

**RIISING TOGETHER**

# **A Journey of ADVOCACY and INCLUSION**



# WHAT'S INSIDE

**4** Our Commitment

**6** Strategic Achievements

**10** Our Programs and Services

**22** Year in Review

**30** By the Numbers

**35** Our Funding at Work

**38** What We Have Planned Next

**+** ...and more!

## WHO WE ARE

The “community living movement” began with families who wanted their children to live in the community, rather than institutions. Today, Community Living Toronto continues to advocate for full inclusion and belonging by providing opportunities for people with an intellectual disability to live the life they choose.



### 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

# HOW WE ARE ORGANIZED:

## Our Service Streams:

Supported Living

Community  
Participation Supports  
and Respite

Specialized Services

## Our Key Departments:

- ▶ **Community Engagement and Advocacy, Membership, and Volunteer**
- ▶ **Digital Services**  
(Previously Information Management)
- ▶ **Finance**
- ▶ **Human Resources**
- ▶ **Properties**
- ▶ **Quality and Risk**
- ▶ **Social Enterprise and Philanthropy**
- ▶ **Strategic Communications and Stakeholder Relations**

## FEATURE HIGHLIGHT



Nicole in front of a carnival booth

Nicole lives in one of our Supported Independent Living locations, a beautiful vertical community (a new high-rise building) and is eager to join the CLTO Influencers, a dynamic group of adults with intellectual disabilities that advocate for needed changes in the Developmental Services sector.

**Nicole** shares, “I would like to interact with new people and share my thoughts on various topics. My hope is that my experience with life in general can help others who may have difficulty expressing themselves. I want to lend my voice so positive change can happen.”

We work with those we support to advocate for our shared dream—a place where everyone belongs and everyone is valued.



# OUR COMMITMENT

## EQUITY, DIVERSITY, AND INCLUSION

Community Living Toronto is dedicated to actively building a culture of equity and inclusion, where diversity is not only welcomed but drives continuous learning, innovation, and meaningful connection.

Community Living Toronto aims for equity through the fair and respectful treatment of all people—staff and people served. This will be achieved through an intentional and respectful focus on, and recognition of, everyone’s unique qualities and attributes and the creation of inclusive environments where all people feel respected, accepted, and valued.

We believe that supporting and engaging diversity of age, gender identity, sexual orientation, physical or intellectual ability, ethnicity, religion, and Indigenous heritage is integral to the services we provide.

As an employer of choice, Community Living Toronto is committed to attracting and retaining a diverse workforce, building and strengthening partnerships, and fostering an environment free of discrimination and harassment.

We will work to ensure that the concepts of equity, diversity, and inclusion are understood, and barriers are eliminated, so that an EDI (equity, diversity, and inclusion) culture is reflected and celebrated throughout the organization.

### DEFINITIONS

**Intellectual Disability:** an impairment in cognitive function that affects areas of daily living, such as personal care, language skills, learning abilities and the capacity to live independently. It arises before adulthood and usually lasts throughout life.

**Equity:** the fair and equitable treatment of all people, while recognizing that people have different needs. Equity is in the design of our systems and processes, and it helps to uphold diversity and inclusion-related goals and actions. Equity is the process; equality is the result.



## FEATURE HIGHLIGHT



**Diversity:** physical and other characteristics that distinguish one person from another. These include, but are not limited to: gender, race, ethnicity, physical or intellectual ability, age, culture, ancestry, place of origin, citizenship, religious beliefs, family and marital status, learning styles, sexual orientation, gender identity, socioeconomic status, social perspectives, values, and beliefs.

**Inclusion:** speaks to the extent to which individuals and groups value, respect and embrace differences in knowledge, preferences and perspectives. An inclusive environment fosters respect for individuals, values them for who they are, and generates a level of supportive energy and commitment so that individuals have the opportunity to contribute, thrive, and meet their full potential.

When Julia, our Operation Department’s Executive Assistant volunteered to deliver the Land Acknowledgment at a recent CLTO leadership meeting, she wanted to do more than simply read from a script—she wanted to truly connect with the audience.

*“I have learnt that being an ally is about more than a label we give ourselves and more than just agreeing with various principles; it is about standing up and amplifying voices, even when it is uncomfortable,”* **Julia** shared.

Drawing from personal reflection and observation, Julia created a meaningful moment that encouraged everyone in attendance to pause and reflect. She displayed that allyship is active and ongoing, and she beautifully demonstrated how CLTO’s commitment to equity, diversity, and inclusion shows up in our everyday work.



*Julia, Executive Assistant, Operations Department*

# STRATEGIC ACHIEVEMENTS

Our Strategic Plan 2023–2028 lays our shared vision for the future and the key initiatives we focus on to strengthen the support we provide to people with intellectual disabilities, their families, caregivers, and each other. The key components of our Strategic Plan 2023–2028 include:

## OUR GOALS



**Put people we support first**



**Grow to meet increasing demand**



**Contribute to foster community**

## OUR INITIATIVES

Below is a snapshot of the number of projects that are aligned with our initiatives.



**16**

**Transform our program and service models**



**15**

**Modernize our business operations**



**11**

**Equip our workforce for the future**



**4**

**Embed equity, diversity, and inclusion**



**7**

**Advocate for what is important to us**

## OUR KEY ACCOMPLISHMENTS

We are proud of what we have achieved and inspired by what is still to come. Together, we have:

Redesigned our programs to provide more choice so people can belong to their communities including relocating services, offering more supportive living options, and expanding our employment programs.

Strengthened our partnerships in new markets to diversify our revenue sources, make better use of our spaces, and create innovative housing options for people with intellectual disabilities.

Modernized our business operations, improved our communications, administration, recruitment, retention, and project management, allowing us to better support people with intellectual disabilities and our staff, organization wide.

To learn more about our Strategic Plan 2023-2028, visit [cltoronto.ca/strategic-plan-2023-2028](https://cltoronto.ca/strategic-plan-2023-2028).

# A MESSAGE FROM OUR BOARD CHAIR AND CEO

This past year was about moving forward through challenge, change, and continued growth. Across the sector, we are seeing the pressures firsthand from growing wait lists, aging caregivers, and rising costs to support increasingly complex needs.

It has also been a year of great challenge in Ontario and across the country, and many of us have experienced pressures in own lives. At Community Living Toronto, we responded with focus and purpose, strengthening how we work and deepening how we support.

These steps reflect who we are: resilient, adaptive, and deeply committed to the people we support. With over **4,000** people with intellectual disabilities and their families relying on us, and **1,200** staff driving our vision, our focus remains clear: to ensure every person has the opportunity to thrive, with the right supports available at the right time.

We continued to evolve our Community Participation Supports model to better reflect the diverse interests of the people we support, we modernized employment programs to springboard more people into the workforce, partnered on innovative housing solutions, reinforced our financial foundation, and advanced organization-wide improvements to ensure long-term sustainability. This year, we also welcomed other agencies into our spaces as a step towards building stronger, more connected communities.

We are grateful to the Government of Ontario, City of Toronto, and the federal government as well as our many donors and supporters for the funding we received. This support helped ensure essential services remained available to people with intellectual disabilities and their families during this challenging time.

At Community Living Toronto, we know what it takes to provide meaningful opportunities and lifelong support which is why we joined the rest of Ontario's developmental services sector in advocating for funding that is sustainable and reflects the growing costs of providing supports. Without it, balancing our budget and maintaining financial health is at risk. Adequate funding is not just about sustainability. It is about dignity, choice, and ensuring that every person can live in the right place, with the right supports, at the right time. Throughout this report, you will read about the impact of these efforts in the stories of those who have flourished and in the moments that challenged us to make difficult, but necessary decisions to protect what matters most.



