterschool programs in the Kingston-Galloway area last October, TCM is leading the way to provide transformational help to a diverse community in the city. Furthermore, TCM has identified other areas of needs in the city and is dedicated to filling these needs. We are expanding our Role Model Moms program and are continually evaluating how we can best serve our communities.

In June of this past year, we announced Andrew Schell's retirement plans. In addition, we are also preparing for Steve Chu's retirement in the coming year. We are grateful that both Andy and Steve will help ensure a smooth transition for the new Executive Director.

As a result, the Board has been busy this past year. Our Search Committee has been hard at work, and together with the Board as a whole, aim to identify our new Executive Director for next year. Moreover, we committed last year to help raise \$100,000 on an annual basis. We knew this would not be an easy task when we took on the challenge, but I believe that our board can make it happen within the next couple of years. We continue to trust in God to provide the needed resources to support our ministry.

We will be going through a transition period in the next couple of years – I am excited to see what God has in store for us. Our staff and volunteers are experienced and poised to become the spiritual and transformative leaders of our city. The Board and I are blessed to be along for the journey.

Sincerely,

A handwritten signature in black ink, appearing to read "Houston Cheng". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Houston Cheng, Chair of the Board of Directors





## TORONTO CITY MISSION

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# Mission & Vision

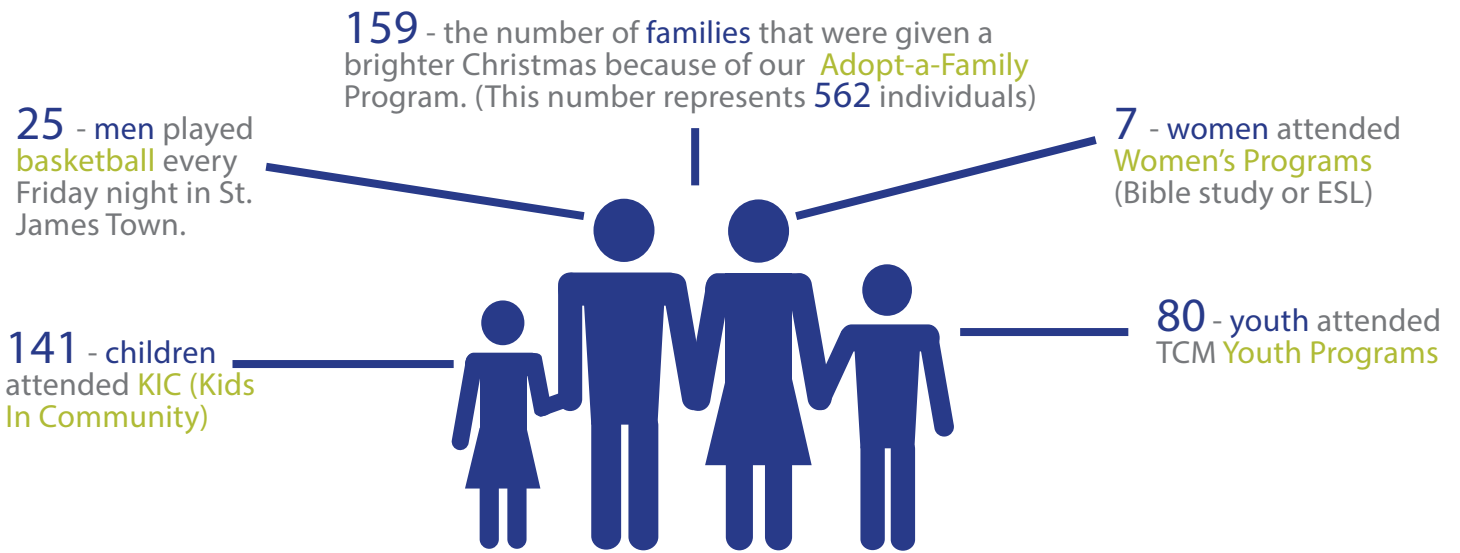
Toronto City Mission has existed since 1879 to demonstrate God's love and bring hope to families impacted by poverty. Our purpose is to build strong relationships with our community members and partners to create positive, lasting change through preventative and transformational programs.

