

CHALLENGES.

STRATEGY.

CHANGE

2018 Annual Report



**A SOCIETY
WHERE
EVERYONE
BELONGS.**



The background is a solid blue color. It features several white decorative elements: a large dashed circle at the top center, a dashed spiral on the right side, a dashed circle with a plus sign on the left side, a dashed rectangle at the top right, and a horizontal line with 'x' marks at the top left. The main text is centered and reads:

**A SOCIETY
WHERE
EVERYONE
IS VALUED.**

0 ver the last year, the Association has worked to operationalize our 5-year strategic plan by focusing on six key strategic priorities (KSPs). Achieving these goals will put us on a path to fulfilling our mission and reaching our vision. A society where everyone belongs. A society where everyone is valued.



1 PASSPORT OFFERINGS

Fee and Free Activities

- Expanding on the success of services such as Community Junction and Creative Village Studio, Fee and Free Offerings will engage and partner with individuals, families and members to explore new ways to deliver service.
- We are working to offer a wide range of high-value Fee and Free options across the city that will better meet current and future needs of the individuals we support.

2 SPECIALIZED RESOURCE HOMES

- Building on our organizational strength, we are working on a model that will allow us to effectively operate our existing Specialized Resource Homes for individuals with significant and complex behaviours, while also preparing for the future.
- Our new Residential Placement Process ensures we are providing the right supports in a sustainable way
- We are focusing on continuous quality improvement in our service to foster better outcomes for the individuals we support and improved satisfaction for families and placing agencies.

KEY STRATEGIC PRIORITIES

3 EMPLOYMENT OPPORTUNITIES

- Supporting individuals throughout their employment journey is a priority for Community Living Toronto. Through this KSP, we will improve the overall experience for both employers and the people we support.
- We've continue to develop a responsive placement process aimed at finding meaningful employment that matches the needs of employers and employees.

4 HOUSING

- Affordable and accessible housing is a key issue for the city of Toronto, and all levels of government. As a valuable housing partner, and owner/tenant of many properties across the city, Community Living Toronto has great potential in this area.
- We are reviewing our current housing and assessing how we can best meet the needs of the individuals we support now while also planning for the future.
- We've been working collaboratively to expand affordable, accessible housing options while simplifying our processes to ensure new opportunities are successful.

5 SHELTERED AND SUPPORTED WORK TRANSITION

- For years, Community Living Toronto has been moving away from sheltered workshop settings towards inclusive, community and centre-based alternatives for the people we support. Contract work ended across the Association in 2017, and how we offer day supports is continuing to evolve.
- We work closely with individuals and families to build a range of recreational, therapeutic and educational activities that are integrated, meaningful and aligned with their goals and interests. We are building day supports that will meet both current and future needs.

6 LEADERSHIP DEVELOPMENT

- In 2018, we refreshed our mission, vision, and values. It's our goal over the next two years to ensure that these values and vision are the driving force behind the work of all of our employees.
- Leadership plays an important role in an engaged workforce and high quality supports and services. To ensure we can meet the strategic goals of the organization we are implementing key leadership behaviours and have partnered with Loyalist College to provide a Certificate in Developmental Services Leadership that each of our leaders will be completing over the next several years.

COMMUNITY LIVING TORONTO BY THE NUMBERS

70

YEARS IN SERVICE

1,041

MEMBERS

339

VOLUNTEERS

595

INDIVIDUALS RECEIVING
RESIDENTIAL SUPPORT

18,002

VOLUNTEER HOURS

1,635

EMPLOYEES



NUMBER OF STUDENT PLACEMENTS

200



21,210

NUMBER OF STUDENT PLACEMENT HOURS

UNIQUE INDIVIDUALS SUPPORTED

4,395



INDIVIDUALS RECEIVING RESPITE/SHORT TERM CARE

410



INDIVIDUALS RECEIVING COMMUNITY SUPPORTS

1,031

WE'VE UPDATED OUR BRAND!

