



# Above and Beyond

Supporting our Communities  
through the Pandemic

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## Our Vision



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

## Our Mission



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

## Our Core Values



- ◆ Inclusion
- ◆ Choice
- ◆ Diversity

# Executive Summary

The year 2020 was unlike any other in our memory. The COVID-19 pandemic was declared in Canada on March 11. We saw the closure of public schools, restaurants, and retail. We moved to online learning and working from home. We experienced social isolation due to safety protocols and the closure of many in-person services. New terms like “lockdown” and “physical distancing” became commonplace. Front line heroes, including CLTO employees, were recognized for the essential services they continued to provide.

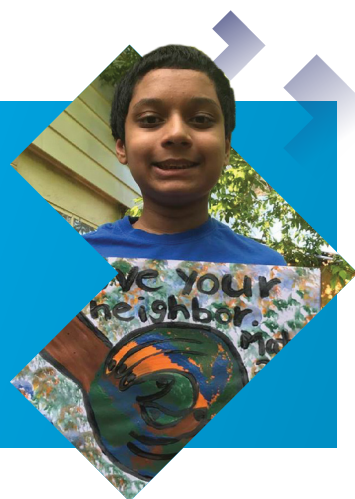
In this year’s annual report, **Above and Beyond: Supporting our Communities Through the Pandemic**, we will describe the many ways we responded to an environment that was constantly changing. Program closures and staff redeployment due to COVID-19 reduced the total number of individuals we supported from 4,092 in 2019-20 to 3,661 in 2020-21. We sent 476 activity boxes and 150 tablets to residents of our group homes, facilitated 281 “Friendly Connections,” adopted new technologies for remote work, pivoted to virtual day supports, rolled out on-site vaccine clinics, and advocated for enhanced staff wages. Through it all, we did our best to ensure our community stayed protected and connected.

## The people we support:

- ◆ People with an intellectual disability want to find meaningful employment and make a contribution to their communities but according to Statistics Canada 2017 survey results, **the employment rate for people with a developmental disability is below 25%.**
- ◆ **70% of adults with an intellectual disability live in poverty**, according to the Canadian Association of Community Living.
- ◆ **Parents and caregivers value their relationships with their loved ones with an intellectual disability**, but it is often **difficult to make connections in the community, access services, find resources, and hire qualified and caring support staff.**
- ◆ Individuals with an intellectual disability are **much more likely to experience homelessness, and are overrepresented (13 – 15%) in Toronto’s shelter system.**
- ◆ People with an intellectual disability are **welcomed into their communities like never before**, however historically they **experienced segregation, social exclusion, and were not given the opportunity to make their own choices.**

## What is an intellectual disability?

An **intellectual disability** is an impairment in cognitive function that affects areas of daily living, such as personal care, relationships, community participation, language skills, learning abilities, and the capacity to live independently. It arises before adulthood and usually lasts throughout life.



# Message from the CEO & President of the Board

Over the past year, Community Living Toronto (CLTO) has been tested and challenged in many ways. In an unprecedented time, CLTO staff have shown incredible dedication to the families we support. Our organization could not have accomplished all we have without our staff, who sacrificed so much to get us through this past year.

We have continued to strengthen our relationship with CUPE Local 2191 to meet the changing needs of the communities we support. Our staff, leadership, union members, donors, volunteers, members of the Board of Directors, Association members, and government partners have all worked tirelessly to keep the people we support safe and engaged in their communities.

In such an uncertain time, we continued to be guided by our Strategic Plan, moving toward our goals of **Organizational Strength**, **Innovation**, and **Leadership & Advocacy**. You will read in this report the many ways our organization has gone above and beyond to support our communities throughout the pandemic. We also share community stories featuring CLTO's move to virtual supports, activity boxes, and wellness bags. We were able to conduct accessible vaccination clinics across the agency through coordinated efforts with our partner agencies and health care providers. To address vaccine hesitancy, we launched our Sleeves Up! campaign, featuring personal stories from staff members about their own vaccination journeys to show our community that COVID-19 vaccines are safe and effective.

Our volunteers and members generously donated personal protective equipment (PPE), technology, activities, funds, and time to support CLTO during the pandemic. We are so grateful to these valued members of our community. Our engagement with government and relationships with elected officials remains strong. We are especially thankful to former Minister Todd Smith and our partners at the Ministry of Children, Community and Social Services (MCCSS) for their ongoing support. In June 2021 we welcomed Minister Merrilee Fullerton to the portfolio and are working productively with her and her team on a variety of issues.

Early 2021 was especially challenging for CLTO. We experienced a devastating loss of four cherished members of our CLTO family to the pandemic. The weight of their passing is immense, and they will not be forgotten. As well, many staff and people we support have become ill and had to take the necessary time to recover.





We restarted in-person Respite and Community Participation Supports on a small scale in fall 2020. Our initial rollout supported small groups at a few sites across CLTO. While this reopening was short-lived due to the second wave of COVID-19, we updated this work to launch pilots in summer 2021. As pandemic restrictions ease, we hope to grow the number of groups and sites so we can welcome more individuals into our programs.

