

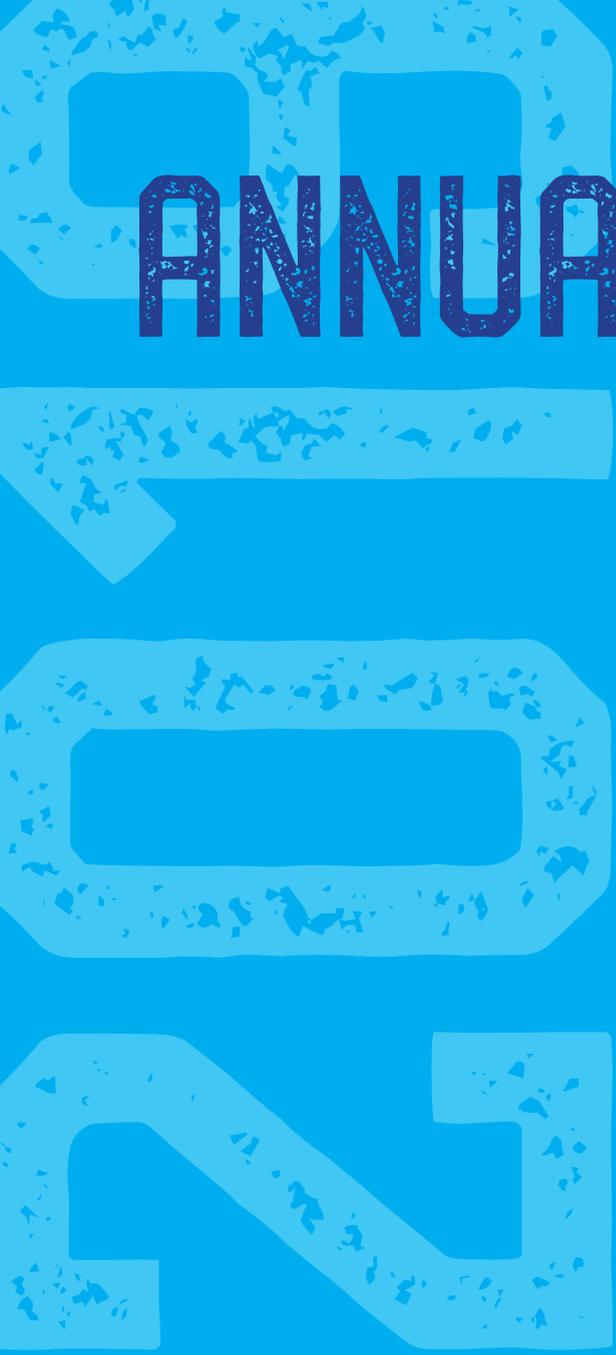
FOSTERING

INCLUSIVE



COMMUNITIES

2019 Annual Report



# ANNUAL

# REPORT

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# EXECUTIVE SUMMARY

**We're proud to unveil this year's Annual Report, *Fostering Inclusive Communities*, a tribute to the work that we've accomplished together over the past year to realize our vision and achieve our strategic plan. Here is just some of the work you'll read about.**

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**T**owards our goal of Organizational Strength, we've continued our work on the critical issue of housing and have decided that now is the perfect time to redevelop our Lawson site as a new, inclusive and affordable housing community right in the heart of Scarborough. In addition, to enhance the quality of our supports and services, we've continued transforming how we offer community participation supports and respite services and have relocated our Fosters Clubhouse to an inclusive neighbourhood in downtown Toronto. We've done this while maximizing our real-estate resources and managing our finances prudently as you'll read in our Finance Report.

Towards Innovation, through a multi-partner collaboration, we launched DiscoverMyRoute, a program that teaches and empowers people with an intellectual disability to independently take public transit in Toronto. Hands-on learning and a new mobile app help to build confidence so that learners can commute to work, see their friends and navigate their city safely and independently.