Over the past year, through numerous stakeholder consultations, our new Mission, Vision and Values has taken shape and we are excited to finally share them with you!

MISSION

Community Living Toronto fosters inclusive communities by supporting the rights and choices of people with an intellectual disability.

VISION

A society where everyone belongs.
A society where everyone is valued.

CORE VALUES

✓ COMMUNITY

- Supporting individuals and their families with compassion, dignity and respect
- Fostering an environment that is safe, supportive and inclusive where people can thrive
- Achieving our Vision through teamwork and community partnerships
- Respecting and embracing all communities

✓ CHOICE

- Respecting the right and dignity of informed choice
- Actively supporting people in achieving their goals and reaching their dreams
- Providing a broad range of options to support self-actualization

✓ INTEGRITY

- A hallmark value that exists in every aspect of the Association's work and is embodied by all employees and volunteers regardless of their roles and responsibilities
- Building relationships through honesty, accountability and openness with the people we support, their families, our staff and stakeholders
- Maintaining the reputation of the Association through our reliability to be a leader and advocate

COMMUNITY LIVING
Toronto



VOLUNTEERS AND STUDENTS

Volunteers are important to the success of our organization. They staff events like the Annual Family Fun Fair, sit on the Board of Directors, help to keep things running smoothly in a number of corporate departments, bring friendship and social opportunities to individuals in service, and offer to share their unique and valuable skills and interests. In 2017, 339 people demonstrated their commitment to our mission and vision by generously volunteering for a total of 18,000 hours. Also, over 200 students did their placement with us, resulting in 21,210 student placement hours.



2017 VOLUNTEER AWARD WINNERS



David Layton
Jim Turner Award for
Outstanding Voluntarism



Doug Crellin
The Ken "Sam" Samler
Self-Advocate Award



Emory C. Gilbert
Volunteer of the Year
Central



Eric Oitzl
Youth Volunteer
of the Year



Joni Fico
Volunteer of the Year
Etobicoke



Mike Disenhouse
Volunteer of the Year
North York



Shaukat Jahan Daisy
Volunteer of the Year
Scarborough



Linda Capesky
Public Relations and
Fundraising Volunteer
of the Year

CONGRATULATIONS AND THANK YOU!!

MAKING MEMORIES THAT LAST A LIFETIME

Shadow Lake Centre is a place where you can let loose, enjoy the summer weather, make new friends, and try something new. It's a place where, like all summer camps, fun is the priority.

Every summer, Shadow Lake's 60 staff members host about 600 individuals with an intellectual disability. Our knowledgeable and caring team provides individualized planning for each of our guests. We are able to accommodate accessibility, medical, and dietary needs. Our goal is to ensure each guest has a memorable experience and has their individual needs met.

Many of Shadow Lake's guests enjoy their time at camp so much that it becomes their favourite thing to talk about. It might be the only vacation they have ever taken, or the only time they have been away from all the familiarities of home. For some families, it is their only opportunity to take a break from caregiving. Throughout the year, many individuals in Community Living Toronto programs wear their Shadow Lake t-shirts, a statement that says they have gone to camp, they loved it, and they will be going back.

Last summer, an individual named John went to Shadow Lake for the first time. He was able to pay for it through the Brent Becigneul Bursary, a grant for individuals who have never been to Shadow Lake. Afterwards, with some help from his support staff, John wrote us this letter.

DEAR BRENT BECIGNEUL BURSARY DONOR

My name is John Hackett. This year because of your generous donation, I was able to go to the best camp ever. Shadow Lake summer camp changed my life. Thank you for this gift.

I can't say enough about the staff at Shadow Lake. They were awesome. I spent a lot of time with the staff because they made me feel safe and special. Everyone knew my name and made me feel welcome. I didn't feel out of place or weird for needing their support.

