

COMPASSIONATE AND RESILIENT COMMUNITIES





EXECUTIVE SUMMARY

We're proud to unveil this year's Annual Report, **Compassionate and Resilient Communities**, a tribute to the work that we've accomplished together over the past year to realize our vision.

In the wake of the COVID-19 crisis, there is no better time to reflect on how far we've come with our community's shared commitment to ensuring a society where everyone belongs and is valued. Here's a look at some of the exciting work you'll read about in this year's report.

Towards our goal of **Organizational Strength**, we've built on the legacy of past and current leaders by merging our CLTO pension plan with the Colleges of Applied Arts and Technology Pension Plan. Once complete, this will protect the retirement security of our staff for generations to come. Also, we've continued to work with partners to address the critical issue of affordable housing and supports so that individuals can live as independently as possible. This past fall, 26 individuals moved into their brand-new condo on Madison Avenue in the Annex. We continue to see the positive life changes that result when individuals have a new, affordable building to call home in a safe and welcoming neighbourhood.

Towards **Innovation**, we have continued to evolve and modernize how we offer community participation supports. From our bright storefront Foster Connections building in the east-end and the revitalization of our recently purchased property in south Etobicoke, we have invested in innovative supports and services that enable people to thrive while enhancing our presence in new communities throughout the city.

Lastly, we've seen success towards **Leadership & Advocacy** because of you, our members. Over the last two years, we have invested in growing our community, leveraging membership to strengthen our relationship with the government, and advocating for our sector's critical needs. During this unprecedented time, these relationships have helped us considerably in our efforts to keep people safe and healthy. You'll read about the many ways our community has stepped up when we needed it most.

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

WHAT'S INSIDE:

03

Executive Summary

12

Leadership Chart

04

Message from the CEO & President

14

By the Numbers

06

Mission, Vision, Values

16

Community Stories

07

Key Strategic Priorities

19

Volunteer Services

10

Membership & Committees

20

Financials

MESSAGE FROM THE CEO AND PRESIDENT

From our early days as an organization, Community Living Toronto has always been a leader in advocating for the rights and choices of people with intellectual disabilities.



Over the past year, we have invested in our organization and in our people to build a solid foundation for the future and to strengthen our ability to foster compassionate, resilient communities. Never has this foundation been more crucial than during the present COVID-19 pandemic.

Guided by our Strategic Plan, we have made notable progress toward our goals of Organizational Strength, Innovation, and Leadership & Advocacy. In this report, you will read the many ways we have enhanced our presence throughout our city — a new development on Madison Avenue in the Annex, our Foster Connections storefront in the east end, and our new building in Etobicoke. These are places where our staff and the people we support can thrive in; reimagined office space, day supports, and apartments of their own.

Our successes are plentiful, and we are proud to celebrate them.

The stewardship of our predecessors and our current leaders have gifted us with a firm financial footing, which has allowed us to make these investments. As you will read in the Financial Report, we've built on this legacy this past year by merging our pension plan with the Colleges of Applied Arts and Technology pension plan. This merger will protect our past, present, and future staff's retirement security for generations to come.

Our strength as an organization was put to the test with the onset of the COVID-19 pandemic in March 2020. Our agility and the strong foundation we have built enabled us to act quickly to protect the safety of the people we support. We adapted rapidly to respond to the many challenges that appeared, finding creative ways, and leveraging technology to provide safe and innovative services to individuals and their families.

Despite the many challenges, the pandemic also presented an opportunity to strengthen existing relationships and make new connections. As an organization driven by volunteers and our membership, we are incredibly appreciative of our community's generosity. Your donations of masks, activity boxes, technology, time, and funds have illuminated how difficult times bring out the best in people. Over the last two years, we have put considerable effort into building relationships with elected officials and have activated our members to engage with the government. In this unprecedented time, we are thankful to be able to call on these allies for support. We are particularly grateful to Minister Todd Smith and our partners at the Ministry of Children, Community and Social Services (MCCSS) for their responsiveness and commitment to helping our sector through this crisis.

We are also incredibly grateful for our staff's tireless dedication, who continue to step up every day to ensure the people we support are safe. Their resilience, compassion, and numerous selfless acts of care have continued to inspire us. We have strengthened our relationship with CUPE Local 2191, ensuring a unified approach to meeting the diverse needs of the population we serve. Our remarkable staff, leadership, union members, donors, volunteers, members of the Board of Directors, Association members, and MCCSS have all contributed to our shared successes. We extend our sincere thanks to all of you.

