



# Celebrating Outcomes



**"People Choose Where They Live"**  
***"I'm staying right here." - Trevor***

This edition of the Annual Report Celebrates our Commitment to the 21 Personal Outcomes Measures from the Council on Quality & Leadership and our Achievements over 2015/2016

**Annual Report**  
**2015-2016**





# Outcomes

Celebrating Outcomes at  
Community Living York South



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## Executive Director and Board President Message

The past year has been a year of challenges and opportunities.

The Association supports 300 people in community based day programs. 25 of those people were supported in the Bright Ideas sheltered workshop program. Over the last few years, there has been a movement in the United States and Canada



**Dan Craig**  
President, Board of Directors



**Don Wilkinson**  
Executive Director

to close sheltered workshops. In December 2015, the Association's Board of Directors proactively decided to close Bright Ideas. A commitment was made to the 25 program participants to support their transition to new day activities. Planning sessions have been held to determine people's interests and will continue in the fall so that people can assess options and choose services.

The Ministry of Community and Social Services provided \$700,000 to expand residential options for 9 new people: 3 youth transitioning from the Children's Aid Society; 2 individuals who were in need of housing and 4 young adults who have complex medical needs.

The 4 individuals with complex medical needs are receiving support collaboratively through March of Dimes Canada, Central Community Care Access Centre, Housing York and the Central Local Health Integration Network. They live in a new apartment building (opened March 2016) on Yonge Street in Richmond Hill.

In June 2015, the United Way of York Region amalgamated with the United Way of Toronto. The amalgamation provided the

Association's Community Support Program, which is funded by the United Way, the opportunity to submit a proposal to expand its program. If successful, the extra funding will allow the Association to support additional families who are not currently receiving MCSS funding.

The MCSS also allocated \$350,000 of minor capital funds to the Association. This funding was used for repair and maintenance projects, to improve accessibility and to meet new fire regulations.

On behalf of the president, I would like to thank the members of the Board of Directors and the task force members who volunteered their time and expertise to guide operations. We would also like to extend our gratitude to our major financial supporters, the Ministry of Community and Social Services, United Way, the Trillium Foundation and Human Resources and Development Canada. A special "thank you" goes out to the employees whose day to day work exemplifies the values of the Association.



# Mission, Vision, Values

## Community Living York South is committed to Partnerships & Collaborations.

In keeping with our Mission and Values, Community Living York South is committed to collaborations and partnerships that will promote our Vision. Through this commitment, a new program called The HUB was created to offer individuals and families with services in an inclusive living option in Richmond Hill.

The HUB model was developed through the generous funding and support of the Central LHIN via Ministry of Health and Long Term Care and the Ministry of Community and Social Services. The partnership between the 2 ministries represents a unique and unified response to creating community living options with young adults who have a developmental disability and complex health/medical needs.

The partners in this collaboration include:

- Central LHIN*
- March of Dimes Canada*
- Central Community Care Access Centre*
- Ministry of Health & Long Term Care*
- Ministry of Community and Social Services*
- Community Living York South*
- York Region Housing*

Other partnerships that support Community Living York South's Vision include Act 4 Youth, Marketplace and various Parent Operated Programs that have been developed throughout York Region. These initiatives were developed to provide opportunities for people to participate in their community and to create supports for themselves, rather than relying totally on funded services. As stated in our Mission, Community Living York South will continue to develop partnerships in order to respond to needs in the community in order to empower people with an intellectual disability. We are pleased to provide you with the Mission, Vision and Values statements for your review:



Adrian at HUB

# Mission

Empower people with an intellectual disability to live, learn, work and participate in their community.

# Vision

Community Living York South believes in a society where everyone belongs.

# Values

## People:

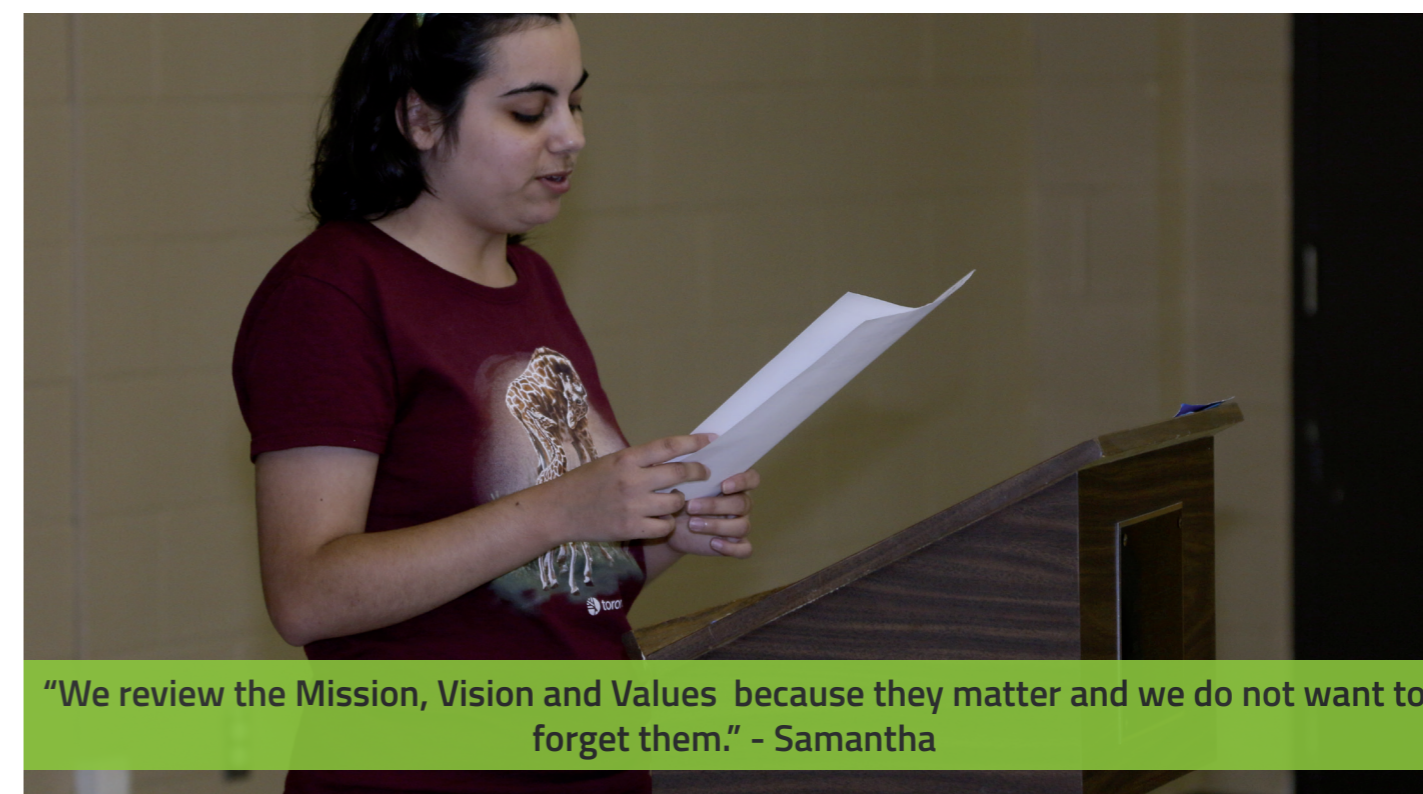
- We set the standard for excellence in the developmental services sector. We continually strive to be the service provider of choice for all stakeholders.
- We provide support with kindness, dignity and respect.
- We are committed to providing culturally diverse supports which complement our communities.
- We recognize that each person and family has unique needs and we will provide support in a manner which recognizes that individuality.
- We encourage people we support and their families to explore options, exercise informed choices and make the decisions that affect their lives.

## Team:

- We value, support, invest in and recognize competence, compassion and commitment in all staff, students and volunteers.
- We are committed to responsive, transparent leadership which reflects what is important to, and for, each person.
- We are accountable to all stakeholders.
- We value and foster leadership and excellence in our organization and in our community.

## Community:

- We achieve our Vision in partnership with all stakeholders.
- We will actively promote and assist in the creation of social networks that benefit our stakeholders.