Our work is ongoing, and we remain grateful to the entire Community Living Toronto team who, despite the challenges, continues to find meaningful and innovative ways to support and advocate for the well-being of the people we support. Guided by our five-year strategic plan, and with the province's Journey to Belonging: Choice and Inclusion plan as a backdrop, we continue to take deliberate steps to future-proof our organization while staying firmly grounded in our mission.

This is all possible thanks to the trust and support of the people and families we support, our Board members and our community partners. Your commitment and passion inspire us every day. As we move forward, we are confident of growing stronger together, just as we have in the past, strengthening our impact, and continuing to advocate for a future where everyone belongs and is valued.

**Thank you for your support.**



A handwritten signature in black ink, reading "S. Gawur".

**Stephanie Gawur**  
*Board Chair*



A handwritten signature in black ink, reading "B. Saunders".

**Brad Saunders**  
*Chief Executive Officer*

# OUR PROGRAMS AND SERVICES

## A home filled with renewed friendships



*Jonathan and a friend at a local event.*

Jonathan joined Community Living Toronto at the age of 22 when his family moved from Windsor, Ontario, to Toronto. He is an outgoing and friendly person, diagnosed with fetal alcohol spectrum disorder.

Jonathan began his journey living with housemates in a group home. *“We felt that Jonathan would benefit from the Group Living program. He enjoys videogames, movies, and going to shows. So, we thought having roommates with similar interests that he could do these things which would help make him feel settled,”* shared Jonathan’s father, **Wesley**.

Nine years ago, at the age of 32, Jonathan moved so he could focus on building his independent living skills and continued to grow and flourish with the freedom it provided him with. He has support with daily living tasks like grocery shopping or medical appointments but enjoys doing many things on his own, like cooking.

Supported Living empowers over **800 adults** to live independently as members of their communities. It helps people aged 18 and older make informed choices about their life goals—such as where and with whom they live. It supports people to move into a home of their own, creating a sense of pride and belonging.

Jonathan continues to thrive in his Supported Independent Living arrangement and this year he was fortunate to make the move to a new apartment at Mirvish Village. This is a pedestrian-oriented, 100 per cent rental community built on the former site of Honest Ed’s at Bathurst and Bloor. Community Living Toronto supports up to **14** people across **12** suites, located within this vibrant vertical community. The suites include a mix of studio, one bedroom, and two-bedroom units.

Construction at Mirvish Village is not complete yet, but **Jonathan** has been impressed with the building and suite so far, sharing, *“I like it here. It is a nice bachelor apartment where I can be independent and have time to be by myself. I can’t wait for the weightroom and rooftop pool to open.”*

Although Jonathan lives alone, he is surrounded by familiar faces. Acquaintances supported by Community Living Toronto have moved in nearby, rekindling old friendships and bringing a sense of community to the building's hallways.



*Jonathan exploring his neighbourhood*

Mirvish Village provides us with another inclusive lifestyle experience. Its centralized location and accessibility to numerous entertainment options has bolstered an increase in community engagement among the people we support. New friendships have formed, and it is now common for several people to venture out as a group, taking advantage of the many activities the neighbourhood and city have to offer.

*"I am really grateful to the entire team that has supported Jonathan's transition to this new home. It is so much better than what he had before and we feel very fortunate,"* concluded **Wesley**, Jonathan's father.

## ***'It gave me the reassurance that my child's needs would be addressed': Vera recalls her experience with Early Childhood Services***

Vera, a mother of a lively 6-year-old son, arrived in Canada with her family in 2021. After settling into their new life, she soon realized that her son's energetic and curious nature needed more support than a typical daycare could provide. Teachers began to share concerns—he wasn't responding well, and Vera's worry deepened. It became clear that his needs weren't being met in his current environment.

It wasn't long before Vera discovered Early Childhood Services at Community Living Toronto.

Vera's family was introduced to a CLTO Early Childhood Resource Consultant, which is funded by the City of Toronto under the 'Every Child Belongs Model'. In addition to City of Toronto staff, **19 community agencies** are part of this model.

One of the first steps was an intake interview, a phone call that Vera describes as deeply meaningful. *“It was a moment that gave me hope and confidence,” Vera recalls. “I felt truly understood. It gave me the reassurance that my child’s needs would be addressed.”*

Chelsea, a kind and thoughtful Early Childhood Resource Consultant, was instrumental in helping Vera’s son. She didn’t just offer advice on how to manage his behaviours but also provided emotional support for Vera. *“More than the concrete steps to help my child’s teacher, it was the emotional support that Chelsea offered,” Vera says. “It made a world of difference. It’s what helped me keep going – to work tirelessly and support my child’s needs.”*

Looking back, **Vera** reflects on the impact Early Childhood Services had on her family. *“It’s not just the expertise or the practical advice that mattered,” she says. “It’s the incredible compassion and dedication that made the difference. Chelsea wasn’t just there to help my son; she helped us all as a family.”*

Vera’s son is now thriving at his daycare, with Chelsea’s help, and a tailored support plan to match his unique needs.

Early Childhood Resource Consultants work closely with licensed childcare centres to build staff capacity as well as provide coaching, modeling, and support that help children succeed in different spaces.

Last year alone, the program saw **582 children** receive direct support, **83 children** receive support from a behavioural consultant, and **625 staff** in daycare centres supported through training.





## Cedar strengthens his connection to his Indigenous roots

After moving to Toronto from British Columbia, Cedar was having a hard time finding a job that matched his skills. As a young adult with a learning disability and autism, he found himself taking on seasonal work with no real goal or direction.

In June 2024, Cedar turned to **MyJobMatch** a service for employers, job seekers with disabilities, and employment support professionals to come together to track, match, and secure meaningful job opportunities. Since launching in 2022, over **600 jobs** have been posted to the platform, **649 employers** and **20 disability focused organizations** have joined, and **341 job seekers** have created accounts. Learn more by visiting: [myjobmatch.ca](https://myjobmatch.ca)

*“Cedar shared with us his passion for cooking and connection to his Indigenous community. We knew right away that we needed to tap into those passions and help him find work that mattered to him,” shared Nick, Manager, Employment Services.*

Cedar graduated from a culinary program at a community college in B.C. and wanted to apply those skills. Cedar’s employment goals were thoroughly discussed, and the **MyJobMatch** team actively collaborated with him to explore various options and secure available employment opportunities. In just a few months, Cedar completed every course available to him, including earning his Food Handlers Certificate and completing training in customer service, health and safety, and on-the-job training

at one of Community Living Toronto’s social enterprises.

When an opportunity came up on the MyJobMatch platform with the Native Canadian Centre of Toronto he jumped at the chance. Cedar was selected as a successful candidate and remains employed there today. As a proud member of the kitchen area, assisting with meal prep, cooking, and meal clean up, Cedar is truly in his element.

***“Cedar is ambitious, hardworking, friendly, and outgoing. He has taken the experiences and skills he has learnt and transferred them to working at the Centre,”***  
continued Nick.

Like Cedar, many others deserve every opportunity available to them, and we are committed to advocating to ensure that happens. This includes reimagining what employment is and the experiences that come with it. We need to recognize the uniqueness of each person’s employment journey.

Reflecting on his new job at the Native Canadian Centre of Toronto, **Cedar** shared, *“I like working in the kitchen and getting paid but what I like most is the connection to my Indigenous community.”*

## It's Better at the Lake: A Year at Shadow Lake Centre

Each summer, Shadow Lake Centre transforms into a lively home away from home for **447** guests and around **100** dedicated staff members. Our self-directed summer camp allows campers to choose their own activities, ensuring a personalized adventure for everyone.