While our resources remain focused on keeping our staff and the people we support safe, we continue to explore new opportunities as we plan to safely and gradually reopen with guidance from the province and public health. We are working to reimagine supports and services in our "new normal," and eventually, our post-pandemic world. Affordable housing remains a critical priority, as it is key to living an independent and meaningful life. We will continue to have conversations with key players in government in both Toronto and Ottawa about the National Housing Strategy as we move ahead with plans to re-develop our Lawson site into a new, inclusive community of hundreds of affordable condominiums.

The coming months will not be easy. As we prepare this report, Toronto is entering Stage Three of reopening, and both our internal and province-wide COVID-19 case reporting is promising. Despite these successes, we must remain vigilant and prepare for the possibility of future waves while continuing to deliver on our Strategic Plan. More than ever, our solid foundation and history of excellence and innovation will be essential to providing safe, high-quality services for people with intellectual disabilities.

Susan Silma
President of the
Board of Directors

Brad Saunders
Chief Executive
Officer



OUR MISSION

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

OUR VISION

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



OUR CORE VALUES

Community
Choice
Integrity

KEY STRATEGIC PRIORITIES

Throughout the past year, the Association has continued work on our 5-year strategic plan informed by three overarching goals: Organizational Strength, Innovation, and Leadership & Advocacy. While our priorities shifted to meet an unprecedented crisis, we remain committed to four key strategic priorities (KSPs).

Maintaining the health and safety of the individuals we support within our Association's core services has been paramount during the COVID-19 pandemic. As a result, the important work of the four KSPs was temporarily paused. The pre-pandemic outcomes and future of our four KSPs are integral to realizing our vision of a society where everyone belongs; a society where everyone is valued.



RESPITE SERVICES

Our KSP's focus is on quality customer experience, while developing a clear, consistent, and reliable service model for respite service recipients and their caregivers. In the past year we have worked to achieve success in this Key Strategic Priority by:

- Actively engaging stakeholders through co-creation sessions at Lawson and working collaboratively with the Lawson team to implement recommendations from these sessions.
- Focusing on respite services from the perspective of Transitional Aged Youth (TAY) and starting to gather data from Transitional Aged Youth on “what mattered most” to them for respite services.
- Determining evaluation methods with our consultants, People Minded Business (PMB) to move our engagement with the TAY stakeholder group forward.
- Developing promotional materials, including a video to highlight Lawson from the point of view of the respite user.
- Re-evaluating respite services before we reopen in the “new normal” by closely considering factors such as attendance numbers, safety precautions, and fee structure.



HOUSING AND SUPPORTS

Our KSP is focused on optimizing individuals' autonomy to self-determine where they live, with whom they choose to live, and how they will engage with their communities. By building meaningful partnerships with housing advocates and developers, we will continue to work on a sustainable model of support for individuals in our group residential settings. In the past year we have worked to achieve success in this Key Strategic Priority by:

- Improving our financial standing through finding operational efficiencies.
- Developing an initial ‘recipe’ for our clustered supports model, which will be refined with future housing developments emerging over the next three years.
- Finalizing criteria for the best future use of our existing housing.
- Proactively planning for upcoming opportunities and gathering data to align with appropriate support models.
- Developing resource materials for individuals and support staff focused on enhancing the virtual person-directed planning experience.
- Identifying the need for increased resources for complex care seniors.



COMMUNITY PARTICIPATION SUPPORTS

Our KSP has been continually transforming how we offer day supports, moving away from sheltered workshops toward more inclusive, community-based activities. We have adapted our day support offerings to meet the changing needs, person-directed plans, and goals of individuals. In the past year we have worked to achieve success in this Key Strategic Priority by:

- Improving our financial standing through detailed cost analysis of major expenses and achievement of operating efficiencies.
- Adapting service offerings in response to the changing interests and needs of our key Community Participation Supports stakeholders, including Developmental Services Ontario-Toronto Region (DSO-TR).
- Planning long-term for our facilities to align with new models of support and promote community inclusion.
- Developing alternatives with the closure of day supports based on person-directed plans and survey responses to keep connected to individuals living at home with their families.
- Delivering individualized activity kits to day support participants' homes and developing virtual service offerings and regular check-ins.
- Introducing virtual person-directed planning to maintain currency of individualized plans.