I wore my camp T-shirt for over a week when I returned – until it was too dirty to wear and I had to put it in the laundry. I just love everything about Shadow Lake. All of the activities at camp were great. I made lots of jewellery, including a key-chain and a necklace. I especially loved paddle-boating, swimming, going in the motor boat, and jumping on the water trampoline. I spent much of my time at the beach! I found out, through exploring, that the middle of the lake is actually very shallow. It was so much fun.



I SAW A DIFFERENT SIDE OF MYSELF WHEN I WAS AT SHADOW LAKE AND I REALLY LIKED THAT PERSON.

I felt so much better about myself there that I didn't want to leave. It was a breeze being abstinent from alcohol while I was at camp, which would usually be very hard for me. I didn't think about it once while I was there! I even choose to wear sunscreen now. I used to hate sunscreen and would refuse to wear it, but camp taught me how important it is and how much of a difference it makes.

I wish I could go to camp all summer long. I loved the clean air and peaceful nights without sirens or other loud city sounds. I made many new friends at Shadow Lake camp and though they all live far away, I can't wait to see them again next year. I am planning to go back for the same week in the summer for the rest of my life.

Sincerely,
John Hackett



Pictured above is John Hackett about to enjoy a paddle boat ride with camp counselor, summer of 2017.

Shadow Lake Centre is not government-funded and relies on donations, camp fees, and the income generated by off-season rentals. It is owned and operated by Community Living Toronto, and located in Whitchurch-Stouffville, about an hour north of the city.

To find out more, visit: shadowlakecentre.ca

PATRON'S COUNCIL

MESSAGE FROM DUNCAN JACKMAN, CHAIR

The Patron's Council is a diverse group of community leaders and philanthropists who support and advise on the work of Community Living Toronto. We are committed to our mission of fostering inclusive communities by supporting rights and choices.

Each one of us brings unique skills, expertise and resources to the Community Living family that help us open doors and create opportunities for people with intellectual disabilities so they can live fulfilling lives in their communities.

In the last year, we have supported the work of the Association in many ways, including:

- Facilitating events for people supported by Community Living Toronto, including Duncan's Farm Day
- Providing and facilitating meaningful employment opportunities for people with intellectual disabilities.
- Contributing to fundraising efforts and connecting the Association to new donors, community partners and volunteers.
- Attending and speaking at events and participating in advocacy and awareness campaigns.

and so much more!

This year, it is with mixed emotions that we announce the retirement of Andrea Alexander from our Patron's Council. Andrea has been a valued member of the Council and Community Living Toronto for many years, and her deep commitment to the vision of the Association will be missed.

On November 10, 2018 we will once again be hosting our Community Rocks fundraiser. Our "Party with a Purpose" will take us back to the 70's with a disco theme and is always a highlight event for the Association and the people we support. I am pleased to once again be serving as Honourary Chair and I look forward to seeing you there.



Duncan Jackman
Chair



Purchase tickets to Community Rocks by visiting:
www.communityrocks.ca

PATRON'S COUNCIL

Duncan N.R. Jackman,
Chair

The Hon. Barbara
McDougall
Founding Chair

Jane Gavan
Vice-Chair

Zanana Akande

Andrea Alexander

Patsy Anderson

Mary Pat Armstrong

Brad Badeau

William Blair

Donna Cansfield

The Hon. William
G. Davis

Michael Enright

W. Robert Farquharson

Pooja Handa

Bob Hepburn

Mark G. Johnson

Dr. K. Kellie Leitch

David Lepofsky

Glenn McConnell

Charles Pachter

Brendon Pooran

Don Roger

Chief Mark Saunders

Meredith Saunderson

Mayor John H. Tory

MESSAGE FROM THE PRESIDENT AND CEO



As Community Living Toronto celebrates its 70th anniversary as a leader in the developmental services sector, the work we've done over the last year has been primarily shaped by strategy, challenges and change. In a challenging economic climate, an era of changing expectations and a time when the needs and goals of the people we support are evolving, we must be responsive to change. Change is an opportunity for us to reflect on the accomplishments of the Community Living movement while acknowledging the work that is still to be done. From institutional isolation to a vision of inclusion, belonging and full citizenship, the sector has undergone tremendous change over the last number of years, and this past year has been no exception.