### Celebrating Campers and Families

At Shadow Lake Centre, the voices of our campers and their families speak volumes about the impact of our programs. Families consistently share how the camp has become a place of joy, growth, and connection for their loved ones. On the right are two heartfelt testimonials that reflect the spirit of Shadow Lake Centre and the dedication of our staff.



Duwindee (third from the left) and friends at camp.

*“Our **24-year-old** daughter, Duwindee, who has autism, attended Shadow Lake Centre’s camp for the first time during Summer 2024, and we couldn’t be more pleased with the experience she had. From the moment she arrived, the staff made her feel welcome. She had an absolutely wonderful time.*

*Each day was well-planned and filled with activities like arts and crafts, swimming, team games, nature walks, campfires, and more. They administered her daily medication and helped her to communicate with us when she needed. During her longer stay, her camp counsellor even helped her with laundry, which was a big support for her. At the end of the stay, we received a diary and collection of crafts and photos showing everything she had done—it was such a thoughtful touch and joy to see.*

***As parents of a daughter with special needs, our number one priority is her safety. We can confidently say it was incredibly comforting to know she was in such a safe, caring and supportive environment.***

*It clearly had a big impact on her. Not only did she come home with happy memories and smiles, but she immediately asked us to register her for the fall and winter camps as well.*

*We only wish we had discovered this amazing place sooner. Big Thank you to the entire team at Shadow Lake.”*

**– Srinika and Chanura,  
Duwindee’s Parents**

*“Shadow Lake Centre has always been one of our daughters, Joanna’s favourite place to visit and stay overnight. It’s a place where you can really feel the calmness and beauty of nature. Joanna enjoys and always looks forward to Shadow Lake to meet her friends and enjoys the activities they prepare. Aside from the place—one thing that Joanna and our family love about Shadow Lake is their staff. They are very professional, friendly, caring, helpful and accommodating to their guests’ needs. I guess that’s also the reason why Joanna keeps on coming back to Shadow Lake because Joanna feels the warmth from the staff and considers them her extended family. We are very thankful to the staff for their continued support not only to Joanna but for our family.”*

**– Virginette and Reggie,  
Joanna’s Parents**

Shadow Lake Centre remains committed to fostering a welcoming space where every camper can feel at home, build friendships, and create memories that last a lifetime.



*Joanna enjoying indoor activities at Shadow Lake Centre*



## Ian and Philip: A friendship spanning 25 years

Ian and Philip's friendship is one of those rare, heartwarming connections that seems to have always been meant to be. It's a story that spans over 25 years, beginning with a shared vision of independence and blossoming into a bond that has weathered the ups and downs of life, laughter, and growth.

It all began in 1999 when Ian, eager for independence, made the decision to move out at 26. His older brother had moved out, and Ian, with the support of his family, felt it was time for him to carve out his own path. He had a job in a factory and the skills needed to live independently. Ian knew how to cook, use public transportation, and manage his finances. His family had worked hard to help him develop these life skills.

Soon, they found themselves part of a community of families all advocating for their children to live independently. The group was part of a larger initiative, one that would eventually bring Ian to Community Living Toronto.

During this same time Philip, at 45, was looking for a new roommate to share his apartment. He was also working in a factory (where he would end up devoting 37 years). His direct support professional, Aaron, suggested he meet Ian. The moment Philip walked into Ian's family home and the two chatted, it was clear they had hit it off.

Ian and Philip became roommates and moved in together shortly after that first meeting. They were living in a two-bedroom apartment for 16 years before moving to the home they live in now, where they have spent the past 8 years.

Philip's parents, Pat and Charlie, provided essential support to both Ian and Philip. Today, that support continues through Philip's sister and brothers, who, along with Ian's parents, Linda and Ken, play an active role in helping the two men navigate the challenges of independent living.

*"They balance each other off in beautiful ways. Philip is the extrovert (loves music and exploring the city) while Ian is the introvert (loves games and puzzles). They take turns cooking and cleaning up. Ian is good with finances and Philip keeps them active socially,"* shared Ian's mom, **Linda**.



*Ian and Philip dressed up at a formal dinner*



While Ian's parents are grateful for every staff member from Community Living Toronto, there is one who stood out. **Linda** explained, "They had the same direct support professional for all 16 years that they were in their first apartment. Aaron was incredible at helping Ian and Philip manage major transitions, from moving apartments to adjusting to new living situations. To this day, he still connects with all of us and attends our family functions as a member of our extended family."

The support from Community Living Toronto has been a constant over the years in Ian and Philip's lives—whether it was job coaching before or now helping them with medical appointments, checking in on their finances, or simply being there when life takes an unexpected turn.

**"I remember doing a dream board early on with Ian. The Community Living Toronto team put paper up on the wall with a cloud and rainbow, the cloud was his dreams, and the rainbow showed all levels of support. Ian shared things that he would have never shared otherwise,"** continued **Linda**.



Ian in front of his dream board

The dream board remained up in Ian's room for years afterward; his family and the Community Living Toronto team continue to help him to achieve his goals. One of Ian's dreams was to live in a home with a laundry machine on the same floor and have access to all his favorite things.

The two men, now retired, live in an apartment on the ground floor across from public transit that takes them to anywhere they want to go, and laundry is just down the hall. They enjoy exploring the city together even though they have vastly different interests. They both also maintain close relationships with their families.

Bonded by a dream of independence that blossomed from friendship to family, Ian and Philip's story continues and the next chapter promises to be something remarkable.

## Community Living Toronto as an Anchor Agency for United Way of Greater Toronto

United Way counts on its Anchor Agencies as central to delivering its mission. As an Anchor Agency for United Way Greater Toronto (UWGT), Community Living Toronto is recognized as a trusted, long-term partner in advancing efforts to reduce poverty and create strong, inclusive communities across Toronto, Peel, and York Region. Anchor Agencies are leaders in the nonprofit sector, known for strong governance, solid financial management, proven results, and deep community connections within the communities they serve.



As an anchor agency, CLTO receives multi-year funding, allowing for more effective program funding and delivery. But our partnership with United Way goes beyond funding—we are also a strategic partner working together on broader community initiatives, advocacy efforts, and system-level change to create lasting impact.

**Some of the work that we carry out at Community Living Toronto is made possible through our valued partnership with United Way Greater Toronto, supported directly by our Anchor Agency agreement.**

“Dad’s Supporting Dads” is a new program, created in response to our long-standing success of “Moms Supporting Moms”. Recognizing that fathers also benefit from connection and community, this program helps dads tackle the challenges of balancing parenting, work, and personal life through peer-led groups and interactive workshops. We aim to create a safe space for dads to share experiences,

build connections, and strengthen their role in their families. Sessions focus on practical topics like parenting strategies, mental health, and self-care, while fostering personal growth and emotional resilience. We aim to empower dads, strengthen family dynamics, and contribute to healthier, more engaged communities through deeper involvement in their children’s lives.

For the first time, our Community Engagement Team was invited to be a part of the “**Level Up Career Fair**”. This was attended by over **12,000 high school students** over three action-packed days, making it one of our most engaging career fairs to date. The event was designed to connect high school students with a wide range of career pathways. Since Developmental Services is often overlooked, we were able to bring it to the forefront and engage directly with youth considering their future career path. We used our inclusion game, **Spinclusion**, to draw students in while sparking meaningful conversations.