COMMUNITY ENGAGEMENT

Our KSP will position CLTO to be a leader in the Developmental Services sector and ensure our voice is at the table when decisions about our community are made. In the past year we have worked to achieve success in this Key Strategic Priority by:

- Completing our goal of meeting every Toronto-area MPP and briefing them on our work, opportunities for collaboration, and challenges.
- Meeting with Cabinet Ministers, Members of Parliament, and City Councillors regarding affordable housing and the needs of the population we support.
- Continuing to activate our membership to engage with elected officials, raise awareness, and influence public policy as it relates to Developmental Services.
- Developing a policy paper on individualized funding and bringing our idea to government officials, sector leaders, and our community for input and support.
- Leveraging and strengthening relationships with government throughout the pandemic to ensure we are addressing the needs of vulnerable people.
- Engaging our community about the future of Lawson and a CLTO-led affordable housing project on the site.

MEMBERSHIP & COMMITTEES

Our members play a key role in shaping and supporting the priorities of the work we do. When you become a member, you join a group of self-advocates, parents, allies, siblings, friends, and Community Living Toronto staff.

This year we had a total of 1302 members!

Membership has been active in enriching the lives of the people we support. Fundraisers, such as bowling nights, and silent auctions, help raise funds for activities such as; dances, life skills classes, art classes, friendship groups, parent and sibling groups, and so much more!

When you call the Information and Membership phone line, the membership coordinators are available to direct people to the right services. They attend many community fairs across the city. They work closely with our four Councils in all areas of Toronto. The dedicated and passionate people who make up each Council meeting discuss how to support services and activities that we may not otherwise have funding.

They strive to create accessible, educational, and community-based programs for the people we support.

