



Annual Report

2015 / 2016

PACE is a charitable, non-profit
community support service
organization established in 1981 to
provide support services to adults with
disabilities who are determined to live
independent lives.

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We are PACE

PACE provides support services to more than 256 people, who have a variety of physical disabilities including multiple sclerosis, cerebral palsy, spinal cord injuries, acquired brain injuries, muscular dystrophy and Huntington disease.

Since its beginnings, PACE has endeavoured to fulfill a mission to be a leader in supporting people with disabilities to live independently through the delivery

of high quality innovative services. It has never wavered from its vision of ensuring that everyone has the right to choose dignity, respect and health.

The value of living independently with a disability

Independent living emphasizes the value of people with disabilities to have their own life experiences by providing community-based, Consumer-controlled services, supports and resources.



Message from Board Chair and Executive Director

This was another exciting and rewarding year at PACE. We are pleased to share the highlights of our achievements over this past year as a leader in supporting people with disabilities to live independently in the community.

We continue to leverage our position of increasing strength to ensure a sustainable future for our organization. Partnerships and integrations continue to be a key priority. Our progress continues through the WestPark partnership, which is focused on delivering new, unique, multi-faceted facilities on the WestPark property for 2018. The partnership includes West Park, Amico, Cota and PACE.

The successful completion of the service transfer of the Henry Lane and Broadway projects (formerly Clarendon Foundation) into PACE went very smoothly and both Consumers and staff are pleased with the seamless transition. As a result, PACE now has nine supportive housing locations.

As in any year, there are people changes as a part of a normal course of business. At the board level, we bid farewell to Bill Frost and welcomed three new Directors: Asher Alkoby, Ohla Dobush and Jan Dymond. They succeeded David Aronoff, Aleck Dadson and Sam Savona, who departed the board at last year's AGM. All are passionate and knowledgeable people who we thank for their commitment and contribution.

The efforts of our Board of Directors and its four working committees have delivered the following accomplishments:

- Partnerships and Integrations: A successful service transfer with Clarendon Foundation and ongoing identification of potential partners for future ventures.
- Quality and Safety: Executed Accreditation Canada governance surveys and results are being analyzed to create action plans to address gaps and support continuous improvement efforts.
- Nomination and Recruitment: A reduction in the number of Board Members from twelve to nine was approved and will be in place for the new board year. Board recruitment and evaluation materials

were reviewed and updated to assist in effectively recruiting Board Members and for evaluating ongoing performance progress against strategic goals.

- Bylaws and Policies: A thorough review and updating of PACE's Bylaws and Board policies was conducted to provide a best practice foundation.

Once again we have been able to sustain and increase our high Consumer satisfaction ratings. The overall Consumer satisfaction rate is now at 94% and 82% would recommend PACE's services to family and friends. The valuable information gained from our survey results will drive action planning and continuous improvement this year. We are extremely proud of these results and of all of our accomplishments this year. (See page 13 for a summary of the results.)

2016/17 holds new opportunities and challenges, and we are confident that our Board of Directors, Senior Leadership team, and all staff will continue to work together to forge a successful future for PACE!