"We review the Mission, Vision and Values because they matter and we do not want to forget them." - Samantha



## Hold On! What are the 21 Personal Outcome Measures referred to on the cover?

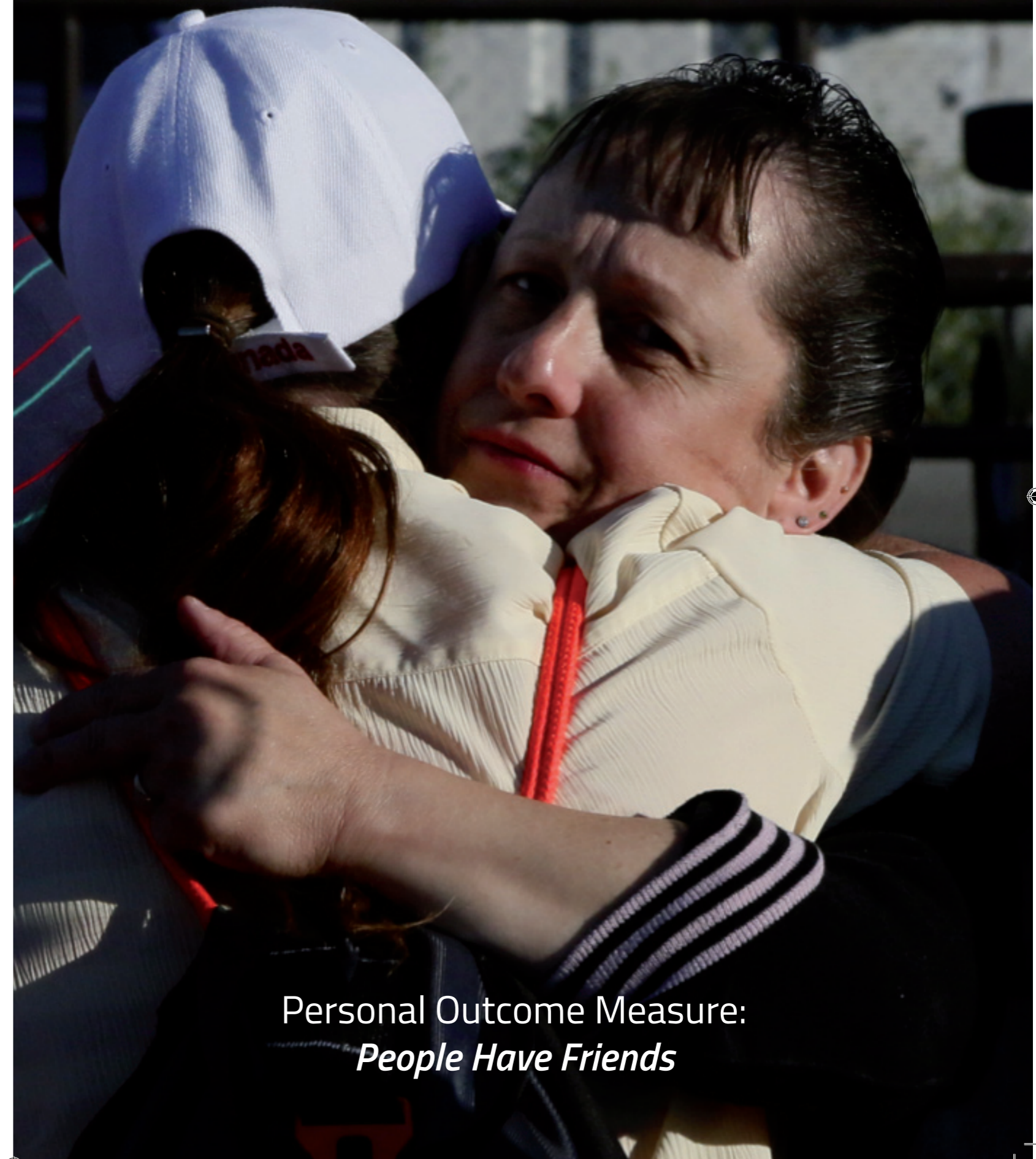
### How do they tie into Community Living York South's Mission, Vision & Values?

The Personal Outcome Measures were developed by the Council on Quality and Leadership, an organization that supports agencies to measure the quality of their services. These Measures reflect the main indicators and experiences that people and their families have said are most important to them, and include:

- PEOPLE ARE CONNECTED TO NATURAL SUPPORT NETWORKS.
- PEOPLE HAVE INTIMATE RELATIONSHIPS.
- PEOPLE ARE SAFE.
- PEOPLE HAVE THE BEST POSSIBLE HEALTH.
- PEOPLE EXERCISE RIGHTS.
- PEOPLE ARE TREATED FAIRLY.
- PEOPLE ARE FREE FROM ABUSE AND NEGLECT.
- PEOPLE EXPERIENCE CONTINUITY AND SECURITY.
- PEOPLE DECIDE WHEN TO SHARE PERSONAL INFORMATION.
- PEOPLE CHOOSE WHERE AND WITH WHOM THEY LIVE.
- PEOPLE CHOOSE WHERE THEY WORK.
- PEOPLE USE THEIR ENVIRONMENTS.
- PEOPLE LIVE IN INTEGRATED ENVIRONMENTS.
- PEOPLE INTERACT WITH OTHER MEMBERS OF THE COMMUNITY.
- PEOPLE PERFORM DIFFERENT SOCIAL ROLES.
- PEOPLE CHOOSE SERVICES.
- PEOPLE CHOOSE PERSONAL GOALS.
- PEOPLE REALIZE PERSONAL GOALS.
- PEOPLE PARTICIPATE IN THE LIFE OF THE COMMUNITY.
- PEOPLE HAVE FRIENDS.
- PEOPLE ARE RESPECTED.

The values behind these Outcome statements align with Community Living York South's Mission, Vision and Values. Just as we can show you a picture of people or an activity to highlight the meaning of the Mission, Vision and/or Values, we can show you the same picture to highlight the meaning of each Personal Outcome Measure. Throughout this Annual Report, we will provide pictures to highlight both. We hope you enjoy!

Community Living York South's Vision:  
*We believe in a society where everyone belongs.*



Personal Outcome Measure:  
*People Have Friends*



# Strategic Planning – Year 3 of Believing, Inspiring, Achieving

In 2013, Community Living York South adopted a 3 year Strategic Plan: *Believing, Inspiring, Achieving*. The plan recognized the need for Community Living York South to explore more innovative ways to offer people and families services and supports that are empowering, responsive to diversity and individuality, and sustainable.

Guided by the Mission and Vision of the organization, 5 pillars were established to highlight key strategic priorities. Each pillar is built on the firm foundation of our values: setting the standard of excellence for the sector, community inclusion and participation and personal growth and development for all stakeholders. The management team and the Board review the progress for each strategic direction annually, through a Year Planning process. Mid-year accomplishments are also shared with Board and other stakeholders.

In this report, we are providing you with information on achievements for the 3<sup>rd</sup> and final year of the 2013-2016 Strategic Plan.