*Meet the CLTO Influencers: Advocates. Leaders. Creating Positive Change.*

## CLTO Influencers

CLTO Influencers is a passionate group of self-advocates dedicated to promoting disability rights, creating positive change, and raising awareness about the challenges faced by people with different abilities. They also champion issues related to Equity, Diversity, and Inclusion (EDI). This group uses every medium available to them but is particularly active on social media and by delivering presentations to deliver their message. They have seen great success in their social media posts and presentations and are always well received—with high social media engagement rates. They have grown their online presence to over **15,000 followers**, amplifying their message and reaching a wider audience. Through every opportunity, the CLTO Influencers engage with the community, challenge misconceptions, and advocate for a more inclusive and equitable society. Their work is not only raising awareness, but they also empower other self-advocates and allies to join the movement for social justice and human rights for all.

## Project SEARCH Toronto: Empowering Through Employment

Project SEARCH Toronto is thrilled to announce a three-year funding renewal from United Way Greater Toronto, ensuring the program's continuation from April 2025 to March 2028. This renewal marks a significant milestone as Project SEARCH enters its sixth year of transforming lives through meaningful employment opportunities.

Project SEARCH Toronto is a collaborative effort involving several key partners:

- ▶ Community Living Toronto
- ▶ Holland Bloorview Kids Rehabilitation Hospital
- ▶ Toronto District School Board
- ▶ University Health Network (UHN)
- ▶ United Way Greater Toronto

The program's success is evident in the employment outcomes for graduates. Public reporting nine months after graduation (data as of March 2024 for the years 2019 - 2020 to 2022-2023) shows that **81 per cent of graduates are employed**. Graduates have found work in various sectors, including retail, hospitality, manufacturing, and childcare. The average wage earned is about **\$1-\$3 above Ontario's minimum wage**.



### Local Leader

This past year, Community Living Toronto was honoured as a Local Leader, a recognition typically reserved for large corporations with big campaigns. Being recognized by United Way Greater Toronto (UWGT) signifies our exceptional commitment and leadership in the community. Our outstanding fundraising efforts through the annual fall employee campaign has made a significant impact, contributing substantial financial support to United Way.

We actively participate in advocacy efforts like the Speakers Bureau, run engaging and successful employee fundraising campaigns, and mobilize colleagues to donate, volunteer, advocate, and support work that addresses urgent needs and drives long-term systemic change. Being honoured as a Local Leader for our 2024 Campaign and receiving public acknowledgment from UWGT, including inclusion in the annual Local Leaders List and features on UWGT's social media platforms, is a privilege. We are excited for the 2025 upcoming campaign.



*“Through a variety of events and our generous employee contributions, Community Living Toronto raises approximately **\$50,000** for United Way of Greater Toronto each year,” says, **Angela Bradley**, Senior Director, Social Enterprise and Philanthropy.*

### FEATURE HIGHLIGHT

**Bruce**, a participant of Dad's Supporting Dad's group said, *“I enjoy the opportunity to share what I have learnt and experienced to get my son to independent adulthood (along with the incredible job my wife has done). Talking to guys is just different than speaking to a mixed group and I enjoy the fact that I can be a resource for other fathers. It's a casual, low-pressure environment so it's a nice hangout for people with a particular thing in common.”*





## Community Participation Supports

Over the past few years, we reimagined our community participation supports program so that participants from the community and our Supported Living homes can select a wide variety of options that suit their lifestyles and interests.

By putting people first and providing choices about how they want to access their community, our teams can be more creative in how we support people to achieve their goals. Over **700** people now have better support to access their community from 7 locations across the city, including funded and fee for service programming.

*“We continue to gather insights from the people we support and are enhancing and improving our spaces and programs based on the change people want to see. We are so grateful for the passion and dedication of our entire staff team who made this transition possible,”* shared **Heather Dunn**, Senior Program Manager, Community Participation Supports and Respite.



# YEAR IN REVIEW

## Advocating for belonging

More than **50,000** adults with intellectual disabilities are currently waiting for services. This reinforces the need for stronger support systems and policies that enable meaningful participation in society. Together with our partners and sector organizations, this year we continued to advocate for critical support needed to ensure people have a home, a job, and a community they can belong to.

### Addressing the housing crisis

Our sector is providing housing for **5 per cent fewer people** than we did in 2018, while the waitlist has grown by **55 per cent**. This has resulted in many people with intellectual disabilities experiencing homelessness, in unstable housing situations, or living at home with aging caregivers who can no longer provide the support needed. One of the ways we advocated for a solution was through a news conference on January 16, 2025, in partnership with Community Living Ontario and Ontario Agencies Supporting Individuals with Special Needs (OASIS), that urged support for our sector to local media; it was picked up by several news outlets who shared our concerns broadly.

### Advancing Policy Change

*"Inclusion takes work. That's why CLTO focuses so much on advocacy- ensuring the voices of people we support, and those waiting for support are heard by our elected decision makers. Brick by brick, we're building the future where everyone belongs, and where everyone is valued,"* says **James Janeiro**, Chair of community Living Toronto Government Relations Committee.

We also joined a coalition of organizations in the sector to co-host the Provincial Candidate Debate on Disability Issues on February 19, 2025.



Over **500 people attended** the hybrid event, with many organizations participating in discussions that gave the community an opportunity to share their experiences and priorities directly with political representatives. The coalition of disability organizations included the **AODA Alliance, ARCH Disability Law Centre, Autism Ontario, Canadian Centre for Caregiving Excellence, Centre for Independent Living in Toronto, CNIB, Community Living Ontario, Community Living Toronto, Holland Bloorview Kids Rehabilitation Hospital, OASIS, Ontario Autism Coalition, and Reena.**

### Driving systemic change together

Each year, approximately **3,000 more people** apply for developmental services yet only **one-third** are approved. These services help teach basic life skills, provide community participation, and ensure families receive much needed respite. One of the ways we advocated for the necessary system changes was by co-hosting our annual Community Living Day at the Legislature with Community Living Ontario, which took place on May 8, 2024. Throughout the day, we met with members of the provincial parliament, attended the Question Period, and hosted an evening reception. These conversations provided an opportunity to highlight the challenges our sector faces and to propose meaningful, concrete solutions.

### FEATURE HIGHLIGHT

At the Provincial Candidate Debate, **David Lepofsky**, disability advocate and chair of the Accessibility for Ontarians with Disabilities Act (AODA) Alliance shared, “**More than 2.9 million** Ontarians now have a disability, and all other Ontarians are bound to get one as they age – and far too many are being left behind... Ontario is still not accessible, contrary to the legislated 2025 deadline, which the AODA imposed.” The Accessible Ontario Pledge, which David and others are advocating for, lays out a comprehensive 10-point plan and specific deadlines for the government to put in place to achieve the accessible province.



*David Lepofsky, disability advocate and chair of the Accessibility for Ontarians with Disabilities Act Alliance*



## A connection to community

We are committed to building a sense of community—one where the people we support, along with their families and caregivers, feel a true sense of belonging. We actively seek input from all parts of our organization to inform decisions on meaningful engagement opportunities and to help us measure our impact. Whether through family surveys, direct messages on social media and email, and by in person events, we ensure that feedback is clearly connected to our mission, vision, goals, and actions.

**Some of the community engagement opportunities we continue to build include:**

The **Family and Friends Updates** began during the pandemic to keep people supported and their families informed during a time of constant change. What started to share important updates on programs and services quickly evolved into a space for deeper connection. These webinars now provide a platform where families, staff, and the broader community come together to celebrate milestones and to stay informed on topics such as housing, employment, new programs, organizational updates, and advocacy efforts. This is also a place where questions from families and friends are asked, heard, and answered.