MEMBERSHIP COUNCIL CHAIRS

Etobicoke and York

Ann Marie Fierro

Scarborough

Bonnie Heath and
Lori Beesley

North York

Nancy Ceci

Central Region

Emory Gilbert

FINANCE & AUDIT COMMITTEE

Michael Challes, *Chair*

Victor Figueiredo

Susan Silma

Nick Macrae

Susan McCloy

Michael Douglas

Staff

Brad Saunders,
Chief Executive Officer

Flavian Pinto,
Chief Financial & Information Officer

Betty Yam,
Interim Chief Financial Officer

Malcolm Bernstein,
Chief Human Resources Officer

Akiko Masuda Paradis,
Manager, Financial Planning & Analysis

Clara di Credico,
Administrative Assistant

BOARD OF DIRECTORS

Susan Silma, *President*

Valérie Picher, *Vice President*

Victor Figueiredo, *Past President*

Michael Challes, *Treasurer*

Stephen J Andrews

Alison Galley

Emory Gilbert

Donald Hale

Edward Lau

Nick Macrae

Laura Parsonson

Nelson Raposo

GOVERNANCE COMMITTEE

Victor Figueiredo, *Chair*

Nick Macrae

Edward Lau

Nelson Raposo

Susan Silma

Staff

Brad Saunders,
Chief Executive Officer

Malcolm Bernstein,
Chief Human Resources Officer

Cathy Brennan,
Executive Coordinator

PATRON'S COUNCIL

Duncan N.R. Jackman, *Chair*

The Hon. Barbara McDougall,
Founding Chair

Jane Gavin, *Vice Chair*

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 Sanderson

Mayor John H. Tory

EXECUTIVE COMMITTEE

Susan Silma, *Chair*

Valerie Picher, *Vice Chair*

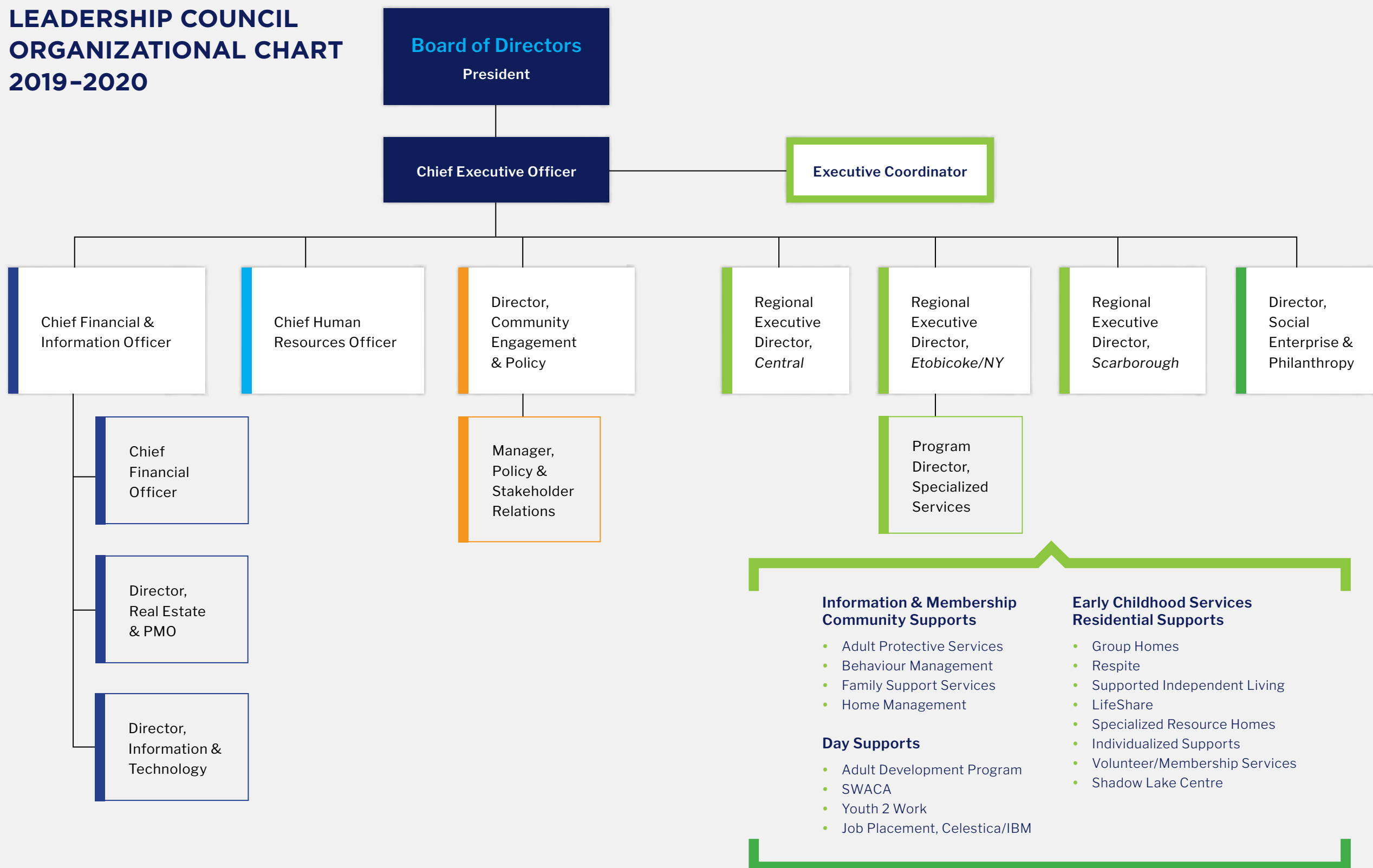
Michael Challes, *Treasurer*

Staff

Brad Saunders,
Chief Executive Officer

Cathy Brennan,
Executive Coordinator





BY THE NUMBERS



1090
Individuals Receiving
Community Supports



TOTAL NUMBER OF MEMBERS

1302



185
VOLUNTEERS




4074

Unique
Individuals
Supported



HOURS VOLUNTEERED

6377



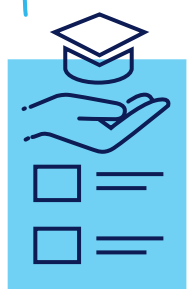
379
Individuals Receiving
Respite/Short Term Care



565
Individuals Receiving
Residential Support



202
STUDENT PLACEMENTS



10335
STUDENT PLACEMENT HOURS



COMMUNITY STORIES

OUR NEW LOCATIONS

We have been working on new properties that will enhance our presence throughout the city. These are places where our staff and the people we support can thrive. Reimagined office spaces, day supports, and apartments for independent living, modernize how we do things.

Everything about our new locations are accessible and efficient. Both things that are key to all our properties, especially moving forward.