Lastly, our goal of Leadership & Advocacy is advancing through our grassroots membership and community engagement strategy. Leveraging our relationships with Association members, we are building and strengthening relationships with elected officials at all orders of government to raise awareness of developmental services, advocating on critical issues, and telling our stories to inform decision making.

We hope you'll take the time to read about these accomplishments, and about the many other ways our staff, members, donors and volunteers have dedicated their time and resources to fostering inclusive communities by supporting the rights and choices of people with an intellectual disability.

# KEY STRATEGIC PRIORITIES

Over the last year, the Association has continued work on our 5-year strategic plan with three overarching goals; **Organizational Strength, Innovation and Leadership & Advocacy.** To achieve these long-term goals, we have focused on four key strategic priorities (KSPs) over the past 12 months. Accomplishing these priorities will help put us on a path to fulfilling our mission and reaching our vision.

## ONE RESPITE SERVICES

With a focus on quality customer experience, we will develop a clear, consistent and reliable service model for respite service recipients and their caregivers.

Success in this area will be determined by our ability to provide more intentional and purposeful supports for caregivers that help to reduce stress and crisis and provide support for more individuals in Toronto in a sustainable way.

## 2

## HOUSING AND SUPPORTS

Affordable housing is a critical issue for our province and across the country. We will continue to build meaningful partnerships with housing advocates and developers and will work on a sustainable model of support for individuals in our group residential settings. This will focus on optimizing individuals' autonomy to self-determine where they live, whom they will live with, and how they will engage with their communities.

We will contribute to addressing the housing crisis in Toronto by transforming our Lawson site into hundreds of new affordable housing units, including many earmarked for Community Living Toronto.

Looking beyond just the physical home, we'll continue to develop and execute meaningful person-direct plans in partnership with families and networks to ensure individuals have appropriate, individualized supports in their homes.

# THREE

## 3 COMMUNITY PARTICIPATION SUPPORTS

For years we've been transforming how we offer day supports. From sheltered workshops to more inclusive, community-based activities, we've adapted our day support offerings to meet the changing needs, person-directed plans and goals of individuals who use them.

The work of this KSP will establish a consistent, financially sustainable approach to offering meaningful day supports across the organization, which could include a range of options such as full-time or part-time participation in day activity, employment training, continuing education, volunteer opportunities, life skills development, community or centre-based social recreation activities.

## 4 COMMUNITY ENGAGEMENT

From our early days as an organization, Community Living Toronto has always been a grassroots organization with a strong connection to our membership base, government partners and community members. We'll continue to be a leader in the sector so that our voice is at the table when decisions about our sector are made.

This KSP will focus on leveraging our relationship with Association members, families, individuals and volunteers to engage elected officials at all levels and from all political parties with a focus on raising awareness about developmental services, advocacy on critical issues and telling our stories.

# FOUR

# BY THE NUMBERS



4162

UNIQUE INDIVIDUALS  
SUPPORTED



1174

MEMBERS



594

Individuals Receiving  
Residential Support



5028.5

VOLUNTEER HOURS



1037

Individuals Receiving  
Community Supports

377

Individuals Receiving  
Respite/Short Term Care



192

STUDENT  
PLACEMENTS



274

VOLUNTEERS



9825

STUDENT  
PLACEMENT  
HOURS



857

INDIVIDUALS IN  
EARLY CHILDHOOD  
SERVICES



# MESSAGE

from the CEO  
& President



Throughout the past year, Community Living Toronto has continued our work in fostering inclusive communities across our diverse city.

Having a key to your own home in a safe neighbourhood, being a valued team member at your place of employment, participating in meaningful community activities and taking public transit independently are just some of the key ingredients in creating a society that is inclusive of everyone. In times of global instability, a transforming developmental services sector, and changing needs of the people and families we support, Community Living Toronto has continued to work towards our vision by modernizing our supports and services while ensuring financial prudence.