Families, impacted by poverty, will lead transformed lives.



# Toronto City Mission Highlights for 2012-2013

“One of the incredible things about TCM is that they are able to impact an *entire family*. They may begin a relationship with one child or participant in their programs, but over time, they are able to influence the *whole family*. This is exactly what happened in my own family.” (Michelle Lai – former summer intern)



## More Program Highlights:

**170** - the average number of campers who attended **Sonshine Day Camp** each week last summer.

**20** - the number of **TLCs (Teens Leading Communities)** that served at **Sonshine Day Camp** last summer.

**17** - the number of families that attended **Family Camp** last summer at Ignite Camp and Retreat Centre.

**15** - the number of **Mission Teams** who gave a week of their summer to serve at **Sonshine Day Camp**.

**119** - the number of children and youth tutored at **EPIC (Education Provided in Community)**.

**8** - the number of youth mentored all year long in our **TLC** program.

**33** - the number of women who attended **Role Model Moms (GED program in Jane-Finch)**, sponsored by the Sprott Foundation and World Vision Canada.

**Volunteers  
logged  
10,115  
hours  
serving at  
TCM this  
year!**

## Fundraising Highlights:

**\$66,500** - the amount raised at **IGNITE**. Thank you to our sponsors: Caldwell Investment Management (Summer Camp), BMO Capital Markets (TLC), RBC The Lester Wealth Management Group, TD Securities, and KPMG (KIC Sponsors).

**\$19,000** - the total raised at **SPIKEBACK 2013**, enough to sponsor 270 kids to attend day camp. We thank VIA Rail for providing the prize for the top fundraiser.

**\$2,825** - the amount that was donated through the crowdfunding site **INDIEGOGO** (An anonymous foundation providing a dollar-for-dollar gift match).

**\$8,185** - the amount that was donated through **Third-Party Events** (An anonymous foundation providing a \$550 gift match).



# Relationships

At Toronto City Mission, it all starts with RELATIONSHIPS! Ultimately, our desire is that every child, youth and adult in our programs will come into a saving RELATIONSHIP with Jesus Christ. We also believe in:

Presence: TCM Outreach Workers seek to build RELATIONSHIPS with community members and be a positive presence in the community.

Partnerships: TCM relies heavily on the RELATIONSHIPS with our partners in order to multiply the effectiveness and breadth of our impact on communities. TCM partners with donors, churches, volunteers, Christian ministries, foundations, and corporations. The space, money, resources, and prayer that these partners provide have a cumulative effect on the positive change that occurs in the lives and communities we serve.

# Abundant Blessings

It has been a whirlwind year for me and I am grateful to God for the way in which He has brought Toronto City Mission and St. Stephen's into partnership. God has blessed this new relationship and truly He uses all things to bring about the kingdom of God. Who would have thought that God was implementing his plan for a vibrant new ministry at a funeral? Through the preaching of the gospel at that service, the spirit brought me into conversation with Maureen Pryce and the seeds of a ministry were then planted, watered carefully by the love of God.

God is faithful and has united us in serving Jesus Christ. Our afterschool, Kids in Community, program has touched and transformed the lives of many young children and youth. A deeply engaging ministry has been established with Toronto City Mission which provides biblical teaching, worship and praise, tutoring, games and crafts, and authentic loving relationships. Through the dedicated leadership of Gala and Enos as well as other staff and volunteers, this has been made possible.

We had an amazing seven week summer camp that I am sure tested the stamina of everyone and strengthened the relationships that we have with the children and parents in the community. Matthew's gospel says that we are to go and make disciples of all nations. We are doing that one relationship at a time, providing mentorship and prayerful compassionate concern for the needs of a community in which many of our families have difficult choices to make.