## Pillar: Support for People

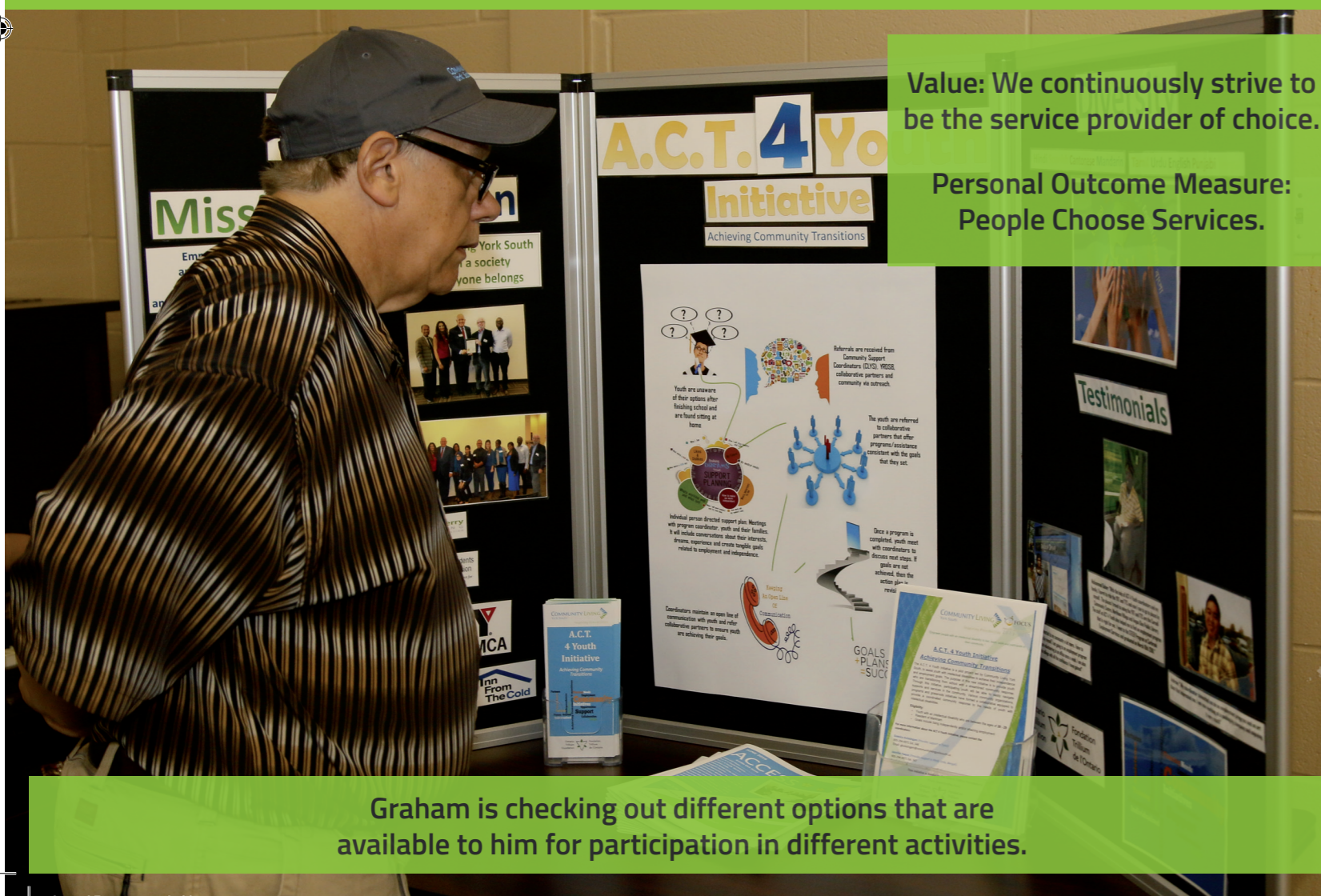
We will explore what people are wanting in their lives, develop flexible and responsive service options to strengthen community inclusion and independence, and strive to be the service provider of choice.

### 2015/2016 Achievements

- Specific goals were created around the adoption of a standardized measurement tool to provide baseline data on physical and cognitive functioning as people age.
- Re-adopted the 21 Personal Outcomes Measures from the Council on Quality and Leadership as a way to measure the quality of services provided to people and their families.
- Developed standards, guidelines and processes on Controlled Acts.
- Continued implementation of the Marketplace program as a creative strategy to support skill development and enhancement for what people are wanting in their lives.
- Introduced the Learning Academy in Vaughan, an educationally based program focusing on the practice and improvement of various literacy skills.

### 2016/2017 Directions

- Further diversify our programs and supports to provide responsive fee based options.
- Launch a collaborative plan that incorporates “Wildly Important Goals” for Community Living York South that will guide operational priorities over the 2016/2017 year.
- Provide opportunities for people who are exiting the Bright Ideas Program to participate in meaningful activities based on personal goals and needs.
- Continue to build on initial successes from implementing augmentative communication strategies to support people to enhance expressive and receptive communication.
- Assess the opportunity to provide train-the-trainer supports for Compassion Fatigue.



Value: We continuously strive to be the service provider of choice.

Personal Outcome Measure: People Choose Services.

Graham is checking out different options that are available to him for participation in different activities.





## Pillar: Staff Support

We will recruit, retain and engage staff whose values are aligned with our Mission. We will provide opportunities for staff to develop and strengthen skills. We will review Human Resources practices.

### 2015/2016 Achievements:

- Completed a Staff Engagement Survey. 87% of staff reported feeling engaged or nearly engaged. Areas for improvement were related to employee recognition and overall agency communication.
- Held 46 staff communication meetings to ensure timely and consistent organization-wide information sharing.
- Mental Health First Aid training & resources was provided to employees through Human Resources and The Mental Health Commission of Canada.

### 2016/2017 Directions:

- Continue to invest in wellness initiatives to promote a healthy and supportive work place and to support work/life balance.
- Invest in completing an annual Employee Engagement Survey with the intent to enhance staff services and supports.
- Introduce the staff Intranet to enhance communication and access to resources across the organization.
- Re-Launch the REAL Employee Recognition Program incorporating feedback from the first year of implementation.



## Pillar: Collaboration & Partnerships

We will explore collaborations and partnerships in the community to increase service options and to create innovative, inclusive community models.

### 2015/2016 Achievements:

- Developed and opened The Hub program in Richmond Hill in collaboration with Ministry of Health to provide inclusive living options for youth with medical complexities and developmental disabilities.
- Collaborated with Seneca College to develop curriculum for the Behavioural Sciences Degree program.
- Provided student placements with candidates from York University, Humber College and Seneca College.
- Lead the multi-agency Fee for Service Task Force of the York Region Community Planning Council to create recommendations for sector wide changes to improve service options with families and individuals.
- Participated in Matching and Linking Project through the Ministry of Community & Social Services in order to enhance opportunities for people to be connected to services that align with needs and preferences.
- Lead and finalized the Leadership topic outline through The Workforce Development Human Resources Practices Implementation Committee; Developmental Services Human Resources Strategy.
- Participated on the Vacancy Management Task Force for York Region to identify strategies to maximize planning and utilization of residential resources with individuals who have complex needs.
- Hosted three (3) Housing Forums with the Why Wait consortium to help identify innovative housing models.

### 2016/2017 Directions:

- Seek opportunities for further collaborations between the Ministry of Health and Long Term Care and the Ministry of Community and Social Services to meet complex needs of individuals and families.
- Expand Marketplace options to provide more opportunities for individuals to access services to achieve personal goals.
- Identify and seek opportunities to access and benefit from community programming for seniors.





## Pillar: Information

We will provide information in meaningful and accessible formats. We will use available tools and technology to communicate information to stakeholders. We will develop a marketing plan.

### 2015/2016 Achievements:

- Provided information about ReportON to enhance opportunities for agency staff to report concerns about treatment of vulnerable adults.
- Adopted Yammer as a social media tool to inform employees about organizational activities, including Accreditation.
- Used infographics and other visual tools to communicate key messages with stakeholders.

### 2016/2017 Directions:

- Enhance staff communication and access to information by launching an agency Intranet.
- Complete 2 Knowledge Cafés to engage employees, students and volunteers about services provided by each department.
- Develop marketing material for The Hub program in Richmond Hill.
- Re-brand social media materials to more effectively target key audiences.



## Pillar - Financial

We will create strategies to strengthen financial accountability. We will seek diverse funding opportunities and assess the benefits of establishing a foundation.

### 2015/2016 Achievements:

- Over \$315,000.00 was committed to infrastructure investments across the organization to enhance accessibility and fire safety.
- Developed and implemented changes to accounting practices to increase efficiencies.

### 2016/2017 Directions:

- Seek out and apply for new funding initiatives that will diversify our resources and achieve strategic priorities.
- Incorporate recommended financial practices as identified through our annual audit and review processes.





# 2015-2016 Achievements and Program Outcomes

Community Living York South is committed to innovative approaches to service.

The following information outlines program outcomes and overall performance results from each Strategic Pillar.



## Pillar: People Support

Strategic Direction: Build Capacity and Resources to Respond to the Needs of an Aging Population.

In order to address ongoing realities of an aging population at CLYS, we:

- Purchased 1 accessible vehicle so that people may continue to be a part of their communities as their needs change.
- Provided training opportunities to over 30 staff on aging with an intellectual disability, palliative care, grief, and compassion fatigue.
- Adopted the iPod Project in partnership with Humber College to support individuals to successfully age in place longer.
- Re-admitted one person back into services following admission to LTC to ensure quality services related to aging with a developmental disability and dementia.
- Reviewed internal processes with a representative from the Alzheimer's Society of York Region to strengthen accountability, data collection and reporting with families and other service providers.
- Collaborated with Patient Flow Coordinator/Discharge Planning teams at Markham Stouffville Hospital to support a process for successful transitions that includes the circle of care with patients, families and support teams.
- Fully renovated the kitchen at one home for accessibility as a pilot model for other homes.
- Completed an analysis, at the supervisory level, of barriers supporting people to 'have a good life'. Reported results and implemented strategies, like administration reduction, to eliminate these barriers.