This is an opportunity to redesign our services in a way that further supports our community through smaller, more individualized program offerings. Affordable housing, too, remains a priority: we are progressing our plans to re-develop CLTO's Lawson site into a new, inclusive community of hundreds of market price and affordable units.

Anti-racism came to the fore of global consciousness with the murder of George Floyd by police in May 2020. Last summer, we established an Anti-Racism Committee, which has been guiding the important and necessary work of anti-racism, anti-Black racism, and anti-Indigenous racism within CLTO. This Committee is dedicated to measurable, transparent change across all levels of the organization, and its work will evolve based on engagement with stakeholders, such as community members,

family members, caregivers, and people receiving supports and services. Members from both CLTO leadership and CUPE Local 2191 are leading the collective work of this Committee.

The strength, resilience, and collective efforts of all those connected to CLTO have helped keep us going every day of this past year. We mourn those we have lost, while knowing we have done our best. Reflecting on this past year, we also look ahead to brighter days. In the face of adversity, we continue advocating for the rights and choices of people with intellectual disabilities, with a hopeful eye on what's to come in the years ahead.



A handwritten signature in black ink that reads 'Silma'.

**Susan Silma**  
*President of the  
Board of Directors*



A handwritten signature in black ink that reads 'Saunders'.

**Brad Saunders**  
*Chief Executive Officer*

# Financials

APRIL 1, 2020 TO MARCH 31, 2021



REVENUE (Millions)	2021		2020	
Ministry of Children, Community and Social Services	85.1	80%	74.6	80%
City of Toronto	3.0	3%	3.0	3%
United Way of Greater Toronto	1.0	1%	1.2	1%
Entrepreneurial ventures	1.6	2%	1.4	2%
User Fees, Recoveries, Amortization of Deferred contribution, Other	15.9	14%	13.4	14%
	<b>106.6</b>	<b>100%</b>	<b>93.6</b>	<b>100%</b>
EXPENSES (Millions)	2021		2020	
Salaries and benefit	65.5	65%	63.9	65%
Purchased services	15.3	15%	16.8	17%
Occupancy costs	8.2	8%	8.2	8%
Supplies	9.6	9%	5.8	6%
Travel and transportation	0.8	1%	2.0	2%
Other program costs	2.1	2%	1.6	2%
	<b>101.5</b>	<b>100%</b>	<b>98.3</b>	<b>100%</b>
Excess (deficiency) of revenue over expenses	\$5.1		\$(4.7)	

Approximately 1.0% of our annual organizational budget comes from fundraised dollars. In the 2020-21 fiscal year \$1.05 million was donated by individuals, corporations, foundations, and service/religious organizations.

# Financial Report

Community Living Toronto (CLTO) has remained focused on our mission and fiscally strong over the last year of the COVID-19 pandemic. Our commitment to quality services, maximum impact, and sound stewardship of public and donated funds remained central to all activities and initiatives.

Total revenue for fiscal year 2020-21 was **\$106.6 million**. Approximately 80% of this revenue came from the **Ministry of Children, Community and Social Services (MCCSS)**. The balance was provided by the **City of Toronto, the United Way of Greater Toronto**, our fundraising efforts, fee for service programs, and entrepreneurial ventures. Our total expenses were **\$101.5 million**.

CLTO is grateful for the financial support provided by MCCSS as part of the provincial effort to fight the COVID-19 pandemic. In addition to the **sector stabilization funding of \$1.8 million, the Government of Ontario** also provided pandemic-specific supports to developmental services agencies across the province. This included **\$2.4 million** received through the **COVID-19 Residential Relief Fund** and **\$5.5 million** through two separate initiatives starting in April through to March 31, 2021 to provide supplementary pandemic pay and temporary wage enhancements to frontline staff. The additional funding provided by the Ministry has been essential to our ability to keep the people we support and our staff safe through the pandemic, including increased overtime spending due to longer shifts, higher cleaning costs, and purchasing critical Personal Protective Equipment.

The federal government has also supported CLTO through the pandemic. Over the summer, we applied for the **Canada Emergency Wage Subsidy**, a program meant to help employers weather the economic storm caused by COVID-19. CLTO received **\$2.4 million from the federal government** through this initiative to support Shadow Lake and other non-funded programs to offer virtual supports and consequent increases in staffing costs.

**In 2020-21, CLTO completed the renovation of our new site at the East Mall.** We intend to move our Etobicoke Regional Office and existing programs from Judson into our new site over the coming months.