This year we have been able to expand our afterschool program to four days a week, including the introduction of a new evening youth ministry. Working with Toronto City Mission has been fulfilling. With God's help I know we can accomplish much more. On behalf of the community, a heartfelt thank you and God bless.

Rev. Alexander Wilson  
Pastor at St. Stephen's Presbyterian Church  
Kingston-Galloway Community





# Leaders

Toronto City Mission is dedicated to building LEADERS in our city.

Volunteers and Interns: Every staff member invests in our volunteers and interns and in return these LEADERS give back to their city and are role models to the community members we serve.

Community Leaders: We intentionally mentor and equip children, youth, and adults to become LEADERS in their own communities. We seek to teach Christ's example of servant LEADERSHIP (John 13:12-16) in all of our programs and to encourage individuals to know their gifts and give back to their communities.





**Celine & Matthew**

Celine: To me being a leader means deciding what are your first priorities and doing something and committing to it.

Matthew: To me, being a leader in my community feels pretty cool because I am connecting with kids that go to my school.

**Q: What made you decide to sign up for the TLC program?**

Celine: I have been with TCM since I was six and growing up with them I learned so much about God and leadership skills and made older and younger friends through the years. I felt it was right to give back to the people who gave so much to me. I am truly blessed to be part of something so amazing.

Matthew: I decided to be a part of the TLC program because I wanted to get to know the kids and it will help me on my resumé.

**Q: How long have you been a part of TCM?**

Celine: I have been with TCM for 8 years and have been a part of KIC (Kids in

Community), EPIC (Education Provided in Community) Tutoring, Junior Extreme and soon Youth Extreme.

Matthew: I have been a part of TCM for a year and a half. I am a part of the Junior Extreme Program.

**Q: Celine, What have you learned from being a TLC?**

I've learned to become more considerate and understanding of the children. I have gained more leadership skills and this has all impacted my life in the way I act around children. This program also gave me my first job. I've also learned to be more on time in the morning.

**Q: What does it mean to be a leader in your community?**

**Q: What is your favourite memory about being a leader?**

Celine: All my favourite memories are the fun times. One time a kid wanted cookies and instead of calling the leader's name, he called them, "Cookie! Cookie!" The kid later on corrected himself by saying the leader's name while laughing.

Matthew: Well, I haven't been a leader for too long, but so far I really like interacting with the kids.

**Q: What have you learned about Christ?**

Celine: I have learned so many things about Christ through our daily morning devotions. I have learned more about His wisdom and love.