Strategic Direction: Develop flexible, marketable service models that meet individualized support needs in collaboration with families and individuals.

Community Living York South is committed to providing program options. To support this, CLYS:

- Played a pivotal role in the creation of 2 parent operated day options and developed self-help programs to assist families to develop day options. One program was awarded \$33,000 through the Trillium Foundation of Ontario for 3 years.
- Coordinated and led a MOMentum Mindfulness Retreat with funding from the Ontario Realtor's Care Foundation. 88% of the moms who participated in the retreat said they got the break they were looking for.
- Coordinated and completed Person Directed Planning with 52 people and their support networks.

Strategic Direction: Complete an organization wide accessibility audit. Optimize living & service locations to meet accessibility requirements.

Please visit [www.communitylivingyorksouth.ca](http://www.communitylivingyorksouth.ca) for CLYS's multi-year accessibility plan.

Other achievements:

- Provided environmental modifications in the amount of \$316,408.00 to enhance accessibility so that homes and office spaces are more accessible.
- Renovated the main washrooms at the 101 Edward Avenue location to meet accessibility standards.



Value: We Provide Support with Kindness, Dignity and Respect Personal Outcome Measure: People Are Respected





## Pillar: Staff Support

Strategic Direction: Recruit, retain and increase employee engagement by hiring people whose values and skills are aligned with the organizations mission.

In response to the 2015 Employee Engagement Survey and in recognition of the analysis of aging across the organization, CLYS:

- Re-aligned job postings to attract candidates with preferred skills and experience.
- Adopted and evaluated the REAL Employee Recognition Program after 1 year of implementation. 85% of people who participated were satisfied/extremely satisfied with the REAL program as a way to promote employee recognition, show appreciation to others and celebrate success stories. 77% stated that the REAL program should continue into 2016/2017.
- Hosted Leadership Training based on the Collaborative Leadership Curriculum developed through the Developmental Services Human Resources Strategy.
- Provided leadership assessment, training and development to 25 supervisory staff in partnership with Rainmaker Strategies Inc.



**Value: We Encourage People We Support to Make the Decisions that affect their Lives.**

**Personal Outcome Measure: People Choose Personal Goals**



## Pillar: Collaborations & Partnerships

Increase service capacity by identifying, developing and maintaining collaborations and partnerships.

By participating in various local, regional and provincial committees, strategies and groups, CLYS:

- Under the Ready, Willing and Able initiative through the Canadian Association for Community Living, facilitated in 8 successful hires. New partnerships have been formed with Home Depot and Value Village. Our partnership with Costco has been successfully maintained.
- Participated on the York Region Long Term Care collaborative to bridge services between the LTC system and Developmental Services sector.
- Created sustainable service options with 1 person through funding from the Urgent Response Committee in Central East Region.
- Partnered with York Public Health to create a Safe Food Handling workshop for people who have an intellectual disability.
- Facilitated Person Directed Planning with 52 people, their families and support networks with funding through the Ministry of Community and Social Services.
- Provided leadership on Local Case Resolution and Urgent Response Committees to increase efficiencies to meet service gaps in Central East Region.
- Partnered with the Canadian Back Institute, Monarch House Division to review, evaluate and monitor intrusive measures and enhance augmentative communication strategies.
- Received new funding from MCSS to support 4 individuals who have complex medical needs and an intellectual disability in collaboration with March of Dimes Canada, Community Care Access Centers, Housing York Inc., the Central LHIN via Ministry of Health and Long Term Care and the Ministry of Community and Social Services.
- Established 11 formal partnership collaborations through the A.C.T. 4 Youth Initiative (see page 23 for information).









## Pillar: Information

Strategic Direction: Provide timely, accurate and accessible information using all available tools and technologies & create a communication strategy that meets stakeholder's needs.

Community Living York South took an inventory of current communication strategies and tools and evaluated their reach. Certain tools were enhanced and new opportunities were undertaken. CLYS:

- Increased the number of Twitter followers from 502 to 607.
- Received 157 Likes on Facebook.
- Published the Access Newsletter on a quarterly basis and made it available on the agency website.
- Provide monthly email notifications and resources to over 450 families.
- Hosted 46 staff communication meetings.
- Adopted Yammer as an optional social media communication tool for employees.
- Developed tools to support the organization with successful Re-Accreditation in March 2017.
- Provided workshops on Passport Funding to 119 people between December 2015 – March 2016.

# PASSPORT

In November 2014, Community Living York South (CLYS) was the recipient of building capacity for passport services funding through the Ministry of Community and Social Services. This is a fiscal fund for years 2014/2015 and 2015/2016 as part of the government's investment strategy.

The initiative aimed to educate adults with intellectual disability and their families whose first language is not English through information forums hosted in southern York Region. The forums were facilitated in five languages: Urdu, Punjabi, Tamil, Cantonese and Mandarin as well as English when requested. These forums provided information on how families can use the passport funding as well as what programming options are available in their community.

31 Passport Forums including 7 day option tours were hosted. A document was created to outline the fee for service community options available to adults in the region. This document, along with Passport funding guidelines and tip sheet, were translated in Urdu, Punjabi, Tamil and Chinese.



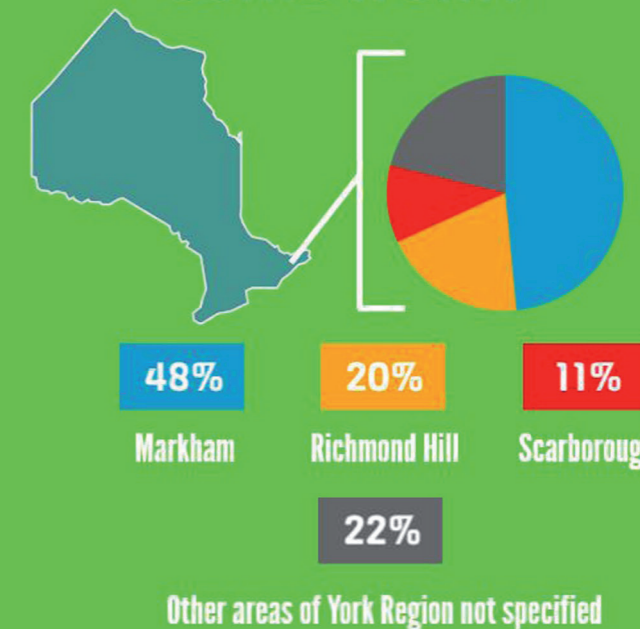
# Workshop

Passport Forums from December 2015 to March 2016



**119 Participants**  
Took part in the workshop

## Where did the participants come from?



**20%**

Increase in knowledge after attending the workshop in comparison to before







## Pillar: Finances

Strategic Direction: Seek Diversification in Funding

Community Living York South actively evaluated business strategies, sought diverse funding opportunities and increased prospects for social enterprises. This resulted in:

- Receiving Trillium foundation funding for the ACT 4 Youth program of \$335,100 over a three year period.
- Being awarded \$32,600 in fiscal funding from the Ministry of Children and Youth Services towards summer camp funding for children.
- Receiving Trillium foundation funding towards the Silver Lining Tuck Shop program in the amount of \$30,500 over a one year period.
- \$328,000 in capital funding from the Ministry of Community and Social Services for major infrastructure projects.

Strategic Direction: Investigate and determine alternative revenue streams.

Recognizing that the Developmental Services sector continues to be vulnerable to competition for funding dollars, changing political environments and changing demographics, CLYS continuously seeks opportunities to diversify financially. Key successes include:

- Received \$32,660 from the Ministry of Children and Youth Services to fund Summer Camps for children and youth.
- Hired 36 staff for summer camp with \$138,316.00 in funding from the HRDC, compared to funding for 15 staff in 2014/2015.
- Development and adoption of a competitive Fee for Service structure in day programs.
- York Region Children’s Respite provided funding for March Break Camp in the amount of \$12,252.16. This is the first time CLYS has received this funding.
- Received a total of \$35,614.08 through York Region for Adult Respite – March Break and Summer Camps.
- The Community Support Program submitted an Expression of Interest Application to the United Way of Toronto and York Region. Successful applicants were invited to complete a full application for anchor funding. CLYS was notified of its success and invited to move to the full application process.