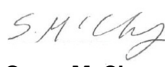
**GroundWorks Solutions Toronto Inc. (GWS)**, a wholly owned, profit-oriented subsidiary, was incorporated on May 25, 2020 for the purpose of


generating income for CLTO through various initiatives. On July 15, 2020, GWS and a third-party established **StockABLE** as a social enterprise partnership to meet Personal Protective Equipment and infection prevention and control needs for the developmental services sector. All proceeds generated by **StockABLE** and other GWS ventures will be directed to supporting people with intellectual disabilities. **In 2020-21, GWS generated a net profit before tax of \$77 000. In addition, CLTO received a sizeable donation of \$80 000 from GWS.**

As noted last year, we continue to implement our transition to the CAAT Pension Plan. The remaining Pension Transfer Price of **\$4.7 million plus accrued interest was repaid over 2020-21**. An additional \$894 000 has been accrued as a true-up expense for additional liabilities incurred during the year. For MCCSS funding reporting purposes, pension costs are only deemed an admissible expense when paid. In the audited financial statements, this resulted in a deficit when accrued for fiscal year 2019-20 and a surplus when paid from reversal in fiscal 2020-21.

Financial results for CLTO are prepared by staff and fairly presented in accordance with Chartered Professional Accountant practice guidelines. **These financial results have been audited by our external auditors at KPMG.** Audited financial statements, the Auditor's Report, and notes pertaining to our financial statements are available upon request through the CLTO Executive Office at 20 Spadina Rd.

The past few months have been challenging for everyone at CLTO as we have worked diligently to keep the people we support and our staff safe through the COVID-19 pandemic. We have emerged from the last year stronger, more resilient, and ready for what the coming year may bring. As we anticipate widespread vaccination and the end of the pandemic, we look forward to calmer and brighter days ahead.

  
**Susan McCloy**  
Treasurer

  
**Betty Yam**  
Chief Financial Officer



# Pandemic Readiness and Response

As the pandemic took hold in Ontario, CLTO staff formed new committees and workgroups with the express purpose of keeping everyone safe and healthy. Although they evolved throughout the year, the work of our COVID-19 committees and workgroups was critical to our operational continuity and stability. Their achievements eventually led to the creation of our new governance model.

## 1

### Emergency Management Committee (EMC)

- Beginning March 2020, the EMC met every day to discuss priority action items related to COVID-19.
- Projects unrelated to the pandemic were paused so the EMC could focus on health and safety, business continuity, minimizing service disruptions, and proactively addressing upcoming challenges.
- Seven workgroups within the EMC were established:
  - Communications
  - Business Continuity (Corporate)
  - Business Continuity (Program Service)
  - Directives & Protocol Development
  - Training & Education
  - Ethical/Legal
  - Reporting Obligations

## 2

### Pandemic Response Committee (PRC)

- As COVID-19 became the new normal, the EMC transitioned into the Pandemic Response Committee (PRC).
- The PRC worked to shift CLTO from a state of emergency to a state of stability.
- Some non-pandemic related work resumed.
- The committee reduced the frequency of its meetings.





### 3 New Governance Model

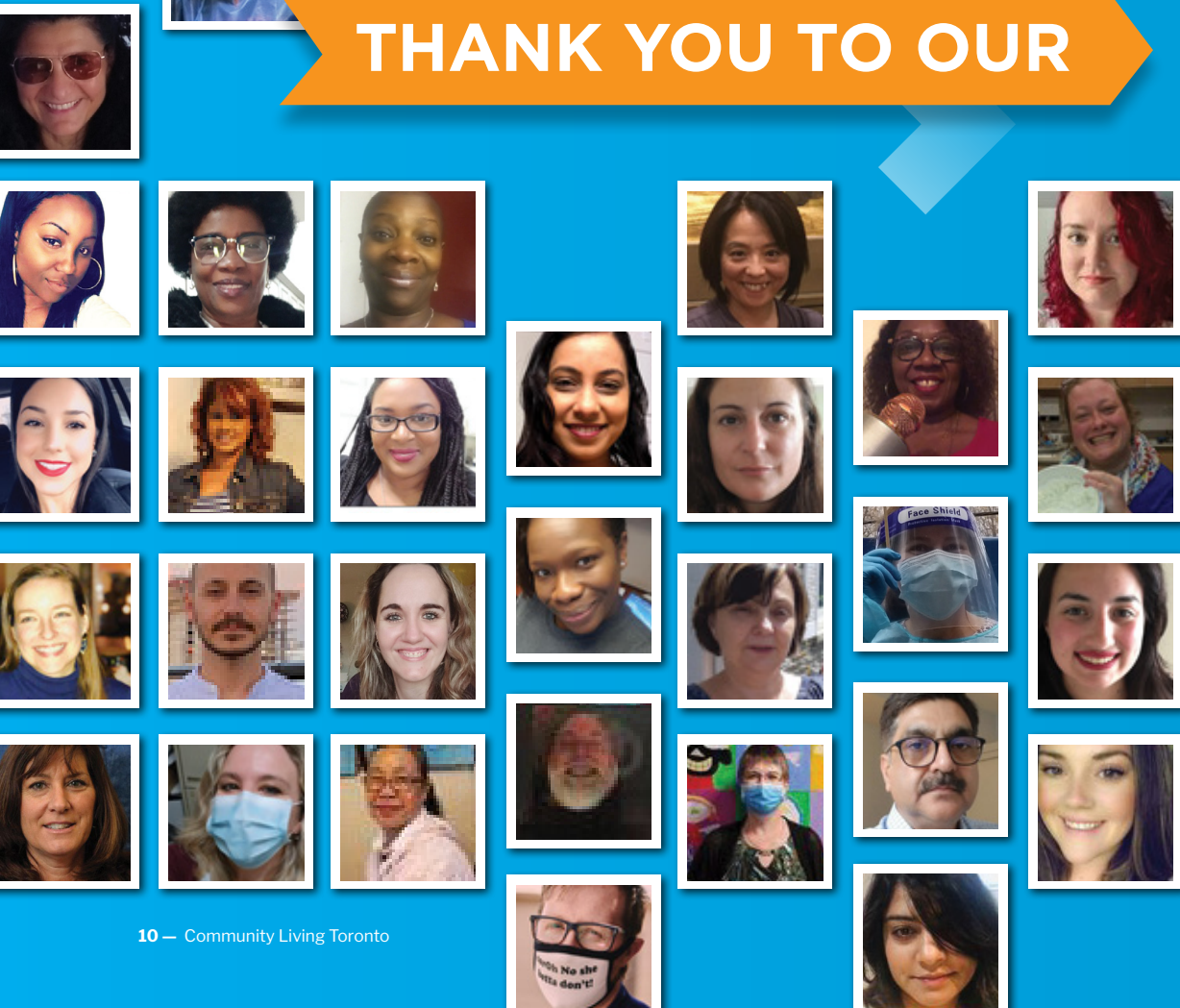
- ▶ The pandemic committees and workgroups were able to achieve a great deal in a short amount of time.
- ▶ COVID-19 forced staff to adopt a “speed over perfection” mentality.
- ▶ Greater collaboration between different areas of the Association removed silos and increased transparency around significant projects.
- ▶ Organizing into small groups to tackle specific initiatives led to more staff becoming involved in projects outside their day-to-day roles. This provided new opportunities for leadership and growth.
- ▶ Based on this, a new governance model has been established at CLTO.
- ▶ While the PRC continues to operate, its seven workgroups have been subsumed into three new committees:
  - Planning & Priorities Committee
  - Operational Leadership Committee
  - Corporate Services Committee
- ▶ These three committees, along with the PRC and Leadership Council, plan and coordinate a range of agency-wide initiatives.
- ▶ They oversee many workgroups and task teams that develop and carry out the work.
- ▶ For example, we have Reopening, Housing, Community Participation Supports and Information Governance workgroups, to name a few.