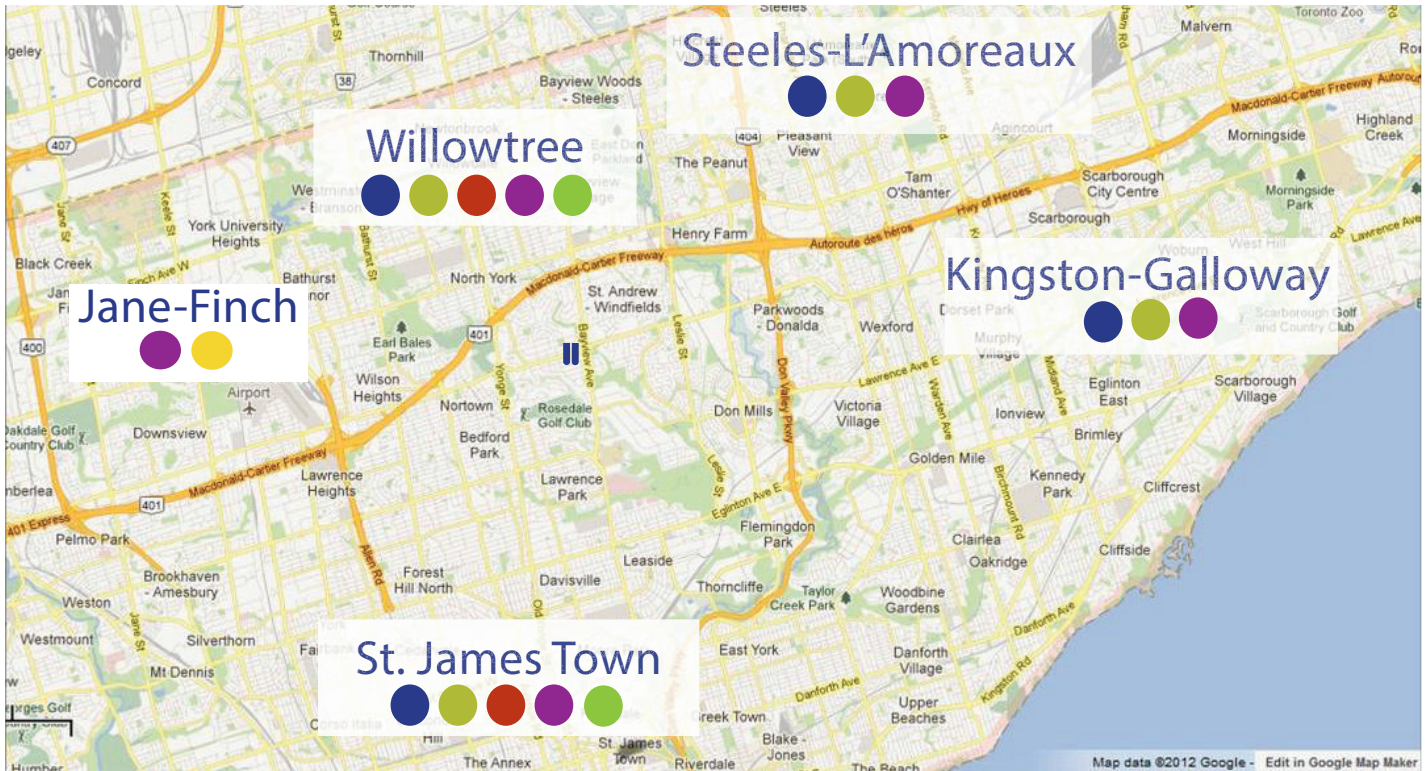
Matthew: I have learned that He is a righteous leader.



## Preventative & Transformational Programs

Our programs are the platform on which relationships are formed. We help children, youth, and adults rise above poverty by providing PREVENTATIVE PROGRAMS. Our PROGRAMS are designed to equip them to make wise choices about school, friends, relationships, work, and the future. The objective is that each individual would gain self-confidence and maximize the use of their God given gifts (1 Pet 4:10). They also are encouraged to demonstrate a changed life by giving those gifts back to their communities in the form of service to their families, friends, neighbours, and co-workers.





- **KIC - Kids in Community (After School Program)**  
 During KIC, children Grades 1-6 engage in positive activities with each other to build constructive and healthy relationships. These activities include games, sports, stories, Bible lessons, music, and crafts.
- **EPIC - Education Provided in Community (Tutoring)**  
 Dedicated volunteer tutors meet with their matched child once each week. The results are obvious... children's grades improve, they become more confident, and develop a joy of learning.
- **TLC - Teens Leading Communities (Leadership Program)**  
 TLC brings youth from the neighbourhood together and helps them develop leadership skills as they serve their own community through summer camps and KIC.
- **Sonshine Day Camp (during March Break & Summer)**  
 TCM offers five Sonshine Day Camps and two Junior Extreme Camps in Toronto. We provide fun summer activities and share God's love with almost 200 children each week.
- **RMM - Role Model Moms**  
 TCM partners with The Sprott Foundation to provide Role Model Moms. We have the privilege of helping moms pass their General Education Equivalency Exam and thus take a huge step toward improving the quality of their lives.
- **Youth Extreme**  
 Youth Extreme provides a positive environment for junior high and high school aged youth to socialize, build healthy relationships, and enjoy activities such as games, movies, and Bible studies. This program provides a safe place for young people to dialogue about faith issues and to learn leadership skills.