# Statement of Financial Position

## Condensed and Consolidated

March 31, 2016 with comparative figures for 2015

	2016	2015
<b>Assets</b>		
Current assets and long term investments .....	\$5,642,130	\$5,477,259
Capital assets .....	6,225,439	6,065,921
	<b>\$11,867,569</b>	<b>\$11,543,180</b>
<b>Liabilities and Net Assets</b>		
Total current liabilities .....	\$2,056,617	\$1,722,621
Total long term liabilities .....	1,843,825	1,933,909
Total net assets .....	7,967,127	7,886,650
	<b>\$11,867,569</b>	<b>\$11,543,180</b>

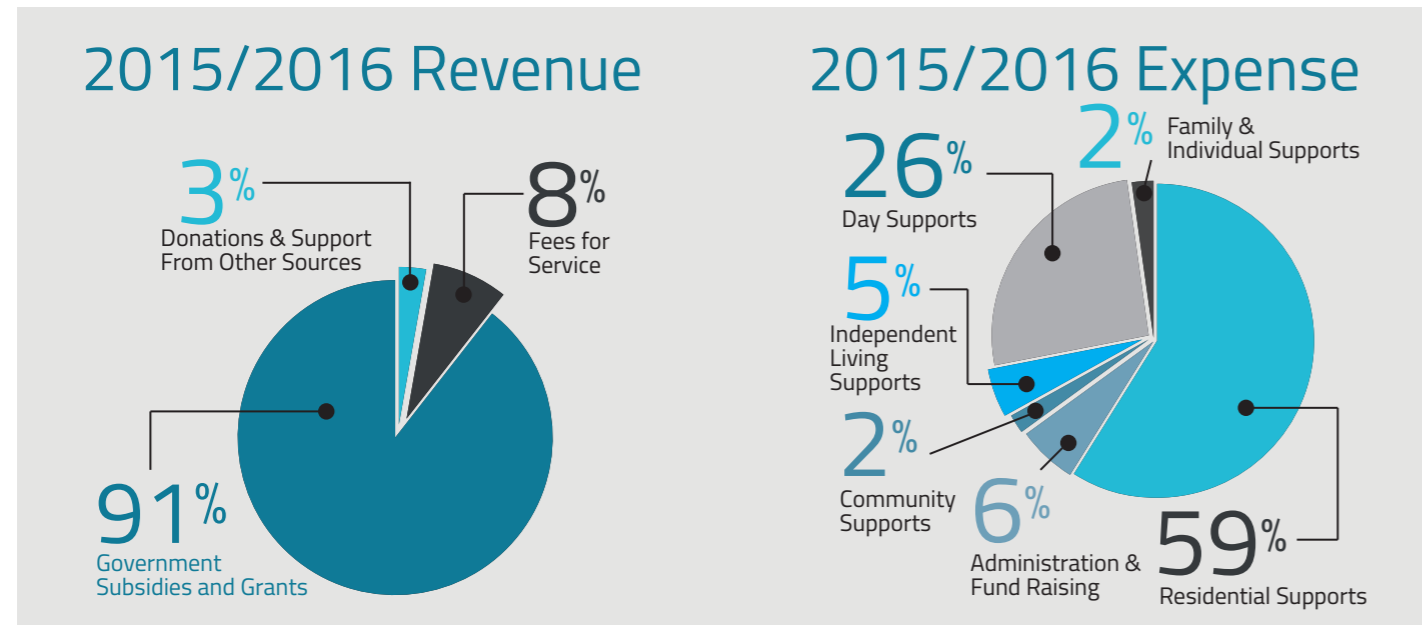


# Statement of Operations

## Condensed and Consolidated

Year ended March 31, 2016, with comparative figures for 2015

	2016	2015
<b>REVENUE</b>		
Government funding.....	\$11,064,329	\$10,578,061
Fees for service .....	1,081,912	1,078,160
Other revenue and public support.....	602,331	845,818
	<b>\$12,748,572</b>	<b>\$12,502,039</b>
<b>EXPENDITURES</b>		
Staff salaries and benefits.....	9,375,957	8,592,838
Occupancy-related costs .....	869,650	976,654
Program support .....	1,857,108	1,784,948
Other expenses .....	565,380	539,888
	<b>\$12,668,095</b>	<b>\$11,894,328</b>
<b>Excess (deficiency) of revenue over expenditures</b>	<b>\$80,477</b>	<b>\$607,711</b>

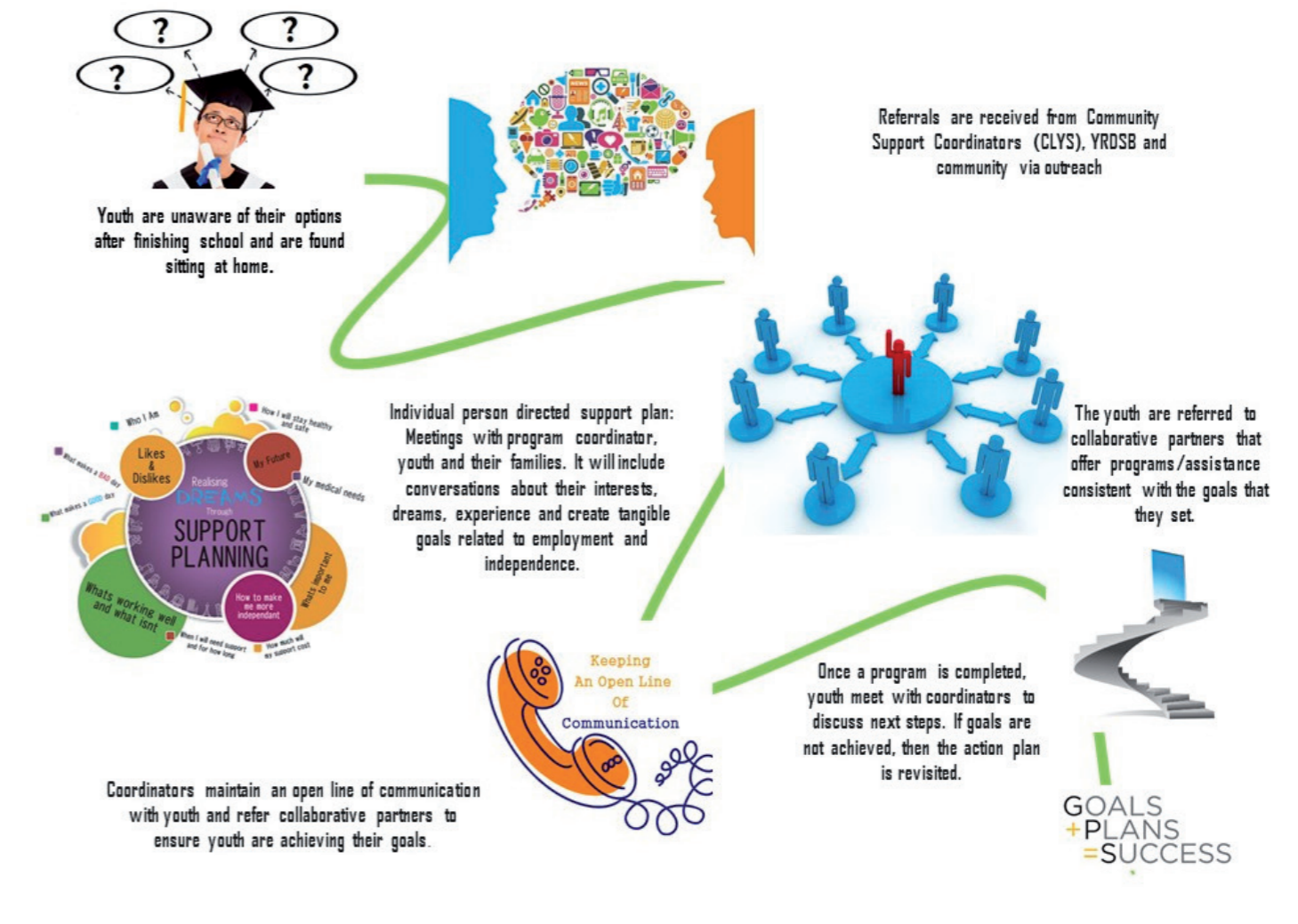


# A.C.T. 4 Youth Initiative

## Achieving Community Transitions

The A.C.T. 4 Youth Initiative is pilot project led by Community Living York South, to assist individuals with intellectual disabilities to achieve their independence and employment goals. The purpose of this new initiative is to provide youth who are transitioning from school with a streamlined community response. A community collaborative of a variety of organizations have come together to create more opportunities for youth with intellectual disabilities. Through this Initiative, participating youth will be able to easily navigate supports and services in the community.