In 2018, through far-reaching stakeholder consultations, Community Living Toronto refreshed our Mission, Vision and Core Values to reflect these societal changes and the strategic priorities of the Association. It is Community Living Toronto's vision that we live in; **A society where everyone belongs. A society where everyone is valued.** To this end, it is our mission as an

agency to **foster inclusive communities by supporting the rights and choices of people with an intellectual disability.** Rooted in the work we do everyday and bringing our mission and vision to life are our three core values: Community, Choice and Integrity.

Over the last year we've worked to operationalize our five-year strategic plan and our key priorities of Innovation, Leadership & Advocacy and Organizational Strength. We've continued to improve and enhance how we offer supports to individuals and their families by utilizing our resources wisely and building meaningful partnerships with others who share our vision. We've experienced continued progress in areas including our Specialized Resource Homes for individuals with complex needs, meaningful employment and day supports and affordable, accessible housing. You can read more about some of the remarkable work done by staff and volunteers in this report.

Looking to the future, we are well positioned for continued success in the face of these challenges and changes. We will continue to rely on the skills of our diverse workforce, our partnership with our colleagues at CUPE 2191 and the new Ministry of Children, Community and Social Services. We'll also trust in the ongoing generosity of our donors and volunteers, the expertise of our Board, and the guidance of the people we support and their families to realize our vision - A society where everyone belongs. A society where everyone is valued.

Victor Figueiredo & Brad Saunders

MEMBERSHIP

WHO ARE OUR MEMBERS?

Community Living Toronto members are people who want to help us foster inclusive communities by supporting the rights and choices of people with an intellectual disability.

They might be allies, self-advocates, parents, siblings, or friends.

They want to know about what we're up to as an organization, what activities are happening in their community, and what they can do to get involved.

Each membership catchment has its own council (members who meet monthly on a volunteer basis) and a dedicated membership coordinator from Community Living Toronto.



CENTRAL

Council Chair: Dawn Lunan

ETOBICOKE/YORK

Council Chair: Ann Marie Fierro

NORTH YORK

Council Chair: Nancy Ceci

SCARBOROUGH

Council Chairs: Bonnie Heath & Lori Beesley

To become a member:

membership@cltoronto.ca
647-426-3220

WHAT DOES IT MEAN TO BE AN ASSOCIATION?

Our membership-based structure encourages a bottom-up approach to service delivery and community support.

Each regional council plans and executes fundraising activities which enable them to run local programs and develop workshops on an as-needed basis.

Since members receive our monthly Connections e-newsletter, they stay up-to-date on the work of the Association as well as all the goings-on in their community. Participating in local programming gives members a chance to meet, connect, and offer support to one another.

Community Living Toronto wishes to thank each and every one of its members, especially those on our regional councils, for their important contributions.

BOARD OF DIRECTORS

Judy Andrenacci
Stephen Andrews

Donna Britten
Colleen Broadhurst

Michael Challes, *Treasurer*

Lisa A. Ellis,
Member at Large

Victor Figueiredo,
President

Donald Hale
1st Vice President

Edward Lau

Nick Macrae,
Past President

Emory Gilbert

Laura Collings Parsonson

Valérie Picher

Nelson Raposo

Susan Silma,
Member at Large

Brad Saunders,
*Chief Executive Officer
and Secretary to the
Board of Directors*

FINANCIALS

April 1, 2017 to March 31, 2018

\$34.4 M	— — —	Total Assets
\$28.5 M	— — —	Total Liabilities
\$87.1 M	— — —	Total Revenue
\$86.0 M	— — —	Total Expenses

Administrative
Costs on Every
Dollar Received:

9%

Revenue (millions)