# Our Leadership



**Andrew Schell**  
Executive Director

Andrew joined TCM in 2005 as Executive Director after thirty years in International and Senior Management roles in prominent businesses. Andrew has a BA from Queen's University and a MBA from Western University. He has a passion to see communities transformed by intentional, incarnational living. Andrew brings managerial skills to TCM which implement better focused and more efficient programs. Through his excellent leadership TCM has grown from three sites to five and added new programs (i.e. Role Model Moms). Andrew has a dream to see Toronto transformed, and through God's leading, his dream is becoming a reality.



**Steve Chu**  
Director of Ministries

Steve made a commitment during his third year of University to full time service to the Lord and has never looked back. He holds a Bachelor of Arts and Science, a Masters of Social Work and a Diploma for Spiritual Direction from the University of Toronto. Steve has been serving in inner city ministry for 35 years. He joined Toronto City Mission in 2002. In his current role, Steve mentors staff and ministry partners. He also networks with churches and Christian organizations to create more awareness about TCM and the needs of the city. He's known for reminding the staff, "It's all about relationships!" Steve has been TCM's main public speaker, speaking in various churches and retreats.



**Elliott Shin**  
Director of Programs

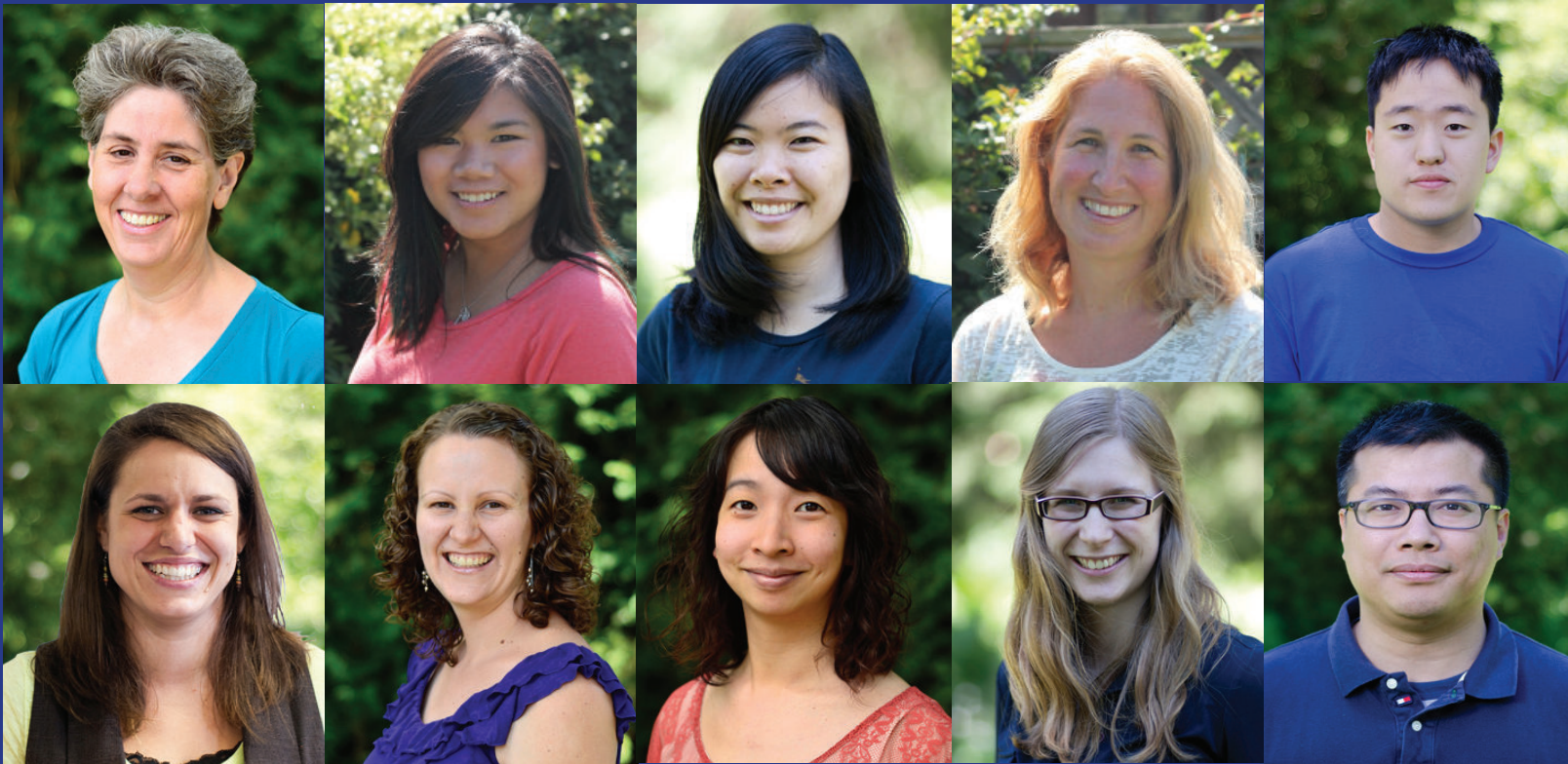
Elliott holds a Bachelor of Arts in History and DCE. Elliott joined Toronto City Mission in 1999 as an Outreach Worker in Willowtree and then in 2004 in St. James Town. Elliott deeply loves the work of TCM and is passionate about seeing TCM's staff and interns excel. In his current role he provides support and direction to TCM Outreach Workers. He also mentors TCM interns and placement students, helping them explore God's direction for their lives. Elliott is a role model to many youth and young adults. Ricky, a past TCM youth, says that his hope for the future is that he "can be a role model in my community the way Elliott was for me."