*This initiative is funded by the Trillium Youth Opportunities Fund.*





# Management Discussion & Analysis

The following discussion and analysis should be reviewed along with the audited financial statement. The financial statements have been prepared in accordance with Canadian accounting principles for not-for-profit organizations. All amounts are expressed in Canadian dollars.

## 2015/2016 Financial Results

The 2015/16 fiscal year was a very successful year financially for Community Living York South. Our current and historical financial stability has enabled us to provide quality supports to people and families over the past year. We will continue to strive to maintain operational excellence within our existing resources, and look for ways and means to achieve efficiencies in an environment of increasing costs and pay equity requirements. Continued success will depend on our ability to manage our expenditures within the available resources, and management and the Board are working diligently to ensure that Community Living York South continues to be operationally and financially successful.

In 2015/16 we were able to use almost every single operating dollar provided to us by the Ministry of Community and Social Services, in the amount of \$11,261,817 before audit adjustments. Prior to audit adjustments, our overall surplus for the year amounted to \$11,765, resulting in a positive variance of \$11,765 when compared to our planned overall net surplus of \$0. This result is primarily due to the performance of our professionally managed investment portfolio in our capital reserve fund as a result of market conditions, which lost \$43,739 in total between a combination of realized and unrealized gains and losses, but earned \$78,557 in dividend and interest income. Our operating programs were managed within their budgeted levels, and the Community Supports Program was able to finish the year at \$67,687 below its originally budgeted deficit. In addition,

the organization was able to make significant improvements to its infrastructure over the past fiscal year.

The 2015/16 financial year presented a number of significant financial highlights, as follows:

- The Ministry provided \$328,000 in minor capital equipment and repairs and maintenance funding to do necessary renovations at various residential locations. These renovations were completed to meet fire code, health and safety and accessibility requirements. We were also able to extensively renovate the main washroom at the 101 Edward Avenue building, as well as re-do the flat roof and replace heating and air conditioning units.
- The Ministry provided \$85,990 in annualized funding towards the admission of a transitional age youth into our supported group living residences program. On a fiscal basis, we received \$41,210 towards the supports of the same individual plus two additional transitional age youth.
- On a fiscal basis, the Ministry provided \$98,646 towards the individualized support of an individual which has been arranged through her family.
- On a fiscal basis, the Ministry provided \$97,500 towards the extraordinary costs to support an individual in our Intensive Support Residences program.

- » The organization received \$44,745 from Human Resources Development Canada to subsidize the hire of 15 students for programs that were operated over the summer months.
- » The mortgage on our James Speight property with the Royal Bank of Canada arranged by the Ministry of Municipal Affairs and Housing, which carried an interest rate of 3.258%, matured on March 1, 2016. The Ministry of Municipal Affairs and Housing tendered and placed this mortgage with Scotiabank for a five year term at an interest rate of 1.735%.
- As at March 31, 2016 we have a market value of \$2,895,122 invested through Ridgewood Capital Asset Management. During the past year the organization contributed an extra \$500,000 from our capital account to our investment management account with Ridgewood. Over the past fiscal year there was a decrease in stock market and bond values which resulted in a loss of \$43,739 in a combined total of realized and unrealized gains and losses. During this same time frame the organization earned \$78,557 in dividend income, and incurred \$14,869 in investment and custodial fees.



The condensed and consolidated set of audited financial statements for Community Living York South for the year ended March 31, 2016 is included in this annual report. The detailed audited financial statements for Community Living York South are available at the main administrative office upon request.



### Overall Program Performance (see Targets 2015/2016)

Management reviews and reports on metrics regarding service delivery to the Ministry of Community and Social Services quarterly. This year, CLYS:

- Served 49 individuals through the Support Independent Living program.
- Supported 90 people through our Residential Group Living programs and services. One individual was supported through an Urgent Response Initiative proposed by CLYS. 6 individuals were supported through Intensive Support Residences.
- Supported 302 individuals through our Community Participation Supports and Services Programs, including the Centre for Belonging, the Bright Ideas Program, Family Operated Programs, Marketplace and Community Options.
- Served 1570 individuals and families through the Community Support Program.
- Welcomed 4 new individuals into the HUB program, increasing overall targets for Group Living and Community Participation Supports by 4 for the 2016/2017 Metrics & Data Elements reporting with MCSS.
- Realigned Team Supervisor responsibilities to support new programming.

### Planning and Evaluation

Community Living York South formally reports strategic plan accomplishments to the Board of Directors and identifies plans for future progress. Some areas highlighted and reported through planning and evaluation included:

- Maintenance of Accreditation standing achieved March 2013. This certification is valid through to 2017. CLYS has implemented a Plan in order to prepare the organization for re-Accreditation in 2017.
- Achievement of a low risk designation by the

- Ministry of Community and Social Services.
- Renovations being undertaken in order to increase accessibility and evaluating the effectiveness of the actions taken to confirm that accessibility was enhanced in all cases. These actions were undertaken in response to the agency wide accessibility audit. CLYS's Multi Year Accessibility Plan is available on the agency website at [www.communitylivingyorksouth.ca](http://www.communitylivingyorksouth.ca)
- Completion of the Workplace Violence & Harassment Survey in accordance with the Ministry of Labour. Questionnaires were sent to staff in order to determine the effectiveness of organizational response to areas of concerns.

### Identifying and Managing Risks

Success cannot be realized without risk. The challenge is recognizing and understanding the risks and adopting strategies to manage and mitigate these factors.

Community Living York South recognizes the following key risks to its operations:

- Changes in the political, economic, demographic and social environments regionally, provincially and nationally may impact strategic directions and overall service provision.
- Continuity of funding by the Ministry of Community and Social Services is vulnerable to changes in legislation and government funding priorities or policies affecting its approach to service delivery.
- Revenue that is received by CLYS is designated for specific purposes making it challenging for the organization to use funds creatively to address needs and gaps as they arise.
- Supporting inclusion means supporting people to participate in their communities in meaningful ways that are valued and recognized by themselves and others. For some people, specific supports are required to ensure success when in the community. These may include supports for mental health, behavioural challenges, communication and social skills.

- An aging population requires increased investments in housing, therapies and training. Meeting these requirements requires investments that go beyond current designated funding agreements.
- Changes to Ontario Fire Legislation demands that increased resources be targeted for infrastructure. This puts a greater strain on already limited funding.

Board Task Forces, in cooperation with senior leadership, monitor these areas of risk and identify mitigating strategies. Some examples of these strategies include:

- Completion of two independent program level audits and an annual organizational audit through KPMG to assess financial risks in operations.
- Ensuring that we adhere to all compliance standards by the Ministry of Community and Social Service.
- Committing to and maintaining our Accreditation status with FOCUS Accreditation.
- Working with funders to address issues impacting the organization's ability to manage risks.
- Investigating additional funding sources, such as United Way of Toronto and York Region and the Trillium Foundation of Ontario, to provide grants based on proposals submitted by the organization.
- Maintaining a Financial Oversight Task Force, Business Task Force and Investment Task Force.