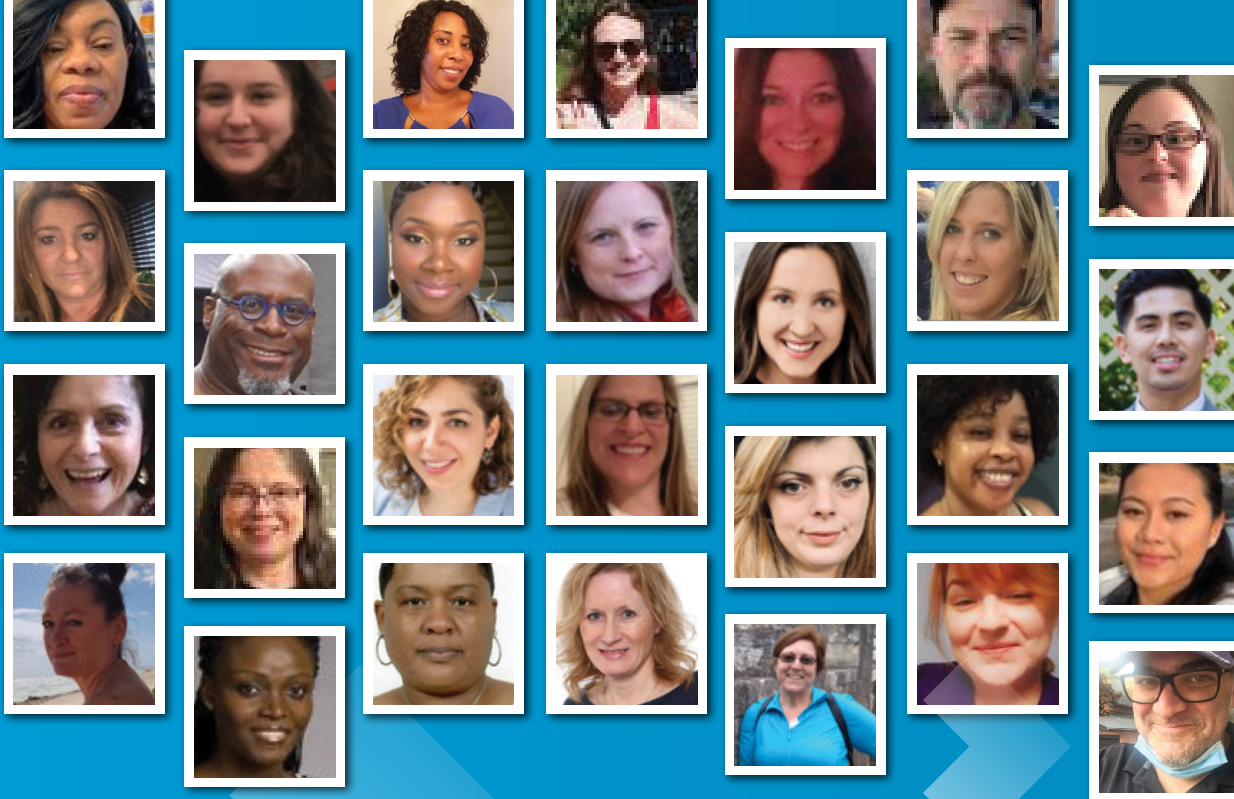


*New Governance Model*

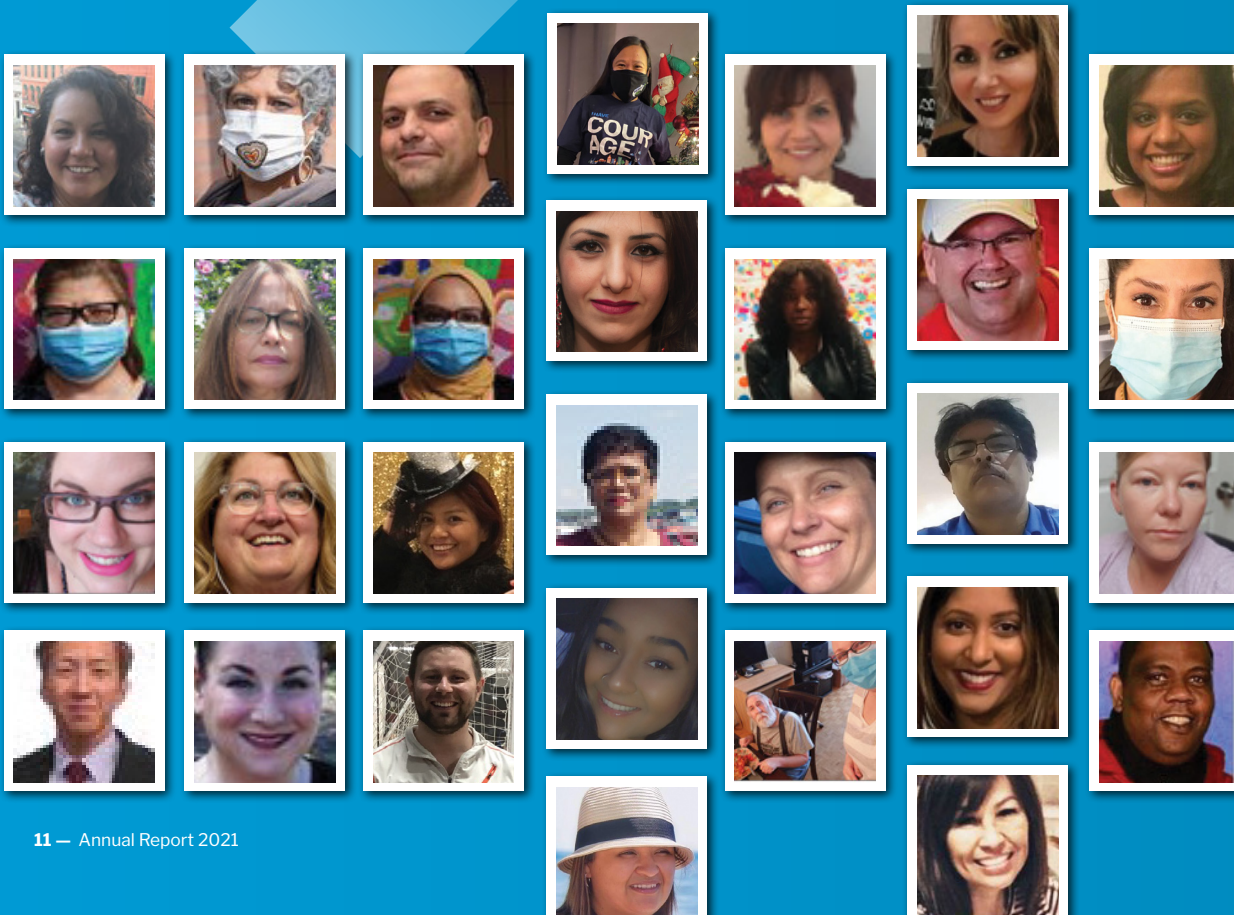


**THANK YOU TO OUR**





# Staff Heroes





# By the Numbers

250,000

People in Ontario with  
an intellectual disability



3,661

Unique Individuals  
Supported

1,026

Total Number  
of Members



1,223

Individuals Receiving  
Community Supports



118

Individuals  
Receiving Respite/  
Short Term Care



589

Individuals in  
Supported Living

**185** Volunteers

**158** Student Placements



**68**  
Community  
Group Homes

**150**  
Tablets Supplied to  
Group Homes

**476**  
Activity Boxes Delivered



**85**  
Virtual Camp Guests



**259**  
Shadow Lake Centre  
Virtual Camp Sessions

**281**  
Friendly  
Connections  
Participants



**688**  
Friendly Connections virtual  
chats, phone calls, letters,  
emails, postcards, activity and  
colouring sheets sent

# Membership

In response to the COVID-19 pandemic, the Community Engagement team and Regional Councils adapted to the changing needs of the 1,026 Members they represent.