**Maureen Pryce**  
Director of Development

Maureen joined Toronto City Mission in 2008 with 15 years of fundraising experience with various charities, including Ronald MacDonald House, Juvenile Diabetes Foundation and Girls Inc. Maureen has a Fundraising Management Diploma from Ryerson University and is a certified CFRE. She is responsible for overseeing all aspects of fundraising at TCM including: communications, events, major gifts and direct mail. Maureen also helps the Outreach Workers create personal fundraising plans. She is deeply passionate about the work of TCM and takes time to care for and support the staff.





## Our Staff (July 2012-June 2013)

Carol Bain - Bookkeeper  
 Chris Evangelista - Communications  
 Shelby Hall - Outreach Worker (Jane-Finch)  
 Emily Slotegraaf - Outreach Worker (Jane-Finch)  
 Dorothy Wong (Development Assistant)  
 Tim Yuen - Outreach Worker (Steeles-L'Amoreaux)

Gala Castaños - Outreach Worker (Kingston-Galloway)  
 Elita Fung - Outreach Worker (St. James Town)  
 Eliot Kim - Outreach Worker (Willowtree)  
 Naomi Van De Visch - Communications  
 Natalie Williams - Outreach Worker (Willowtree)

## Our Board of Directors

Donna Chow  
 Tim Corney - Treasurer  
 Neil Hodgson  
 John McNeill - Secretary

Houston Cheng - Chair  
 Kendall Fullerton - Vice Chair  
 Jonathan James  
 Sylvia Seo

### Notes:

- Directors are independently recruited and elected and undertake risk management and governance instruction. The Board is a policy and governance board. The general operations of TCM are managed by the staff.
- All staff and program volunteers are required to undergo risk management training yearly. Staff are also reviewed annually.

# Looking to the Future

Dear Friends,

In last year's report I described our involvement in a World Vision strategic leadership program called Free-Form. We have now completed this program and have revised our long term strategy accordingly. You will notice many similar elements from last year and this is intentional. We are not deviating from our core purpose and approach so much as strengthening our focus on what matters most and having clear action steps to accomplish our vision which states;

"Families, impacted by poverty, will lead transformed lives."