Guided by our five-year strategic plan, we've made notable progress towards our key priorities of Organizational Strength, Innovation and Leadership & Advocacy, by assessing and harnessing our current resources to inspire new ideas and opportunities. You'll read in this report the many ways we've done this successfully, from focusing our real-estate strategy on reducing our footprint and maximizing our properties, continuing our progress in areas such as employment



## ORGANIZATIONAL STRENGTH



## INNOVATION



## LEADERSHIP & ADVOCACY

supports and Specialized Resource Homes, and leveraging technology through partnerships to create platforms like DiscoverMyRoute which build capacity and enable community participation. Our successes are plentiful, and we're proud to reflect on and celebrate them.

Next year, we'll continue to explore and seize opportunities that are aligned with our strategic goals, and that will position us for future success. The evolution of our day supports, respite services and housing are just some of the areas we'll focus on to create inclusive supports that foster belonging. From our earliest days as an organization, the Community Living movement has been about grassroots engagement and advocacy. We have embraced this legacy over the past year as part of our Community Engagement strategy. We've been connecting with our government orders at all levels to share our stories, ideas and experiences to raise awareness about developmental services and to advocate on critical issues.

Finally, our continued successful delivery on our strategic plan will rely on the skills and expertise of our Board of Directors, our diverse staff, and volunteers as well as our close partnership with our colleagues at CUPE 2191 and the Ministry of Children, Community and Social Services. We'll also continue to put our trust in our engaged membership base and the generosity of our many donors. With strength in numbers, together, we can continue to foster inclusive communities where people of all abilities belong and are valued.

**Victor Figueiredo**  
President of the  
Board of Directors

**Brad Saunders**  
Chief Executive Officer

# MEMBERSHIP

Once a year, when you renew your membership, you join a group of self-advocates, parents, allies, siblings, friends, and Community Living Toronto staff across the GTA.

In North York, Scarborough, Central Toronto, and Etobicoke/York, we have four membership councils, made up of volunteers, that meet once a month. Each council has a chairperson and a dedicated staff member (a membership coordinator).

## Membership Council Chairs

### North York

Nancy Ceci

### Etobicoke

Ann Marie Fierro

### Scarborough

Lori Beesley and  
Bonnie Heath

### Central

Dawn Lunan

## Board of Directors

Judy Andrenacci

Stephen Andrews

Donna Britten

Michael Challes,  
*Treasurer*

Victor Figueiredo,  
*President*

Donald Hale

Nick Macrae,  
*Past President*

Emory Gilbert

Edward Lau

Laura Parsonson

Valérie Picher

Nelson Raposo

Susan Silma

Membership encourages a bottom-up approach to service delivery and community support. Our four councils offer local programming and meet the needs of their communities by raising funds for services that may not otherwise be offered.

**A huge thank you to all our members, especially those on regional councils, for their hard work this year!**

## Patron's Council

Duncan N.R. Jackman,  
*Chair*

The Hon. Barbara  
McDougall,  
*Founding Chair*

Jane Gavan, *Vice-Chair*

Patsy Anderson

Mary Pat Armstrong

Brad Badeau

William Blair

Donna Cansfield

The Honourable  
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 Sanderson

Mayor John H. Tory

# COMMITTEES

## Governance Committee

Nick Macrae, *Chair*

Victor Figueiredo  
(ex-officio)

Edward Lau

Nelson Raposo

Susan Silma

### Staff

Brad Saunders,  
*Chief Executive Officer*

Cathy Brennan,  
*Executive Coordinator*

## Executive Committee

Victor Figueiredo, *Chair*

Nick Macrae

Michael Challes

### Staff

Brad Saunders,  
*Chief Executive Officer*

Cathy Brennan,  
*Executive Coordinator*

## Finance and Audit Committee

Michael W. Challes,  
*Chair*

Victor Figueiredo

Nick Macrae

Susan McCloy

### Staff

Brad Saunders,  
*Chief Executive Officer*

Flavian Pinto,  
*Chief Financial &  
Information Officer*

Betty Yam,  
*Director of Finance*

Rose Cutajar,  
*Chief Human  
Resources Officer*

Akiko Masuda Paradis,  
*Manager, Financial  
Planning & Analysis*

Clara di Credico,  
*Administrative  
Assistant*

Join us for

# COMMUNITY ROCKS 2020

A beach party and fundraiser  
for Community Living Toronto.