In a 2024 survey, **86 per cent** of participants found these webinars valuable and expressed interest in ongoing insights into the organization's work. Beyond just information-sharing, these sessions have fostered a sense of belonging, with personal stories and experiences shared by guests in our Community Unplugged segments. With **8 live webinars** and over **1,035 views** of the recordings, the Family and Friends Updates continue to be a meaningful and impactful part of CLTO's connection with its community.





Launched on July 10, 2024, the **Community Chats podcast** shares stories and insights from the heart of our community. The podcast aims to expand the organization's reach, engage with stakeholders, and foster connections through meaningful conversations on success stories, challenges, and sector developments.

The podcast's episodes feature a diverse range of guests and perspectives promoting a sense of belonging and creating an inclusive space for storytelling and advocacy.

As of March 3, 2025, Community Chats has gained **1,544 downloads** across all platforms. The first season ended on November 30, 2024, with **12 episodes**, and Season two began on December 15, 2024, with **8 episodes** released by March 30, 2025.



The **Community Engagement Speaker Series** monthly webinar highlights different topics of interest, providing information to the people we support, their families, and the broader community. It is a safe space to ask questions related to personal experience and get supportive answers directly from professionals in the field. Anywhere from **5 to 50 people** attend each webinar from September to June and new topics are always encouraged.

We are proud of the interactive, fun, and inclusive programs we offer and the connection they create for everyone part of our community.

*"At Community Living Toronto, we are committed to building a community where everyone belongs. That starts with listening intently to staff, families and their support networks, and the people we support and using those insights to shape our communication and engagement programs. It's how we build trust, invite participation, and create spaces where people can see themselves reflected in our work. Whether we are sharing stories that celebrate people, highlight progress or advocate for the sector, it's how we stay connected and continue to learn from one another,"* says **Petronilla Ndebele**, Director, Strategic Communications and Stakeholder Relations.

## What our team brought to life this year

We are proud of our accomplishments over the past year. Our success reflects our team's continued dedication and commitment to those we serve.

*Despite the challenges of the past year, Community Living Toronto has demonstrated resilience, adaptability, and an unwavering commitment to the people in service. The heart of the work in the Developmental Services Sector is compassion, advocacy and inclusion—this means always putting people first.*

– Rosemarie Alegbe, Program Manager, Supported Living



### Expanding employment supports with MyJobMatch

This year, we focused on growth both in the number of organizations participating in the program and job seekers we are supporting—seeing a **32.5 per cent** increase in job seekers supported and a **31.25 per cent** increase in organizations participating. We also made enhancements with in-platform communications and additional fields to better refine job matching.

### IT support services collaboration with Pathways to Independence

This year, we launched a project that we started planning 10 years ago, which will allow us to further invest, grow, and leverage our digital services in more ways. Last year, we began a collaboration with Pathways to Independence, in Belleville Ontario, to provide IT services to their organization. This spring, we will begin to market this offer to the broader Developmental Services sector so that other agencies can benefit from the solution, and we can continue to develop our community partnerships.





## Advancing our learning journey

As part of our commitment to fostering a more inclusive and equitable future, CLTO's Leadership Council participated in the four Seasons of Indigenous Learning, a journey through the University of Alberta, designed to deepen understanding of Indigenous histories, perspectives, and the responsibilities we hold in reconciliation. We also engaged in *Allyship 101*, an eight-part webinar series led by the Pride Collective, one of our Employee Resources Group, covering key topics such as gender diversity, unconscious bias, and allyship.

## Increasing the efficiency of our workforce

We strengthened our hiring processes and policies to further improve our recruitment efforts. A team of dedicated supervisors worked closely with our Talent Acquisition team to fill positions based on program needs, filling **119 vacancies** in our Supported Living service stream since the beginning of this project. By prioritizing the use of our own staff wherever possible, we help make sure people get more consistent support and a better overall experience, fostering stronger relationships and more consistent care.

## Becoming a more effective and accountable organization

This year, Community Living Toronto began using a new approach called Benefits Realization as part of our organizational strategy. Instead of just marking tasks as complete, we are now also looking at the real results those tasks bring. We have added a way to track these outcomes in our monthly reports. This helps us better understand which projects are making a difference for the people we support and improve experiences for our staff. It also allows us to quickly see what is working well and where we need to make changes.



## Celebrating food, culture, and community

In celebration of our ongoing commitment to Equity, Diversity, and Inclusion (EDI), we created a cookbook filled with recipes shared by our staff, dishes that bring back memories of home and the traditions that shape us. Each recipe tells a story, reflecting the diverse cultures within our community. Available at all our locations, this cookbook will continue to inspire storytelling, connection, and the celebration of food as a source of comfort, belonging, and inclusion.



## Strengthening connection and engagement from the inside out

We are fostering a more engaged and aligned workforce by embedding internal communications at the heart of our organizational culture. With the introduction of our first dedicated internal communications strategy developed through rigorous research and planning, we are shifting from simply sharing updates to cultivating connection, recognition, and purpose. By prioritizing what matters most to our teams, we are creating an environment where employees feel heard, valued, and motivated, empowering them to bring their best to their work. These efforts are helping us foster a workforce that is well-informed, inspired, and empowered to support Community Living Toronto's vision of fostering inclusive communities.

## Strengthening our sense of belonging in the community

Our Community Neighbourhood Network (CNN), a collaboration consisting of **12 team members** from the Community Participation Supports and Supported Living service streams, helped to create a new way of providing and accessing community support through education, information sharing, and resources. CNN is helping to transition our Supported Living program to a holistic 24/7 support model. With this new model, people who reside in a CLTO Supported Living arrangement can engage in activities in their homes, neighbourhoods, and access community-based programs as well as make choices based on their interests and lifestyles. It puts the people we support in control of their own community participation.



## Expanding our creative community-based programs

When the lease of our Creative Village Studio location expired in 2024, we took the opportunity to relocate and reflect on how we could offer the program in even more locations across the GTA. Creative Village Studio serves as a catalyst for creativity, bringing together artists who showcase their talents while fostering a sense of unity and pride. In 2025, we successfully relocated the studio and opened three satellite art programs in various locations across the GTA.





## Soaring to new philanthropic heights

Our fundraising efforts continue to build momentum with successful events and strong community support. A standout moment was the May 2024 Lightshow, an art show and sale that raised **\$69K**, for our LIGHTS program, involving **50 Canadian artists** and drawing **200 attendees**. We also partnered with Corbrook Awakening Abilities for our End of Summer Golf Tournament, which raised a remarkable **\$125K** with **120 golfers** participating.

## Launching financial compliance training

Designed to refresh all staff on financial compliance requirements and relevant policies, this training consolidated key information from multiple policies into one accessible location. This training helps staff feel more confident and informed by simplifying access to financial policies, reducing errors, and saving time—while also supporting professional growth and organizational accountability.

## Successful Settlement of Collective Agreement (2024-2026)

We want our staff team to feel valued for their contributions, and compensation is an important part of that.

Our new collective agreement saw adjustments in both pay and benefits for our union employees that were extended to our non-union employees as well. This has set a clear framework to ensure we are an even healthier and more productive organization.

# BY THE NUMBERS

## Our impact at a glance

People Supported

4,000+

Full time Staff

978

Part time Staff

249

Community Offices  
and Program Sites

7

Years  
of service

76

Student  
Placements

70

## SUPPORTED LIVING

In 2024–2025, CLTO continued to provide a range of inclusive housing and support options that empower people with intellectual disabilities to live with dignity, independence, and connection. Through our Supported Living programs, we helped people find not just a place to live—but a place to belong.