### Human Resources

Over 2015/2016, CLYS's Human Resources department was instrumental in achieving the following:

- AON Hewitt Employee Engagement Survey
- Reviewing the HR Policies and Procedures with Management Team to ensure consistent application on a monthly basis.
- Including people supported in determining

- interests and characteristics of staff during the recruitment, interviewing and hiring process.
- Celebrating and evaluating the implementation of "REAL: Recognizing Everyday Leadership" at the 1 year mark.
- Participating in and chairing the Joint Occupational Health & Safety Committee to monitor and ensure the ongoing wellness, health and safety of employees.
- Supporting 16 employees to participate in Mental Health 911 Training sessions.
- Supporting the Annual Staff Celebration Party on April 1, 2015. This year, 38 employees were recognized for their years of service:

STAFF	YEARS
Wilkinson, Don	40
Jones, Carina	35
Lewis, Debbie	5
Johnston, Cathy	25
Evans, Holly	25
Lutz, Maggie	25
Biggerstaff, Joanna	25
Smith, Rochelle	20
Manikam, Dee	20
Baghaee, Mina	15
Kwiecien-Wawryzyniak, Irena	15
Locke, Aleksandra	15
Mlynarczyk, Agnieszka	15
Adams, Jan	15
Bobechko, Lisa	15
Howell, Crenilda	15
Gentles, Judy	15
Wu, Lok Chee	10
Kelusky, Katherine	10



Tavakolzadeh, Lenny	10
Pranzitelli, Sandra	10
Brown, Michael	10
Coutinho, Nubia	10
Fuzir, Gabrijela	10
Lee-Teo, Lai Lin	10
Leung, Patty	10
Caldwell, Aurora	10
Griffiths, Kareen	10
Hatulan, Delia	10
Lo, Whitney	10
Jackman, Joy	5
Smith, Kerry Ann	5
Shaukat Sadia	5
Cagang, Edna	5
McDonald, Nicole	5
Hernandez, Patricia	5

### Performance Management & Compensation

Community Living York South was pleased to receive a wage enhancement from the Ministry of Community and Social Services in 2015/2016 and applied these funds to salary and benefit enhancements. These investments ensure that CLYS's salary structure remains competitive.

Additional successes include:

- Supporting a culture that is committed to coaching and mentoring employees for success. This included training for supervisory and management staff.
- Implementation of Leadership Training through Rainmaker Strategies with over 25 supervisory and management staff participating.

### Marketing and Communication

In addition to achievements identified under the Pillar of Information from the strategic plan, CLYS:

- Provided Passport Forums to more than 400 families and individuals on how people can use the funding and what services are available in the community. These forums were provided in Urdu, Punjabi, Tamil, Cantonese, Mandarin and English. Tip sheets with more detailed information were also provided to participants in these languages.
- Published the Access Newsletter each quarter in order to provide information to stakeholders on agency updates and available resources. This Newsletter is available on the agency website.
- Hosted a presentation at Humber College on the use of music to maintain and improve cognitive functioning as people with an intellectual disability age.
- Updated the Flowers of Hope Campaign and Membership Flyers for 2015/2016.

### Info Technology

Community Living York South continues to adopt new methodologies to share information with and between stakeholders. Some activities included:

- An investment in 10 iPads, in order to better access tools that support assessment on outcomes and priority areas in people's lives when planning.
- Using the Alliance Information Management System (AIMS) to track and manage vacancies.
- Using AIMS for Individual Support Planning processes.

### Internal Controls

Internal Audit processes and controls ensure that CLYS is measuring program activity against MCSS Compliance Regulations and Accreditation Criteria. Some processes included:

- Ongoing implementation of Third Party Review

of people's finances on a quarterly basis.

- Updating Agreements with individuals and families receiving Intensive Supports and Services to reflect new guidelines and expectations from the Ministry and Social Services.
- Reviewing and reporting metrics and budgets to the Ministry of Community & Social Services.
- Monthly reviews by the Financial Oversight Task Force.
- Completion of an organizational health assessment.

### Governance

Community Living York South is governed by a 9 person Board representing a broad range of skills needed for decision-making and accountability, including finance, legal, risk, audit, operational management, social services, and individual advocacy. In addition, the Board is comprised of men and women across the adult age spectrum with representation of people with intellectual disability and ethnic diversity.

Management works closely with the Board and its Task Forces, providing necessary information for decision-making, planning, agenda building, and policy development.

Community Living York South is committed to transparency in its business and service practices. Our audited financial statements are published annually and meet all legislated requirements. Our Annual Report is available both on-line and in hard copy. Our work environment and services support questions, complaints, and challenges for the purposes of improvement. Satisfaction Surveys for individuals supported and families are collected annually as is an independent Employee Engagement Survey through Aon Hewitt.

### Future Directions

Several of Community Living York South's directions for 2016/2017 have been identified in the Strategic Plan report. Some other specific goals and objectives include:

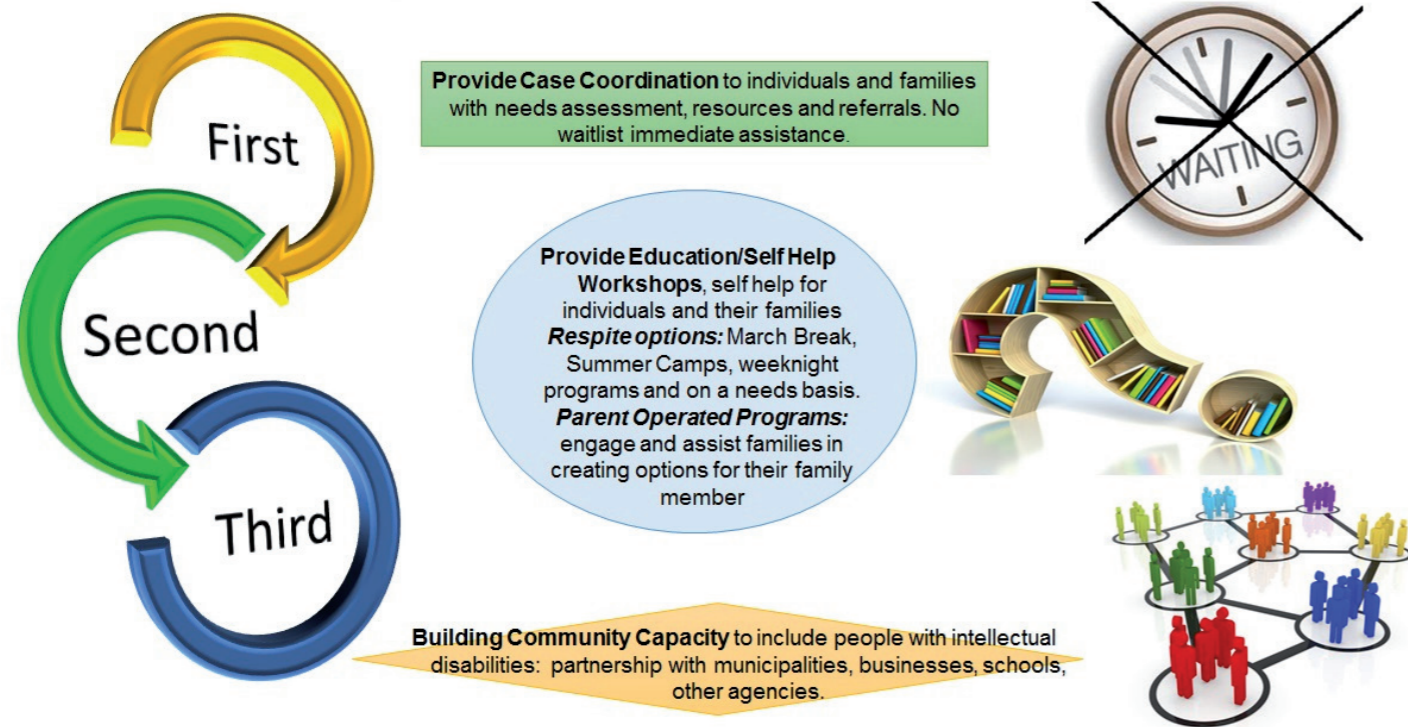
- Achieve a four year accreditation status from Focus Accreditation in March 2017
- Coordinate the creation of a new strategic plan for the agency in November 2016
  - Consultation with stakeholders will begin in January 2017 through April 2017
  - New strategic plan will be completed and approved by the Board of Directors in September 2017
- Organize a transition session for young adults between the ages of 18 and 21 years and their families in June 2017, to present day program options they may access after graduating school
- Conduct a needs analysis of the properties owned by the association, to determine their accessibility and compliance, with future fire regulations.
  - Needs analysis and recommendations to be presented to the Board of Directors in January 2017
- Collaborate with families to continue developing new models of support for day, respite, and housing. Increase participation in these programs by sharing stories of families who have been successful in developing new models of support
  - Stories of success will be published in the agencies newsletters and through presentations and group discussions
  - Meetings will be held in November 2016, March 2017 and May 2017
- Identify and support partnerships and collaborations that will expand and enhance services for individuals who are aging