	2018		2017	
Ministry of Community and Social Services	69.3	80%	67.9	79%
City of Toronto	2.9	3%	2.7	3%
United Way	0.9	1%	0.9	1%
Entrepreneurial ventures	1.3	1%	1.3	2%
User Fees, Recoveries, Amortization of Deferred contribution, Other	12.6	15%	12.4	15%
	87.0	100%	85.2	100%

Expenses (millions)

	2018		2017	
Residential	55.4	64%	54.8	64%
Community support services	11.4	13%	11.1	13%
Supports to employment	8.9	10%	9.5	11%
Adult development services	6.9	8%	6.6	8%
Other expenses	1.2	1%	1.3	2%
Entrepreneurial ventures	1.1	1%	1.2	1%
Volunteer and member support services	0.5	1%	0.5	1%
Amortization	0.5	1%	0.3	1%
	85.9	100%	85.3	100%

Deficiency of revenue over expenses

\$1.1

\$(0.1)

Community Living Toronto works to ensure that the public and donated funds it is entrusted with are used to provide the highest quality supports and services to the people that we serve.

For 2017-18 Community Living Toronto continued to operate in an environment of financial austerity and restraint. With no increases to annual operating budgets for the past number of years, Community Living Toronto was, once again, challenged to manage rising costs of services within budget allocations while supporting individuals with increasingly complex needs. The compounding impact of declining purchasing power and the operational pressures have continued to present increasingly serious risks to the agency's ability to manage within a balanced budget. Fiscal funding provided by our various funders at the end of the year provided stability and has helped to keep the Association's finances on track.

At Community Living Toronto, we pride ourselves on fostering a culture of prudent financial management. It has always been a priority of both the Board of Directors and the Leadership Team to balance our mission of supporting the rights and choices of the individuals we support with our financial responsibilities. The results over the past few years demonstrate how difficult it is to maintain this balance in the face of increasing needs and costs, particularly those that are out of our direct control, such as low interest rates on our pension plan liabilities.

Despite a challenging fiscal environment, we are pleased to see positive operating results – a significant deficit only three years ago to a near balanced budget position in 2017-18. We have achieved these results while supporting over 3,700 adults and over 650 children. Details of our financial performance with individuals supported and services provided are outlined in this report.

Ongoing support from our funders, the generosity of individual and corporate donors, the dedication of our volunteers, and the passion of our caring staff make it possible for us to deliver innovative and person-directed supports to individuals with an intellectual disability. We thank our funders and donors for their continued support and confidence in Community Living Toronto. In these challenging and changing times, this support is needed more than ever and is very much appreciated.

For 2017-18, total revenue was \$87.0 million, of which approximately 80% was received from the Ministry of Community and Social Services / Ministry of Children and Youth Services. The balance was provided by the City of Toronto, the United Way Toronto and York Region, our fundraising efforts, fee for service programs, entrepreneurial ventures, and user fees. Our total expenses were \$85.9 million.

Given the significant impact of low interest rates on our pension plan, the results of which are reflected on our balance sheet, we want to provide assurance that Community Living Toronto's Leadership Team along with the Board's Pension Subcommittee have been engaged in risk mitigation

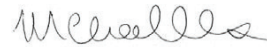
oversight and planning that will keep our retirement benefits sustainable into the future. The Board's Finance and Audit Committee is also engaged in risk mitigation oversight and planning that will keep our balance sheet and operations sustainable.

Financial results of Community Living Toronto are prepared by staff and are fairly presented in accordance with the Generally Accepted Accounting Principles. These financial results have been audited by our external auditors KPMG.

Audited financial statements, the Auditor's Report, and notes to financial statements are available upon request through the

Community Living Toronto Executive Office at 20 Spadina Road.

We thank you for continuing to support Community Living Toronto especially during these challenging times. With you as our partner, we will continue to support the rights and choices of people with an intellectual disability and realize our vision: A society where everyone belongs. A society where everyone is valued.



Michael Challes
Treasurer



Flavian Pinto
Chief Financial &
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