Through CLTO's Information, Programs and Services phone line, Community Engagement Coordinators provided information on the COVID-19 vaccine and how to access clinics within the community. The whole team worked hard to ensure they had reliable, up-to-date knowledge that was relevant to people with an intellectual disability and their families.

Popular membership-based programs including Literacy, Cooking, Elements of Theatre, and the Connections Dance were held virtually. Summer Day Respite was also adapted to provide online, one-to-one support to families. Parent and caregiver support was facilitated through the Facebook FamilyLink group, and Friendly Connections was developed to connect with people at home.



Members received a weekly email with local programs and resources, including those related to COVID-19, and participated in online stakeholder consultations about the future of the sector, as well as CLTO's supports and services.

*CLTO Members donate annually, on a pay-what-you-can basis, to join our Association. Members advocate for local programs to fill gaps in our supports and services. Volunteers on Regional Councils fundraise for these local programs that provide educational and social opportunities for people with an intellectual disability and their families. Members, and the programs that are developed through their Regional Councils, are supported by our team of Community Engagement Coordinators. CLTO's membership-based structure encourages a local, bottom-up approach to service delivery and community support.*

# Volunteer Services

Our 185 volunteers have been challenged time and time again to keep moving forward in innovative ways during the pandemic. They rose to the occasion and shifted their focus to help the people we support by delivering hot meals, sewing masks, organizing material drives and fundraisers, running our income tax program, and helping our staff adapt to virtual work. Many of our volunteers have been with us for 20 plus years and are part of the fabric of our organization.

Our volunteers went above and beyond to make sure that people felt connected during these challenging times. A heartfelt thank you to everyone who answered our calls for help with your time and energy this past year. You are all champions – thank you!

If you're looking to join our volunteer team or want more information, contact us at [volunteers@cltoronto.ca](mailto:volunteers@cltoronto.ca).



## Marlena Kaesler

Marlena connected with our organization through Facebook this past year. She was one of the first people making face masks, and when she received our message that we were in need, she began sourcing out material and contacting friends to help sew more than 1,000 masks. Because of her sewing, we were able to quickly mail out masks to all our staff for personal use.

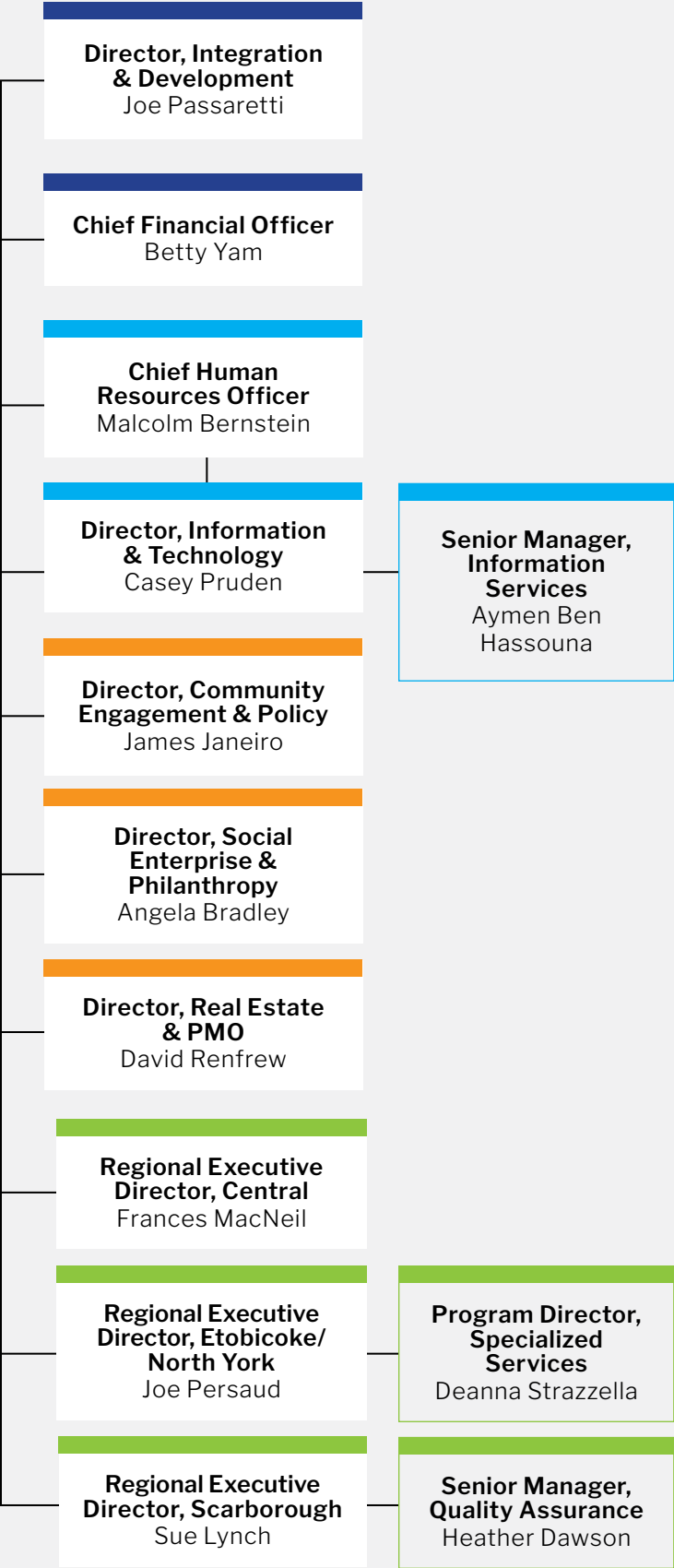
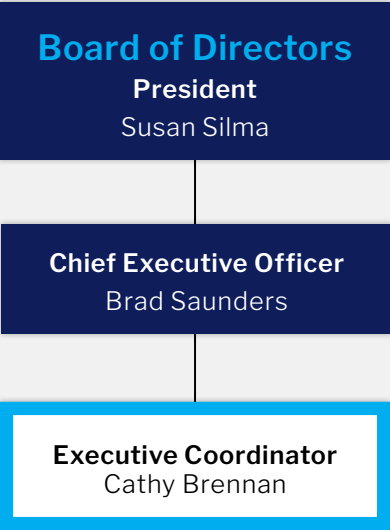