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## SAVE THE DATE!

November 14, 2020



[communityrocks.ca](http://communityrocks.ca)

# VOLUNTEER SERVICES

**C**ommunity Living Toronto's vibrant volunteer program offers community-based opportunities throughout the GTA.

274 volunteers contributed 50,000 hours this year, supporting various membership activities, running special events like the annual Family Fun Fair, and fostering inclusion in our communities.

If you're looking to develop new friendships, make a difference in the lives of people with an intellectual disability, help others discover their strengths and talents, or share your skills and expertise, please join our volunteer team!

For more information contact:  
[volunteers@cltoronto.ca](mailto:volunteers@cltoronto.ca)

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Join us in celebrating our  
**2018 VOLUNTEER AWARD WINNERS!**



**MARIA LATOCHA**

Etobicoke Volunteer of the Year



**DAWN LUNAN**

Central Volunteer of the Year



**RYHAAN BASKSH**

Scarborough Volunteer of the Year



## EDWARD LAU

Public Relations and Fundraising Volunteer of the Year

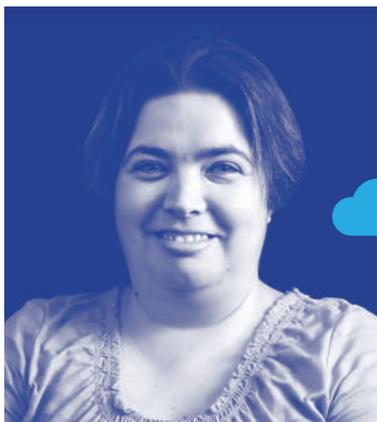


## LAURA PARSONSON

The Jim Turner Award for Outstanding Volunteerism

## JENNEE BROOKS

The Ken "Sam" Samler Self Advocate Volunteer of the Year Award



## SIR OLIVER MOWAT COLLEGIATE INSTITUTE

Youth Leaders in Philanthropy Award



## 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.

## VALUES



# COMMUNITY

# STORIES

ONE  
1



LAWSON DEVELOPMENT

TWO  
2



DISCOVERMYROUTE



THREE  
3

HARRY "RED"  
FOSTER CLUBHOUSE

## LAWSON DEVELOPMENT: AFFORDABLE HOUSING IN AN INCLUSIVE COMMUNITY

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Every day, we read and hear about the state of housing in Toronto. It is becoming increasingly expensive to own or rent even a modest home in the city. While we all feel the pinch, people with developmental disabilities experience increases in the cost of housing more directly. A safe and secure place to call home is essential to community integration, but home is hard to maintain with annual rent increases and a lack of new affordable housing.

The time has come to make a real and significant contribution to the housing crisis in Toronto. That's why we are proud to report that we are starting the process of developing our Lawson site into a new complete and inclusive community of hundreds of affordable condominiums and apartments across multiple towers on our nearly five-acre site.

Lawson is ideal for housing construction. It is located around the corner from the Scarborough RT and close to a future subway station. Lawson is also an easy drive or train ride in and out of downtown Toronto. Our site is close to grocery stores, pharmacies, and the Scarborough Town Centre.

During our focus groups in January, we heard loud and clear from the broader community that the redevelopment of Lawson must protect our long-term interests and directly benefit the people we support. We also heard that Community Living Toronto must remain firmly and clearly visible on the site. Previous generations have stewarded this asset and it falls on us to carry on that legacy. That's why we are committed to maintaining and enhancing our program, respite, and office space in the new Lawson development. We will also ensure that about 20% of the total units created on the site are reserved specifically for people in service with Community Living Toronto and the broader developmental service sector.