65 THE EAST MALL *Etobicoke*

This building was purchased with a vision of new, modern office space and accessible, open-concept space for community participation supports. It will bring many supports and services under the same roof in our west end location.

The new property has renovations that are almost complete, and the programs/services aim to be relocated by Fall/Winter 2020. Scheduling may delay due to the supply chain and the pandemic.

This location is a 12-minute bus ride from Kipling TTC station and is close to many restaurants and shops. It has many windows for natural light and ample parking space. The building is approximately 8,543 square feet and fully accessible. We can't wait to move in!

PROGRAM SPACE



135 MAIN STREET *Upper Beaches*

What was once an old bank at Gerrard and Main is now our new Foster Connections location. This newly renovated space is beautiful, with lots of natural light and big windows. It is also entirely accessible right down to inclusive washrooms.

With the streetcar right out front, the subway less than a five-minute walk away, and even a GO station down the road, we couldn't have dreamed of a better location.

The building has two sections. The first floor houses our programs, mainly our adult development program.

The staff on the second floor consists of independent living workers and adult protective service workers. This space also facilitates our ConnectABILITY.ca resource site. Lastly, there is a big meeting space/multipurpose room for anyone from the Community Living Toronto locations to use as a meeting space or for programming.

OFFICES

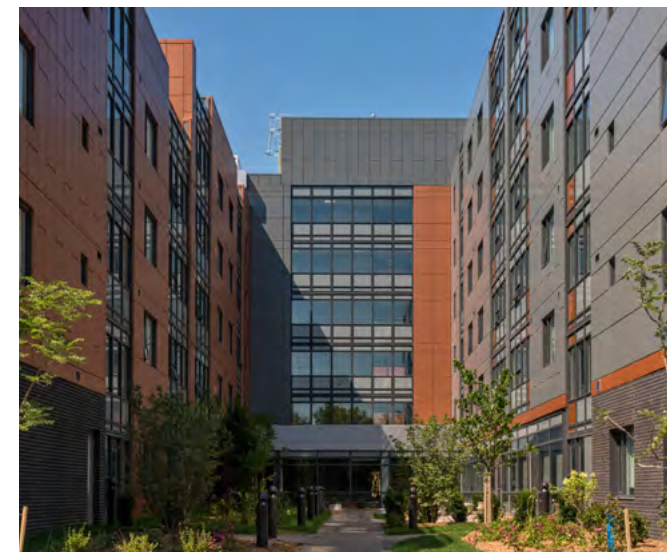
200 MADISON AVENUE *The Annex*

The apartments in Madison Avenue are brand new with all the modern features and are accessible. The building itself is gorgeous! It includes 2 rooftop gardens, a library, a bike room, a pet wash, and a beautiful community room with a projector set-up.

The great thing about these apartments is how central it is in the city. There are libraries, many museums, art galleries, theatres, parks, restaurants, and many grocery stores right in the neighbourhood! The TTC is also a 10-minute walk away or a short bus ride!

Many units are supported by CLTO staff to various degrees. Some people need support 24/7, and some don't. Just knowing that support staff is just down the hall brings great comfort to the individuals and their families.

RESIDENTIAL



COMMUNITY STORIES

EMPLOYMENT SUPPORTS

Since 1971, our Job Placement Services (Employment Supports) have been providing employers with hard-working, dependable, long-term employees.

We have an extensive pool of job seekers willing and ready to work, and our placement services are free for employers.

Employing a person with an intellectual disability helps provide a sense of pride, value, and self-esteem. We help connect business with employees that have the knowledge, skills, and abilities to match your needs.

We provide on the job training to ensure employer satisfaction, offer orientation and basic training, and on-going support for both employers and the new employee.

We provide effective working solutions to a variety of employment demands in a diverse range of fields including industrial maintenance, janitorial services, food services, retail, and general labour.

This year we had an annual target with the Ontario Disability Support Program (ODSP) to find job placements for 70 individuals. We are happy to announce we reached a total of 84 job placements!

During the COVID-19 lockdown, individuals continued to work at essential businesses such as Loblaws, Costco, and Metro. Canadian Tire has many individuals employed and is still asking us for more employees! IBM had to decrease their work sites at all locations during the lockdown, but our group of talented individuals maintained their hours 24/7.