Here's how many people we helped this year—and the impact we made together:

Group living

348

Lifeshare

15

LIGHTS Families

Seeking advisory services

51

Individualized  
supports

33

Specialized  
resource homes

6

Receiving funding

36

Supported  
Independent  
Living

162

Clustered supports  
(Supported living locations,  
shared support staff)

127

LIGHTS number of people  
helped reach their goal of  
independent living

107

## COMMUNITY PARTICIPATION SUPPORTS

In 2024–2025, the people we support, took part in meaningful, inclusive experiences that reflected their interests, built their skills, and deepened their connections to community life. These programs included both in-person and virtual sessions, offering over 200 unique experiences ranging from 1 to 5 hours in length. Participants could build flexible, personalized schedules of up to 15 hours per week, with options for hybrid participation and multi-location engagement. Through Community Participation Supports, people explored new opportunities, strengthened relationships, and shaped their own paths to personal growth and belonging.

Here is how many people we had the privilege to support—and the impact they created in their communities:

Community Participation Supports total (include centre-based and community-based)

672

Locations across the Greater Toronto Area

7

Virtual supports

49



## RESPITE

In 2024–2025, people we support, and their families/caregivers turned to our Respite programs for meaningful, inclusive experiences that nurtured personal growth, community connection, and well-being. Whether exploring new interests, building skills, or simply taking a break, people shaped their own journeys with support that respected their choices.

Here’s how many people we supported through Repsite:

Adult respite

59

Children’s respite

46

Safe Bed

1

Treatment, Research & Education for Autism and Developmental Disorders (TRE-ADD) respite home

19

Children’s respite ASD (Ennerdale)

47

West End After School Respite Program

5

Tri-Region Respite Initiative

21



# MEMBERSHIP (2024-2025)

In 2024-2025, our members continued to be the heart of CLTO—advocating for inclusion, championing rights, and shaping the future of developmental services. Each member brings a unique voice and a shared commitment to building a more equitable and connected community.



Here is a look at the strength of our membership—and the collective impact we made together:

Total number of volunteers	Moms Supporting Moms
353	35
Total number of volunteer hours	Moms Retreat
9,698	30
Membership	Dads Supporting Dads
522	15

# EDUCATION

In 2024-2025, our education initiatives empowered people with intellectual disabilities, families, and educators with knowledge, tools, and confidence to support inclusion and self-determination. From skill-building workshops to community training and advocacy education, learning remained at the heart of our mission.

Here is how many people engaged with our education programs—and how learning helped drive change:

High School Outreach: Teaching Person-Directed Planning	On-campus Postsecondary Experience Network (IOPEN):
1	6



## SPECIALIZED SERVICES

In 2024–2025, people and families accessed personalized clinical supports designed to enhance well-being, promote independence, and respond to diverse and evolving needs. CLTO’s Specialized Services focused on optimizing quality of life—one person, one plan, one success at a time.

Here’s how many people we supported through Specialized Services—and the difference it made in their lives:



## EMPLOYMENT

In 2024–2025, the people we support, pursued meaningful employment opportunities that reflected their strengths, interests, and goals. Through CLTO’s Employment Services, people gained skills, built confidence, and contributed their talents to inclusive workplaces across the community.

Here’s how many people we supported on their employment journeys:



## DIGITAL PRODUCTS

In 2024–2025, we continued to co-develop innovative digital tools in partnership with the Government of Ontario, people with intellectual disabilities, families, and service providers. These products empower Ontarians with accessible information, practical resources, and user-friendly technology that supports informed decision-making and greater independence.

**Here's how many people accessed and benefited from our digital products—and the reach of these tools across the province:**

Connect**ABILITY.ca**

**15,122**  
monthly visitors

**174,691**  
yearly visitors

 **MyCommunityHub**

Registrants:

**7,258**

 **MyDirectPlan**

Registrants:

**18,623**

## FEATURE HIGHLIGHT

**At CLTO we welcomed 353 volunteers this year, which includes people with lived experience. We empower people, like Olive, to be part of their community to help promote belonging and inclusion.**

We provide Olive with the support she needs to do what she loves—devoting her time to many places such as the Foster's Clubhouse food bank and Toronto Community Housing.

*“Seeing people that need us and helping them with finding food to eat, a warm jacket, or warm socks are the things that move me to want to do this type of work,”* shared **Olive**.

At our 2024 Leaders in Philanthropy Awards, Olive was the proud recipient of our Ken “Sam” Samler Award for her volunteer work to amplify the voices of people with lived experience. This was the first time she was publicly recognized for her volunteerism, which filled her with immense pride.



*Olive accepting their award at Leaders and Philanthropy.*

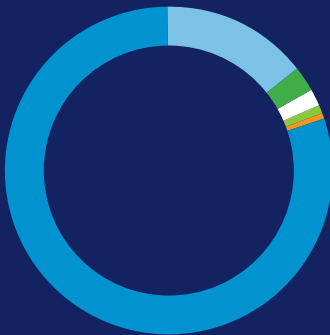
# OUR FUNDING AT WORK

As a part of our commitment to being open, transparent, and accountable to our community the following information summarizes our financial results for the fiscal year ended March 31, 2025.

	2025		2024	
Total Assets	53.0 M		52.4 M	
Total Liabilities	30.8 M		30.7 M	
Total Revenue	113.0 M		114.0 M	
Total Expenses	112.6 M		115.5 M	
Administrative cost on every dollar received	7.44%		8.78%	
<b>REVENUE</b> (Millions)	<b>2025</b>		<b>2024</b>	
Ministry of Children, Community and Social Services	90.5	80.1%	88.7	78%
City of Toronto	3.1	2.7%	3.1	3%
Ministry of Labour, Training and Skills Development	1.7	1.5%	1.8	2%
United Way of Greater Toronto	0.9	0.8%	0.9	1%
Entrepreneurial ventures	0.5	0.5%	0.6	1%
User Fees, Recoveries, Amortization of Deferred contribution, Other	16.3	14.4%	16.4	14%
Gain on sale of capital assets	–	–	2.5	2%
	113.0	100%	114.0	100%
<b>EXPENSES</b> (Millions)	<b>2025</b>		<b>2024</b>	
Salaries and benefits	72.0	63.9%	69.8	60%
Purchased services	20.7	18.4%	24.0	21%
Occupancy costs	8.0	7.1%	8.2	7%
Supplies	7.7	6.8%	8.7	8%
Travel and transportation	1.2	1.1%	1.5	1%
Other program costs	3.0	2.7%	3.3	3%
	112.6	100.0%	115.5	100%
Excess (deficiency) of revenue over expenses	\$0.4		\$(1.5)	

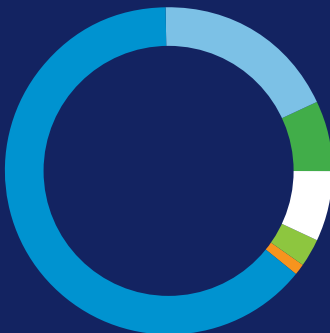
Approximately 1.3% of our annual organizational budget comes from fundraised dollars. In the 2024-25 fiscal year \$1.5 million was donated by individuals, corporations, foundations, and service/religious organizations.