*Initial Conceptual Rendering*

**While we all feel the pinch, people with developmental disabilities experience increases in the cost of housing more directly. A safe and secure place to call home is essential to community integration, but home is hard to maintain with annual rent increases and a lack of new affordable housing.**

While we are in early days, we are working hard with potential development and urban design partners to explore how to get the most out of this incredible opportunity. We are also talking to the federal government about how to maximize funding for the project through the National Housing Strategy. Our local Members of Parliament have been very supportive from the beginning of this process, and we look forward to working with them and other government partners to make this dream a reality.

As we move through this process, we will keep our community up-to-date on news and opportunities to contribute to the redevelopment of Lawson.

## DISCOVERMYROUTE. INSPIRING CONFIDENCE THROUGH TRANSIT TRAINING

**W**hen Liam stepped on the bus to travel to his grandmother's house on his own for the first time, his parents were quite nervous. "He [had] been on a number of big transit systems...New York, London...but always with us. We were afraid he would 'shut down' if it became too crowded and busy," explains Jennifer, Liam's mother.

It was the first time Liam took transit on his own and 'Granny's' was the route he had chosen to learn. Despite their worries, Liam's parents' put their faith in their son and were thrilled when he called to let them know that he'd made it to Grandma's. "I could hear on the phone how proud of himself he was," says Jennifer.

Liam's journey began several months earlier when he signed up for DiscoverMyRoute, a program that teaches people with an intellectual disability how to use public transit independently in Toronto. Created in partnership with Community Living Toronto, Community Access to Transportation Hamilton, Geneva Centre, Holland Bloorview Kids Rehabilitation Hospital, Kerry's Place



Autism Services, Salvation Army Lawson Ministries, and the Toronto Transit Commission, the goal of DiscoverMyRoute is to increase independence for those with an intellectual disability.

Students like Liam get 16 hours of in-class sessions and up to 25 hours of personalized one-on-one route training with a certified instructor.

Every student has different goals and challenges, so this one-on-one time is critical in allowing the instructors to cater to the individual and give them the experience they deserve.

**RACHAEL WALLACE**

DiscoverMyRoute's Training Coordinator

DiscoverMyRoute also offers its' students free access to its app, which is designed and powered by Moovit, the top transit app in the world. Features such as TTC route planning, step-by-step directions, and "get off" notifications that let the rider know when their stop is coming allow students to transition from a classroom environment to the real world.

After the successful completion of its 18-month pilot, DiscoverMyRoute has now launched as an on-going program at Community Living Toronto. The curriculum will soon be available to other organizations seeking to offer public transit training to the people they serve.



@discovermyroute

discovermyroute.com

Register on [MyCommunityHub.ca](https://mycommunityhub.ca)



# HARRY "RED" FOSTER CLUBHOUSE: RELOCATING AN INCLUSIVE COMMUNITY DROP-IN CENTRE

The Harry "Red" Foster Clubhouse (also known as Foster Clubhouse) is a drop-in centre for clients of Community Living Toronto's Adult Protective Service program. It provides its members with an inclusive, safe space to interact with peers, and is an environment of unstructured, person-directed activity.

Up until March 2019, Foster Clubhouse was located at 40 Birch Avenue in Toronto's Rosedale neighbourhood. The major drawback of this location was the socioeconomic difference between Clubhouse members and the residents and businesses in the area. Clubhouse members found local restaurants too expensive and commented on the lack of opportunities to participate in the community.



In March 2019, Foster Clubhouse moved from its original Birch Avenue location to the second floor of the Community Living Toronto office at 20 Spadina Road.

Located in the heart of the Annex, the Clubhouse is now surrounded by many affordable places to eat as well as inclusive social/recreational groups, like the Indigenous Canadian Centre of Toronto and the Miles Nadal Jewish Community Centre.

The members of Foster Clubhouse look forward to continuing to explore and enjoy their new neighbourhood.