## FriendlyConnections

In June of 2020 we launched a new program called Friendly Connections. This program connects volunteers with people all over Canada who may be experiencing social isolation throughout the pandemic. Friendly Connections works by socially connecting people through video chats, phone chats, letters in the mail, postcards, texts, and more. We had a total of 688 individual connections, with 281 unique people signed up and counting.



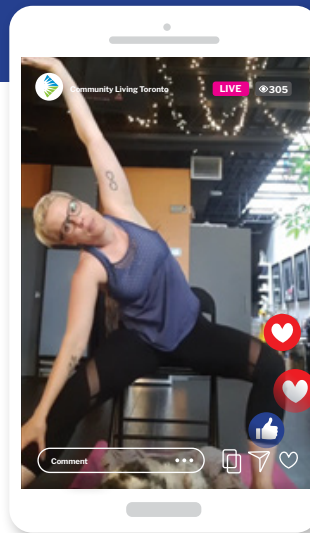
# Leadership Council Organizational Chart 2020-2021



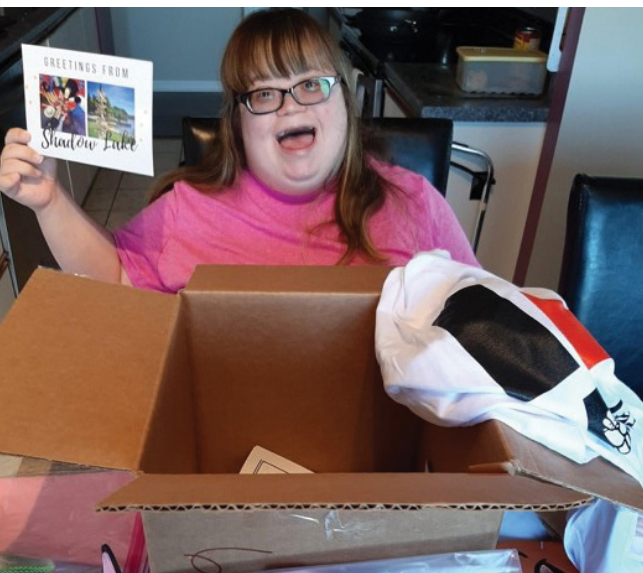
## Virtual Offerings

Creating meaningful engagement opportunities and keeping the people we support connected and healthy has been crucial throughout the pandemic. Early on, we recognized the importance of helping the people we support who may have been experiencing social isolation and boredom. We quickly launched our virtual offerings that included fee-for-service options as well as daily free Facebook Live events.

While we were working to make our programs and services virtual (see Membership), we first launched our Facebook Live sessions. In total, we have organized 15 different Facebook Live sessions running every day of the week. These programs included classes like Zumba, yoga, chair yoga, healthy cooking classes, arts & crafts, sing-a-long, superhero visits, wildlife care, and more! Many of the people we support look forward to joining in on these sessions every week, staying connected with friends, new and old.



Here is one of our Facebook Live sessions  
"Stretching with Tammy"



Shadow Lake Centre also began offering free Facebook Live sessions, at first daily and then moving to twice a week, as they shifted from an in-person camp to a virtual one. The Virtual Camp included a camp kit that was mailed to each participant at their home. These kits included activities and supplies needed to participate in the virtual camp, a camp T-shirt, and tuck-shop snacks. In total, 85 guests filled 259 virtual camp spots throughout the year.