Many people have been employed at such places like Shopify, Genuine Health, Sodexo, and Starbucks — to name a few. We also have successful employment in smaller businesses like law firms, dry cleaners, and restaurants!

If you would like more information about Job Placement services, you can contact:
jobplacement@cltoronto.ca

VOLUNTEER SERVICES

The Community Living Toronto family is large and diverse.

We all contribute to our mission and vision in different ways, using unique skills and abilities. Our Volunteers donate their gift of time. They help teach life skills, plan fundraisers, create community connections, help jump-start projects, lend a helping hand whenever someone needs it most, and so much more. This year our volunteer services focused on developing more community connections and modernizing the way our volunteers support us.

We want to extend a huge THANK YOU! Community Living Toronto wouldn't be the organization that it is today without our incredible, passionate, and loyal volunteers.

If you're looking to join our volunteer team or want more information, contact us: volunteers@cltoronto.ca.



COMMUNITY ROCKS POSTPONED TO 2021



**THEME
BEACH PARTY!**



FINANCIALS

April 1, 2019 to March 31, 2020



REVENUE (Millions)	2020		2019	
Ministry of Children, Community and Social Services	74.6	80%	75.0	69%
City of Toronto	3.0	3%	2.9	3%
United Way of Greater Toronto	1.2	1%	0.3	0%
Entrepreneurial ventures	1.4	2%	1.6	2%
User Fees, Recoveries, Amortization of Deferred contribution, Other	13.4	14%	11.8	11%
Gain on sale of capital assets	0.0	0%	16.6	15%
	93.6	100%	108.2	100%
EXPENSES (Millions)	2020		2019	
Salaries and benefit	63.9	65%	59.0	64% *
Purchased services	16.8	17%	15.1	17%
Occupancy costs	8.2	8%	9.2	10%
Supplies	5.8	6%	4.6	5%
Travel and transportation	2.0	2%	2.0	2%
Education and training	0.2	0%	0.6	1%
Other program costs	1.4	2%	1.3	1%
	98.3	100%	91.8	100%
Excess (deficiency) of revenue over expenses	\$(4.7)		\$16.4	

* One-time Pension expense of \$9.2M due to CAAT merger included in 2020

Approximately 1.2% of our annual organizational budget comes from fundraised dollars. In the 2019–20 fiscal year over \$1.13 million was donated by individuals, corporations, foundations, and service/religious organizations.

FINANCIAL REPORT

Fiscal 2019–2020

Over the course of the past fiscal year, Community Living Toronto (CLTO) worked hard to deliver maximum impact for the people we support while ensuring careful stewardship of the public and donated funds to which we are entrusted.

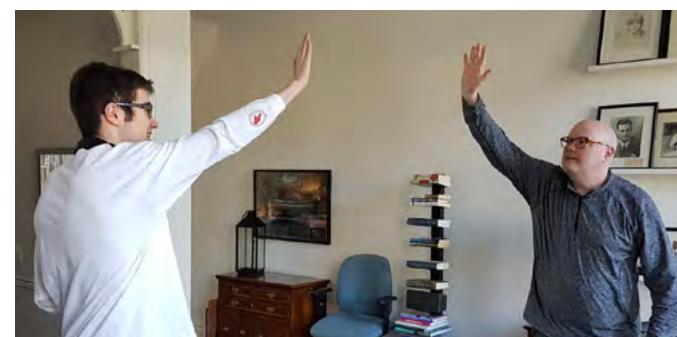
We are proud of the quality and quantity of the services and supports we have been able to provide.

For fiscal year 2019–2020, CLTO enjoyed total revenue of \$93.6 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, entrepreneurial ventures, and user fees. Our total expenses were \$97.6 million.

Fiscal year 2019–2020 was marked by two distinct phases — pre-COVID-19, and a short period near the end during which the global pandemic took hold. Despite the different nature of our work, our actions during both phases demonstrated our commitment to sustainable long-term finances while investing in the compassionate leadership and resilience for which we are known.

As with recent years, 2019–2020 saw no increase in our annual operating budget provided by our primary funder. We were continuously challenged by growing costs associated with addressing increasingly complex needs in our community as well as the decline in purchasing power of our fixed budget as other costs — hydro, property maintenance, etc. — have gone up.