**47.9 M**

Total Assets

**40.5 M**

Total Liabilities

**91.6 M**

Total Revenue

**91.8 M**

Total Expenses

**16.6 M**

One Time Gain  
on Sale of  
Capital Assets



Administrative  
Cost on Every  
Dollar Received

**APRIL 1, 2018 TO MARCH 31, 2019**

**REVENUE** (Millions)

	2019		2018	
Ministry of Community and Social Services	75.0	69%	69.3	80%
City of Toronto	2.9	3%	2.9	3%
United Way of Greater Toronto	0.3	0%	0.9	1%
Entrepreneurial Ventures	1.6	2%	1.3	1%
User Fees, Recoveries, Amortization of Deferred contribution, Other	11.8	11%	14.0	15%
Gain on Sale of Capital Assets	16.6	15%		
	108.2	100%	87.1	100%

**EXPENSES** (Millions)

	2019		2018	
Salaries and Benefit	59.0	64%	58.2	68%
Purchased Services	15.1	17%	10.9	13%
Occupancy Costs	9.2	10%	8.8	10%
Supplies	4.6	5%	4.7	5%
Travel and Transportation	2	2%	2.2	3%
Education and Training	0.6	1%	0.1	0%
Other Program Costs	1.3	1%	1.1	1%
	91.8	100%	86.0	100%
Excess (Deficiency) of Revenue Over Expenses (including one time gain)	16.4		1.1	

Approximately 2% of our annual organizational budget comes from fundraised dollars. In the 2018/2019 fiscal year over \$2 million was donated by individuals, corporations, foundations, and service/religious organizations.

# FINANCE REPORT

## 2018-2019

**C**ommunity Living Toronto works to ensure that the public and donated funds it is entrusted with are used to provide the highest quality services and supports to the individuals it supports.

As in prior years for 2018-2019 Community Living Toronto, operated in an environment of austerity and restraint. There have been no increases to annual operating budgets for the past number of years and Community Living Toronto was, once again, challenged to manage rising costs of services within budget allocations while supporting individuals with increasingly complex needs and rising costs. The compounding impact of declining purchasing power and the operational pressures have continued to present increasingly serious challenges to the agency's ability to manage within a balanced budget. Fiscal funding provided by our various funders at the end of the year has helped keep the agency's finances on track. Ideally agency would like to have its budgets structurally balanced without reduction to supports to the individuals rather than having to rely on fiscal funds to balance its budget.

Community Living Toronto was provided stabilization funding by the ministry in 2018-2019 as part of the sector stabilization project. There is uncertainty about continuity of this funding for 2019-2020 and beyond.

The stabilization funds would have gone a long way towards helping to sustain and grow many of our vital programs that support individuals with growing and increasingly complex needs.

Community Living Toronto has a culture of prudent financial management. This has allowed the Board of Directors and the Leadership Team to balance the vision of supporting the goals and dreams 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 need and costs, particularly those that are out of our direct control, such as low interest rates on our pension plan liabilities.

Despite the challenging fiscal environment, we continue to want to strike a positive note on our operating results – a deficit that was significant four years ago to a near balanced position in 2018-2019. We have achieved these results while supporting 4162 individuals. Details of our financial performance with individuals supported and services provided are 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 services and 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 2018-2019, total revenue was \$91.6 million, of which approximately 80% was received from the Ministry of Children, Community and Social Services. The balance was provided by the City of Toronto, the United Way Greater Toronto, our fundraising efforts, fee for service programs, entrepreneurial ventures, and user fees. Our total expenses were \$91.8 million.

The Association also realized a one time gain on sale of property in the amount of 16.6 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. (A note in the financial statements refers to this action.)

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 into the future.

It is in this context of strengthening our balance sheet that the association disposed of a property that no longer met our expanding program needs and invested the proceeds. The purpose of the investment was to protect and grow the fund as an asset while delivering income to provide a small cushion to the operating budget.

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 and look forward to continuing to make a difference in the lives of individuals with intellectual disabilities. Without you there would be no place for those with intellectual disabilities to live, learn, work and play.



**Michael Challes**  
Treasurer



**Flavian Pinto**  
Chief Financial  
Officer & Chief  
Information  
Officer



**Betty Yam**  
Chief Financial  
Officer (Acting)

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