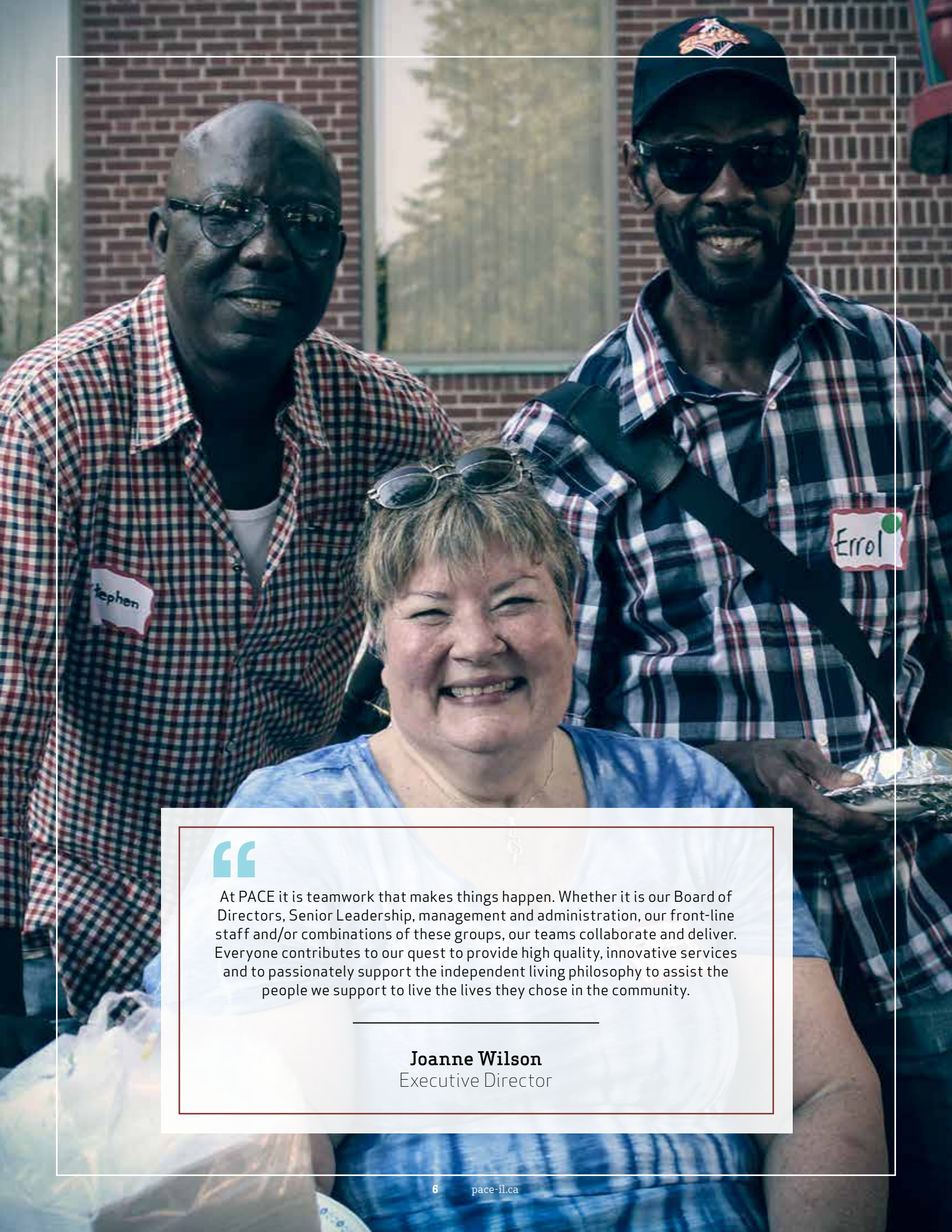


Bill Noble
Chair, Board of
Directors



Joanne Wilson
Executive Director





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At PACE it is teamwork that makes things happen. Whether it is our Board of Directors, Senior Leadership, management and administration, our front-line staff and/or combinations of these groups, our teams collaborate and deliver. Everyone contributes to our quest to provide high quality, innovative services and to passionately support the independent living philosophy to assist the people we support to live the lives they chose in the community.

Joanne Wilson
Executive Director

PACE by the Numbers

256

Total number of
CONSUMERS
served



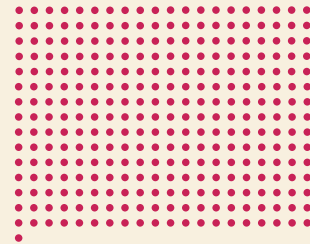
111

Attendant **Outreach**
Consumers



301

Total number of
employees



44%

Employee
tenure
(average)
10-years
and over



145

Supportive
Housing
and **Learning**
Network
Consumers



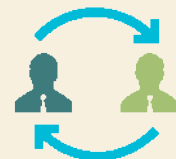
94%

Consumer
SATISFACTION:
Overall satisfied
or better



6%

Annual
turn
over
rate



0%

Employee
lost time
due to **injury**



16%

Revenue
GROWTH
(last year)



\$12,277,166

Revenue (total budget – 2015/16)

Our Strategic Plan

OUR VISION

Independent Living: A Choice for Everyone

OUR MISSION

A leader in supporting people with disabilities to live independently through the delivery of high quality innovative services.