Here is Sammy, a virtual camper, excited to have received her camp kit!

## Our Partnership with the Government of Ontario

Across Community Living Toronto, staff in all departments were called-upon to go above-and-beyond to ensure the safety of colleagues and the people we support.

This would not have been possible without the support of the Ministry of Children, Community, and Social Services (MCCSS). From the early days of the pandemic, then-Minister Todd Smith, his staff, and our partners at MCCSS have supported our COVID-19 response in a variety of ways. This began with various emergency orders that ensured stability in the developmental services sector and gave agencies the tools necessary to protect the health and safety of all concerned.

Through the MCCSS COVID-19 Residential Relief Fund, CLTO received \$2.4 million to address costs associated with fighting the pandemic, including enhanced cleaning, personal protective equipment, and wages tied to longer shifts. CLTO staff have also benefitted significantly from the provincial commitment to enhanced wages for staff working at the frontlines.



*The Honourable Todd Smith, former Minister of Children, Community and Social Services lending a hand to help us stuff our staff wellness bags.*

Over the past fiscal year, CLTO received \$2.7 million to support workers through increased hourly wages. Our success as an organization in addressing this extraordinary crisis is tied to the support MCCSS provided through increased wages.

Our results to date would not have been possible without our continued partnership with MCCSS and the Government of Ontario. As we move into the next phase of the pandemic, we look forward to working with Minister Merrilee Fullerton and her team to build on our work over the past year.



## Activity Boxes and Wellness Bags

Being stuck at home with nothing to do is hard for anyone. To help our group home residents stay engaged and active, we delivered seven uniquely themed activity boxes to our 68 group homes, sending a total of 476 boxes over the course of the year.

These boxes included: arts and crafts, puzzles, recipes (including the ingredients and supplies), games, seeds to plant in gardens, activity sheets, and more! Each round of boxes had a different theme ranging from Spring, Canada Day, Halloween, Valentines/Chinese New Year and Black History Month. Our homes looked forward to receiving a surprise activity box at their door on a regular basis. Group home staff appreciated the activities and games that could help keep those they supported entertained and engaged throughout the various lockdowns and stay-at-home orders.



At CLTO, we know that we have the best direct support professionals and staff! This year, we felt it was especially important to ensure that our frontline staff were well equipped and feeling supported. To help our employees during these troubling times, we began sending out staff wellness bags. These were full of a collection of items and resources to promote good mental health and wellbeing. Wellness bags included items such as community masks, hand sanitizer, bath products, exercise sheets, online resources for mental health support and wellness, coupons to health food stores, ear savers, and of course, some healthy snacks.



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Corporate Services: 416.968.0650

Information, Programs and Services:

647.426.3220

contactus@cltoronto.ca

[CommunityLivingToronto.ca](https://www.CommunityLivingToronto.ca)



@CLToronto

### Membership Council Chairs

#### North York

Nancy Ceci

#### Etobicoke

Ann-Marie Fierro

#### Scarborough

Bonnie Heath & Lori Beesley

#### Central

Emory Gilbert

### Finance and Audit Committee

Susan McCloy, *Chair*

Michael Challes

Michael Douglas

Victor Figueiredo

Nick Macrae

Edward Lau

Brad Saunders, *CEO*

Betty Yam, *CFO*

Akiko Masuda Paradis,

*Manager*

Clara di Credico, *Admin*

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Valerie Picher, *Vice Chair*

Susan McCloy, *Treasurer*

Victor Figueiredo

Stephen Andrews

Alison Galley

Emory Gilbert

Donald Hale

Edward Lau

Nick Macrae

Laura Parsonson

Nelson Raposo

Brad Saunders, *Secretary*

Cathy Brennan, *Admin*

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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 Hon. William G. Davis

(deceased August 2021)

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 Sauderson

Mayor John H. Tory

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Victor Figueiredo

Susan Silma

Valerie Picher

Nick Macrae

Nelson Raposo

Edward Lau

Brad Saunders, *CEO*

Malcolm Bernstein, *CHR*

Cathy Brennan, *Admin*

### Executive Committee

Susan Silma, *Chair*

Valerie Picher, *Vice Chair*

Susan McCloy, *Treasurer*

Brad Saunders, *Secretary/CEO*

Cathy Brennan, *Admin*

### Anti Racism Committee

#### Co-Chairs:

Veriline Howe & Joe Persaud

#### Members:

Ted Lyaruu (LOA), Juanita

Forde, Sandee Moore, Teison

Sammy, Sherene Myers,

Andrew Beecher, Chantelle

Pellew, Shelly Ann-Thompson

#### Resources:

Michelle Petrides, Amar

Bajwa, Michele Braun, Joe

Passaretti, Heather Dawson,

Aneliya Arnaudova, Erin

Mlotek (LOA), Julia Benjamin,

Karla Dendrinos (PR), Lisa

Dobbin (PR), Kimalee Phillip

(CUPE), Keisa Campbell

(United Way)

#### Sponsors:

Brad Saunders &

CLTO Board of Directors