## 2024-25 REVENUE DISTRIBUTION



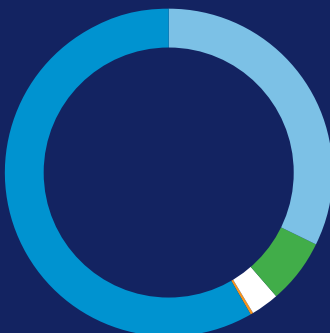
Ministry of Children, Community and Social Services	80.1%
User Fees, Recoveries, Amortization of Deferred contribution, Other	14.4%
City of Toronto	2.7%
Ministry of Labour, Training and Skills Development	1.5%
United Way of Greater Toronto	0.8%
Entrepreneurial ventures	0.5%

## 2024-25 EXPENSES DISTRIBUTION



Salaries and benefits	63.9%
Purchased services	18.4%
Occupancy costs	7.1%
Supplies	6.8%
Other program costs	2.7%
Travel and transportation	1.1%

## 2024-25 SERVICE DISTRIBUTION



Supported Living	58.5%
Community Participation	32.2%
Specialized Resources	6.3%
Other programs	2.8%
Fundraising	0.2%





**\$1,465,239**  
Fundraising  
Revenue FY25

**\$303,600**  
Direct  
Fundraising  
Expenses

**\$1,161,639**  
Net Revenue

## FEATURE HIGHLIGHT

We partnered with Community Living Ontario on the **#5ToSurvive** campaign to raise awareness about the financial challenges facing the Developmental Services sector in Ontario. The campaign calls for a five per cent funding increase to ensure that we can meet the growing needs of people with intellectual disabilities.

*“Despite significant financial pressures from years of underfunding, CLTO was able to secure vital support through the #5ToSurvive campaign,”* noted **Betty Yam**, Chief Financial and Administrative Officer.

We were granted approximately **\$2.7 million**—approximately a 3 per cent annual funding increase. Additionally, at the end of the fiscal year, we received a one-time funding boost of **\$715K** to help manage ongoing operating challenges and the evolving needs of the people we serve.

While there is still a long way to go in addressing our funding gaps, we are grateful for the success of the #5ToSurvive campaign.

## OUR FUNDRAISING IMPACT



Area of Greatest Needs	41%
Community Participation Supports	35%
Shadow Lake Centre	8%
Supported Living	8%
Employment Supports	4%
Respite	4%



Individuals and Estates	89%
Organizations	8%
Foundations	2%
Service Clubs and Religious Groups	1%

# WHAT WE HAVE PLANNED NEXT

While we are excited about our future and look forward to working together to implement key initiatives, it is also daunting to think of the resourcefulness required to drive us forward. We will never stop seeking opportunities to evolve so people with intellectual disabilities and their families can fully belong.

## Further expanding our workforce

This ongoing initiative has strengthened staffing stability across the organization by prioritizing targeted recruitment for our Float team, which supports both Supported Living and other program areas. As a result, we are more effectively filling vacancies, reducing reliance on temporary staffing solutions, and ensuring consistent, high-quality support for the people we serve, all while managing costs more efficiently.



## Using feedback from our community to get even better

We are committed to continuously improving our services by actively listening to the people we support, their families and caregivers, our staff, and other stakeholders. We will continue to gather feedback—particularly around the recent shift in our Supported Living program to a 24/7 support model in both community and home settings—to understand its impact and identify areas for improvement. This ongoing feedback process is a key part of our quality improvement efforts, helping ensure that people with intellectual disabilities feel a strong sense of belonging where they live, work, and play.

## Community Rocks is back, better than ever

Looking ahead, a major focus for 2025 is Community Rocks, with an ambitious goal of \$1M. This event's theme, "Secret Garden: From Blooms to Grooves," will continue to support vital unrestricted revenue for our organization.

### **AI-driven service delivery innovations thanks to Microsoft**

Microsoft has generously donated \$150,000 to support four proof-of-concept projects that explore the potential of AI to enhance service delivery for teams. These forward-looking projects include using AI to detect early health trends for timely interventions, developing a plain language AI to help staff access information more efficiently; and leveraging MyJobMatch to create customized resumes and cover letters for job seekers. These projects reflect our commitment to staying ahead in the AI space and using innovation to improve outcomes for the people we support.



### **Education series created by our Interdisciplinary Review Committee**

We are looking at new ways to share information on topics such as aging, medication, understanding developmental diagnoses, individual rights, impacts of mental health, and addictions. These sessions will help support those with complex needs, so that staff can better understand the role they plan in the lives of those we support.



### **Supporting families through the documentation process**

Our Transition Services team is reviewing all intake and assessment documents to update them for clarity and effectiveness. The goal is to gather all essential information without overwhelming families and service providers.



## Using your feedback to learn and grow

In early 2025, Community Living Toronto (CLTO), in partnership with Leger, conducted its second Family Experience Survey. The survey gathered feedback from family members and affiliates of over 200 people supported by CLTO programs in 2024. Its goal was to assess how well CLTO meets its strategic priorities and to better understand families' experiences with its supports and services.



### The results were encouraging:

78%

of respondents said CLTO meets or exceeds their expectations as a service provider, highlighting the quality of care, dedicated staff, and strong communication.

78%

also expressed high satisfaction with CLTO's supports and services, especially praising programming that promotes diversity, equity, inclusion, and a sense of belonging.

The survey identified both strengths and areas for improvement, helping CLTO continue to evolve and meet the needs of the people it supports.

### FEATURE HIGHLIGHT

In our Family Experience Survey, **a member of our community** shared how we kept their family unit whole:

*“As siblings and the only surviving members of our family, we were suddenly thrust apart after the unexpected passing of our mother. Community Living Toronto restored our family.”*

We used this feedback to create more opportunities to engage with families and people supported, so we can continue to learn from their experiences.



# MEET OUR TEAM

## BOARD OF DIRECTORS

Our Board of Directors is a group of dedicated individuals who provide oversight in strategic decision-making, ensuring we deliver high-quality support, safeguard our financial well-being, and stay aligned with best practices. Their leadership strengthens our organization and helps us champion the people and communities we serve. We are proud to introduce the members of our Board.

**STEPHANIE GAWUR**, *Board Chair*  
**DON LOGIE**, *Vice Chair*  
**CAROL LAYTON**  
**EMORY GILBERT**

**HARVEY COOPER**  
**JENNIFER PEREIRA**  
**LAURA COLLINGS**  
**PARSONSON**

**MATHEW SOONG**  
**MICHAEL DOUGLAS**  
**NELSON RAPOSO**  
**VALÉRIE PICHER**

## SENIOR STAFF

**BETTY YAM**  
*Chief Financial and Administrative Officer*  
[betty.yam@cltoronto.ca](mailto:betty.yam@cltoronto.ca)

**BRAD SAUNDERS**  
*Chief Executive Officer*  
[brad.saunders@cltoronto.ca](mailto:brad.saunders@cltoronto.ca)

**CASEY PRUDEN**  
*Chief Digital Solutions Officer*  
[cpruden@cltoronto.ca](mailto:cpruden@cltoronto.ca)

**JOE PASSARETTI**  
*Chief Operating Officer*  
[joe.passaretti@cltoronto.ca](mailto:joe.passaretti@cltoronto.ca)

**KATHIA BUENDIA-PEREIRA**  
*Manager, Executive Office*  
[kathia.pereira@cltoronto.ca](mailto:kathia.pereira@cltoronto.ca)

**ANELIYA ARNAUDOVA**  
*Senior Director, Human Resources*  
[aneliya.arnaudova@cltoronto.ca](mailto:aneliya.arnaudova@cltoronto.ca)

**ANGELA BRADLEY**  
*Senior Director, Social Enterprise and Philanthropy*  
[abradley@cltoronto.ca](mailto:abradley@cltoronto.ca)

**DAVID RENFREW**  
*Senior Director, Enterprise Resource Planning and Real Estate*  
[d.renfrew@cltoronto.ca](mailto:d.renfrew@cltoronto.ca)