CLTO received another year of stabilization funding from MCCSS in fiscal 2019–2020. This added \$1.7 million to our budget for the past year. Unlike our operating budget, this funding is fiscal in nature and cannot be included in future projections of our spending and financial position. Despite this limitation, this stabilization funding was a welcome addition to our budget and allowed CLTO to help stabilize our workforce and keep essential programs operating. As of this year, we already know that we will receive \$1.7 million in similarly structured stabilization funding for fiscal year 2020–2021.



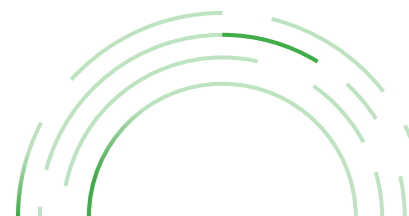
Having this certainty about our next fiscal cycle will help us maximize the impact of that government investment in building resilient services through the next phase of the COVID-19 pandemic.

Fiscal year 2019–2020 saw a major investment in the long-term health and sustainability of our pension offering through the merger of the CLTO plan with the Colleges of Applied Arts and Technology Pension Plan (CAAT Plan) effective October 1, 2019. This merger included transferring CLTO pension assets and liabilities to the CAAT Plan and regulatory approval from the Financial Services Regulatory Authority (FSRA) of Ontario. As of March 31, 2020, we are awaiting final regulatory approval from FSRA before transferring CLTO pension plan assets. While defined benefit pension plans like that offered by CLTO have become unaffordable for many organizations due to historically low interest rates and market volatility, this merger with the CAAT Plan will protect our ability to offer this important retirement security vehicle to our past, current, and future staff for generations to come.

Our financial statements show a significant \$4.7 million deficit in fiscal 2019–2020. This is due to the merger with the CAAT Plan and Canadian accounting standards for

not-for-profit organizations applied to the organization's financial statements rather than a structural deficit at CLTO. As part of this merger, CLTO entered into a Memorandum of Agreement (MOA) to affect the transfer of assets and liabilities from CLTO's pension plan to the CAAT Plan. As part of the MOA, CLTO is required to pay the agreed-upon Transfer Price of \$9.2 million to fund the quantified deficiency between the former CLTO plan and the CAAT Plan. This is the investment required to ensure the long-term sustainability of pensions at CLTO. Although the full amount was not payable last year, the full Transfer Price must be expensed in fiscal 2019–20 based on standard Chartered Professional Accountant practice guidelines. Based on these guidelines, we are showing a \$4.7 million deficit in fiscal 2019–2020. CLTO will settle the full Transfer Price over the course of a 10-year plan with CAAT to ensure the payments are affordable and will not affect operations and cash flow.

The COVID-19 pandemic defined the last few weeks of fiscal 2019–2020. Like every organization in Ontario, CLTO was suddenly impacted by increased costs and new demands on our budget, such as purchasing large quantities of Personal Protective Equipment and offering our staff extra shifts and wages to keep our residential programs safe.



We were fortunate that MCCSS quickly provided supplemental funding to the developmental services sector to help address these new realities. CLTO received \$0.2 million through this facility in fiscal 2019–2020.

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.

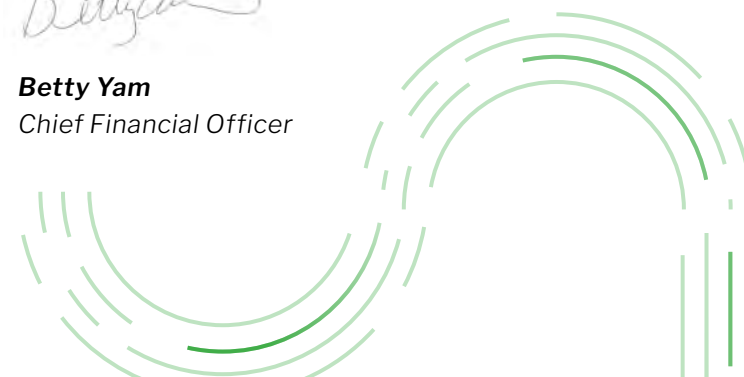
We thank you for your continued support through a successful but challenging year. The past few months have demonstrated the power of resilient communities in difficult times. Over the year ahead, your support will be essential as we continue to support vulnerable people through unprecedented times.





Michael Challes
Treasurer

Betty Yam
Chief Financial Officer





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CommunityLivingToronto.ca



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