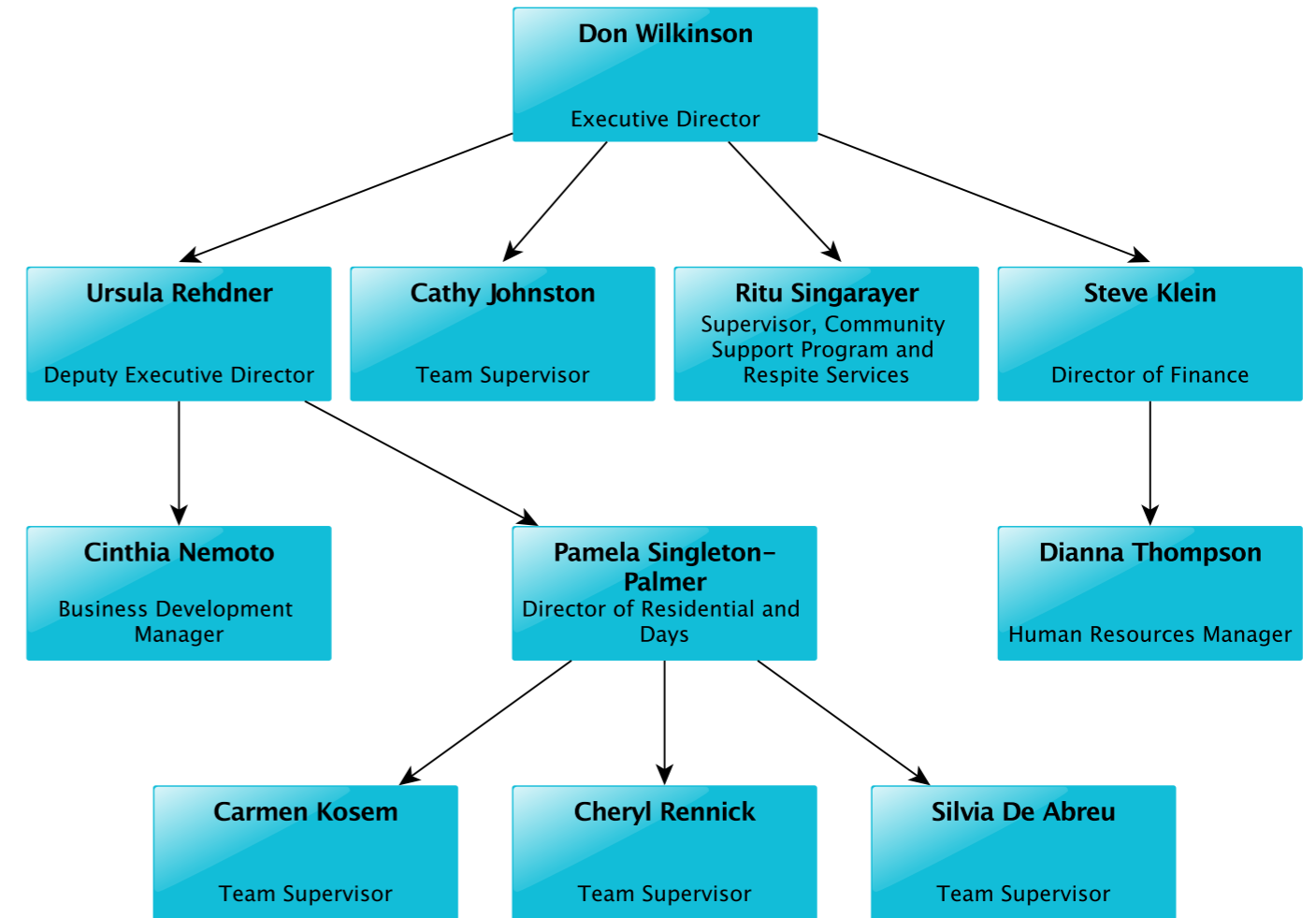
# Who Are We? A Description of Operational Structure

Community Living York South is comprised of Human Resources, Finance, Accounting and Payroll, Direct Services for People, the Community Support Program and various Fee for Service options. Community Living York South continues to develop innovative approaches to meeting the needs of our community. Our Community Support Program, funded primarily through United Way, provides support to families and individuals who do not have access to MCSS funded services. The Program provides opportunities for individuals and families to work together to create options, help one another and seek alternative resources to build, create and maintain meaningful lives.

## Three Prong Approach to Service Delivery



# Organizational Chart with roles/ responsibilities



**EXECUTIVE DIRECTOR** – Provides leadership and mirrors the mission, vision, values and strategic direction of the organization.

**DEPUTY ED** – Ensures that the organization focuses its personnel and resources towards the achievement of strategic and annual year plans.

**DIRECTOR OF FINANCES** - Ensures the organization’s financial and office systems are efficient and compliant to increase capacity to meet strategic goals.

**DIRECTOR OF RESIDENTIAL & DAY SERVICES** – Provides strategic leadership, resource management, quality planning, implementation, monitoring and evaluation to ensure service excellence.

**MANAGER OF BUSINESS DEVELOPMENT** – Plans and delivers new services through a variety of strategies to support the growth and expansion of all business opportunities.

**HUMAN RESOURCES MANAGER** – Maintains and enhances the organization’s human resources and Human Resources policies, programs and practices.



# Recognitions Received by CLYS

Over the past year, Community Living York South has been recognized by a variety of community partners:

On December 3, 2015, Ritu Singarayer, Supervisor for the Community Support Program, received the "Exceptional Accessibility Award for York Region" in recognition of her contributions and outstanding commitment to supporting and promoting the accessibility sector.

The A.C.T. 4 Youth Initiative was selected as one of the 8 nominees for the 2016 Innovator of the Year Award at the Innovations Showcase during the Ontario Disability Employment Network's Rethinking Disabilities Conference, held on June 2, 2016.

Community Living York South was also recognized for its long standing contributions to Seneca College of Applied Arts and Technology, Behavioural Sciences Program, King Campus. This includes membership on the Diploma and Degree Advisory Boards and 2 invitations to guest lecture to students who are participating in these programs.

# Awards and Scholarships provided by CLYS

Every year at our Annual General Meeting, Community Living York South honours community partners, leaders and students in a variety of ways. In 2015, we awarded a Community Action Awards to different community partners for their contributions towards supporting inclusion of all people in the community. We are pleased to profile the Award Recipients:

- **Northern Pet**
- **Dollar Tree – Vaughan-Weston Road and Hwy.#7**
- **TD Bank – Markham**
- **Pizza-Pizza Markham**
- **APG-Accolade Promotion Group**
- **Taylor Newberry Consulting**

Scholarships were provided to 2 students who have a disability to support opportunities to pursue a post secondary education. The scholarships, each in the amount of \$500, have been generously donated by Por Lay Shek, a family member of a person supported at CLYS. This year's recipients were:

1. **Pak Kei (Terence) Chan**
2. **Melynda Pang**

Donations were also made by Community Living York South on behalf of retiring Board Members to a charity of their choice. This donation was in honour of their contributions to Community Living York South. Retiring Board Member: **Tahir Shafiq**



Ritu Singarayer - "Exceptional Accessibility Award for York Region"

## Gifts in Kind

### 2016 Staff Appreciation Party Sponsorship:

We would like to thank all of our sponsors and donors for their generous contributions to our 2016 Staff Appreciation Party:

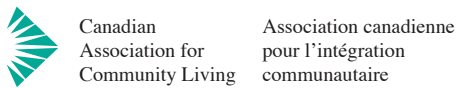
Claudia Ferryman, Rainmaker Strategies  
 Mormak Print Productions Inc.  
 Polybrite  
 Canadian Natural Specialty Brands  
 Worldwide Distributors  
 Fastenal  
 Accolade Promotion Group  
 Blade Tape Inc.

Minken Employment Lawyers  
 Axe N Gear Music and Vintage Collectables  
 Sharpe Property Services  
 Magda Rigo  
 Cheryl Berliner  
 Malka Rosenberg  
 Steve Palermo  
 Wendy Maw



Vince Manganero - Providing Exceptional DJ Service





Richmond Hill:  
101 Edward Avenue  
Richmond Hill, ON  
L4C 5E5

Markham Office:  
5694 Hwy #7 East  
Unit #13  
Markham, ON  
L3P 1B4

Vaughan Office:  
136 Wings Rd Unit 6  
Woodbridge, ON  
L4L 6C3

Celebrating Outcomes at Community Living York South