**FRANCES MACNEIL**  
*Senior Director, Supported Living*  
[fmacneil@cltoronto.ca](mailto:fmacneil@cltoronto.ca)

**JENNIFER WARNELL**  
*Senior Director, Specialized Services*  
[jwarnell@cltoronto.ca](mailto:jwarnell@cltoronto.ca)

**JOE PERSAUD**  
*Senior Director, Community Participation Supports and Respite*  
[joe.persaud@cltoronto.ca](mailto:joe.persaud@cltoronto.ca)

**AKIKO MASUDA PARADIS**  
*Director, Financial Planning and Analysis*  
[aparadis@cltoronto.ca](mailto:aparadis@cltoronto.ca)

**AYMEN BEN HASSOUNA**  
*Director, Digital Services*  
[aymen.benhassouna@cltoronto.ca](mailto:aymen.benhassouna@cltoronto.ca)

**HEATHER DAWSON**  
*Director, Quality, Privacy and Risk*  
[heather.dawson@cltoronto.ca](mailto:heather.dawson@cltoronto.ca)

**LEE SMITH**  
*Senior Manager, Anti-Racism, Equity, Diversity & Inclusion*  
[lee.smith@cltoronto.ca](mailto:lee.smith@cltoronto.ca)

**PETRONILLA NDEBELE**  
*Director, Strategic Communications and Stakeholder Relations*  
[petronilla.ndebele@cltoronto.ca](mailto:petronilla.ndebele@cltoronto.ca)

## COMMITTEES

We have several committees that bring together Board Members, senior leaders, and community members. These dedicated and dynamic groups offer guidance and insight that help us better support people with intellectual disabilities.

### Patron's Council

John H. Tory, *Chair*  
 Jane Gavan, *Vice-Chair*  
 Barbara McDougall, The Hon., *Founding Chair*  
 Bob Hepburn  
 Brad Badeau  
 Brendon Pooran  
 Charles Pachter  
 David Lepofsky  
 Don Roger  
 Donna Cansfield  
 Duncan N.R. Jackman, *Past Chair*  
 Glenn McConnell  
 John R. Baird, The Hon.  
 K. Kellie Leitch, Dr.  
 Mark G. Johnson  
 Mary Pat Armstrong  
 Meredith Saunderson  
 Michael Enright  
 Patsy Anderson  
 Pooja Handa  
 Robert Farquharson, W.  
 William Blair, The Hon.

### Community Councils

Central Community Council  
 – Emory Gilbert, *Council Chair and Board Representative*  
 Etobicoke/York Community Council  
 – Janina Coulthard, *Council Chair*  
 North York Community Council  
 – Nancy Ceci, *Council Chair*  
 Scarborough Community Council  
 – Bonnie Heath, *Co-Chair*  
 – Lori Beesley, *Co-Chair*

### Executive Committee

Brad Saunders (ex-officio), *Secretary/CEO*  
 Don Logie, *Board Vice Chair*  
 Julia Silani (followed by Kathia Buendia-Pereira),  
*Manager, Executive Office*  
 Michael Douglas, *Chair of Finance & Audit Committee*  
 Stephanie Gawur, *Board Chair*  
 Valerie Picher, *Chair of Governance Committee*

### Finance and Audit Committee

Michael Douglas, *Chair*  
 Akiko Masuda Paradis, *Manager*  
 Betty Yam, *CFO*  
 Brad Saunders (ex-officio), *CEO*  
 Don Logie (ex-officio), *Vice Chair*  
 Flavian Pinto  
 Mathew Soong  
 Michael Challes  
 Rick Strutt  
 Stephanie Gawur (ex-officio), *Board Chair*  
 Susan McCloy

### Government Relations Committee

James Janeiro, *Chair*  
 Adriano Mena  
 Brad Saunders, *CEO (ex-officio)*  
 Harvey Cooper  
 Joan Karout  
 Jonathan Bradshaw  
 Julia Silani (followed by Kathia Buendia-Pereira),  
*Manager, Executive Office*  
 Petronilla Ndebele, *Director, Strategic Communications and Stakeholder Relations*  
 Sarah MacDonald, *Contractor*  
 Stephanie Gawur (ex-officio), *Board Chair*  
 Valerie Picher

### Governance Committee

Valerie Picher, Chair  
Brad Saunders (ex-officio), *Secretary/CEO*  
Don Logie, *Board Vice Chair*  
Julia Silani (followed by Kathia Buendia-Pereira),  
*Manager, Executive Office*  
Michael Douglas, *Chair of Finance and  
Audit Committee*  
Stephanie Gawur, *Board Chair*

### Real Estate Committee

Don Logie, *Chair*  
Brad Saunders, *CEO (ex-officio)*  
David Renfrew, *Senior Director, ERP  
and Real Estate*  
Don Roger  
Nick Macrae  
Stephanie Gawur (ex-officio), *Board Chair*  
Victor Figueiredo

### Service Excellence Committee

Emory Gilbert, *Chair*  
Brad Saunders (ex-officio), *CEO*  
Colette Kent  
David Renfrew, *Senior Director, ERP  
and Real Estate*  
Don Logie (ex-officio), *Vice Chair*  
Heather Dawson, *Director, Quality and  
Risk/Staff Liaison*  
Jennifer Pereira  
Jill Randall  
Leha Panchalingam, *Quality Coordinator*  
Martin Geffen  
Nelson Raposo  
Sonia Jacobs  
Stephanie Gawur (ex-officio), *Board Chair*  
Valerie Boyle  
Victor Figueiredo

## FEATURE HIGHLIGHT

As a member of the Patron's Council since its inception and current Chair, John H. Tory (Mayor of Toronto from 2014 to 2023), is no stranger to the "community living movement". Two of his close relatives, one on each side of his family, lived with developmental disabilities. His two grandmothers were both involved in the movement.

*"I believe that everyone should have a place where they feel they truly belong. My involvement with the Patron's Council is closely linked to my family's connection to community living but also deeply rooted in my personal support of these services. My voice helps amplify other voices and collectively we advocate for the changes needed in the sector so that people can truly thrive where they live, work, and play,"* shared **John H. Tory**.

Over the decades that John has volunteered with us, he has championed the success of numerous fundraising campaigns, including our Night of Stars fundraiser which he Chaired. He also co-founded Civic Action, a civic engagement organization with a history of bold action and impactful change in essential areas such as affordable housing.



*John H. Tory, Chair,  
Patron's Council*

# BE PART OF OUR STORY

## Join our team

We provide the best support possible to people with intellectual disabilities. To accomplish this, we use the best team possible. That's where you come in—see our latest opportunities at [cltoronto.ca/careers](https://cltoronto.ca/careers)

## Become a member

Advocate, support, and enable our vision by supporting the rights and choices of people with intellectual disabilities. Membership also includes direct communication about new programs, program updates, and happenings around CLTO. Learn more at [cltoronto.ca/membership](https://cltoronto.ca/membership)

## Volunteer

Share your time and skills to create stronger communities! Contact us by email at: [volunteers@cltoronto.ca](mailto:volunteers@cltoronto.ca)

## Donate

Your generous support will help us create a future where every person with an intellectual disability has the opportunity to realize their goals and dreams. Donate at: [cltoronto.ca/donate](https://cltoronto.ca/donate)

## CONTACT US

Community Living Toronto  
20 Spadina Road  
Toronto, ON M5R 2S7

**Corporate Services**  
416.968.0650

**Information and Membership:**  
647.426.3220  
[contactus@cltoronto.ca](mailto:contactus@cltoronto.ca)

**For media inquiries:**  
[media@cltoronto.ca](mailto:media@cltoronto.ca)

## CONNECT WITH US

    @CLToronto

 @CommunityLivingToronto

**cltoronto.ca**

Charitable Registration Number:  
10769 4143 RR0001

Design by GravityInc.ca