To do this, we will act in six areas:

1. Leadership Team: Implement an effective transition plan to new leadership
2. Program Capacity: Align all programs to meet our new Vision and Mission
3. Human Resource Strategy: Ensure staff levels meet the core program needs
4. Strategy and Planning: Develop and implement a 'TCM awareness' campaign
5. Resource Development: Meet program funding needs in all five sites
6. Financial Stewardship: Link strategy to all program commitments as well as provide detailed, balanced budgets

This is a simple synopsis of the focus over the next two to three years. There are many more detailed steps in our strategy that can be found on our website. Ultimately our aim is to serve families impacted by poverty and to bring them hope through the knowledge of Christ and His love for them.

As Houston has already mentioned, this will be my last annual report. I am extremely grateful that God led me to TCM and I want to thank all the volunteers, staff and board who have given me their support over eight years. May God continue to richly bless TCM and all who are associated with this important ministry.

Andrew Schell  
Executive Director





# Condensed Combined Statement of Revenue and Expenditure

| Revenue                     |  | 2013      | 2012    |
|-----------------------------|--|-----------|---------|
| Contributions               |  | 576,927   | 580,129 |
| Special events              |  | 70,160    | 60,363  |
| Government grants           |  | 71,560    | 108,169 |
| Cost recoveries             |  | 32,810    | 23,586  |
| Bequests                    |  | 262,500   | 1,210   |
| Gifts in kind               |  | 516       | 340     |
| Interest and dividends      |  | 4,167     | 34,350  |
| Gain on investments & other |  | 67,511    | 67      |
|                             |  | 1,086,151 | 808,214 |

| Expenses                      |                                | 2013    | 2012      |
|-------------------------------|--------------------------------|---------|-----------|
| Community programs            | - Staff                        | 483,376 | 612,377   |
|                               | - Administrative and occupancy | 14,309  | 17,814    |
|                               | - Camp and community programs  | 126,806 | 127,867   |
| Operations and administration | - Staff                        | 43,960  | 65,330    |
|                               | - Administrative and occupancy | 65,147  | 65,994    |
| Resource development          |                                | 134,212 | 149,810   |
| Loss on investments           |                                | 0       | 68,881    |
|                               |                                | 867,810 | 1,108,073 |

| Excess (deficiency) of revenue over expenses for the year after interfund transfers |  | 2013    | 2012      |
|---|--|---------|-----------|
| General fund  |  | 154,108 | (253,761) |
| Board directed fund   |  | 71,678  | (34,691)  |
| Endowment fund  |  | 0       | 0         |
| Property and equipment fund   |  | (7,445) | (11,407)  |
|   |  | 218,341 | (299,859) |

| Fund balances at end of year |  | 2013      | 2012      |
|------------------------------|--|-----------|-----------|
| General fund                 |  | 1,571,779 | 9,196     |
| Board directed fund          |  | 0         | 1,325,394 |
| Endowment fund               |  | 25,000    | 25,000    |
| Property and equipment fund  |  | 0         | 18,848    |
|                              |  | 1,596,779 | 1,378,438 |

Notes:

**1. Revenue & Expenses:**  
Represents a consolidation of all funds including:

- General fund
- Board directed fund
- Endowment fund
- Property and equipment fund

**2. Fund Balances:**

Starting this year, Board directed and Property & equipment funds are now included in General fund

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Toronto City Mission (TCM) was incorporated in 1879 and is a registered charity. TCM is a complying member of CCCC and EFC.



transforming families since 1879

TORONTO CITY MISSION



2610 Birchmount Rd.  
Toronto, ON, M1W 2P5  
Tel: (416) 922-6223  
Fax: (416) 924-3071  
E: [info@torontocitymission.com](mailto:info@torontocitymission.com)  
[www.torontocitymission.com](http://www.torontocitymission.com)

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