OUR PRIORITIES



Agency of Choice

We are a transparent, trusted and responsive service provider and employer
We support Consumers' individual life choices

Organizational Vitality

We optimize resource utilization and demonstrate value for money
We build and strengthen collaborative partnerships and integrations
We grow and diversify revenue sources

Safety, Quality & Service Excellence

We continually improve PACE processes and practices to meet or exceed objectives
We are recognized as a safe place to receive services and work
We create infrastructures that promote growth and add value

Innovative Leadership

We are passionate, skilled and engaged
We operate in a culture based on values and high performance

OUR VALUES

Community • Collaboration • Commitment • Courage

Board of Directors

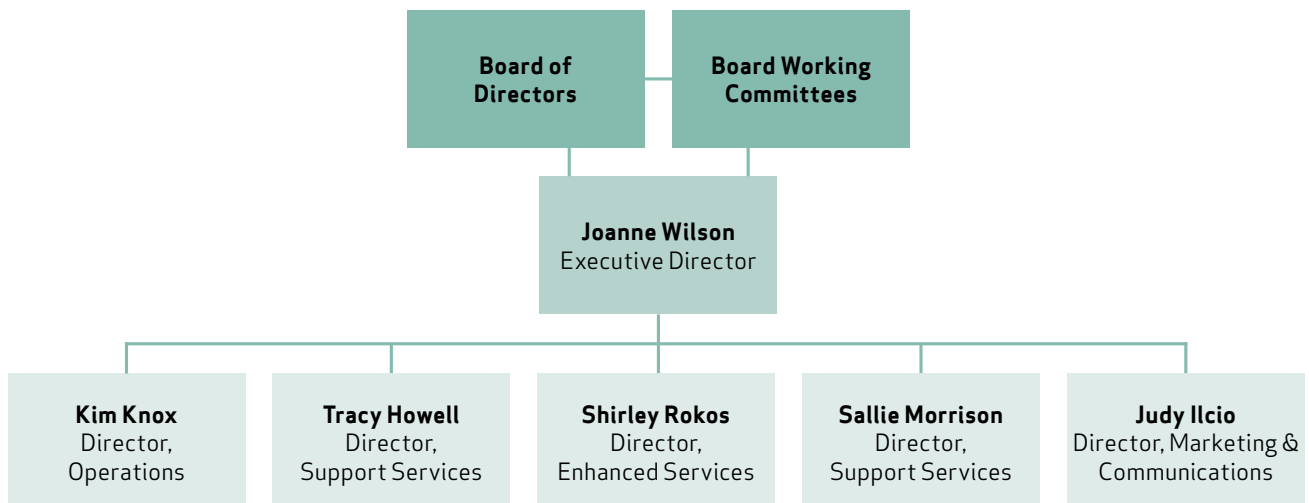
The PACE Board of Directors is a strong group comprised of highly skilled, enthusiastic individuals that lend their expertise to the Board and its Working Committees.

Board Chair	Bill Noble	Secretary	Eric Mézin	Director	Olha Dobush
Vice-Chair	Jeremy Grafstein	Director	Asher Alkoby	Director	Jan Dymond
Vice-Chair	Greg Kaplan	Director	Karen Atkin	Director	Lauren Ettin
Treasurer	Todd Kilpatrick	Director	Lew Boles		

Board Working Committees (*Committee Chair)

Nominating and Recruitment	Partnerships and Integrations	Quality and Safety	Bylaws & Policies	Audit Committee
Jan Dymond*	Bill Noble*	Lauren Ettin*	Karen Atkin*	Todd Kilpatrick*
Lew Boles	Greg Kaplan	Lew Boles,	Asher Alkoby	Joanne Wilson
Bill Noble	Jeremy Grafstein	Ohla Dobush	Jan Dymond	Kim Knox
	Todd Kilpatrick	Eric Mézin		Maunda Williams

Leadership Team



A Year in Review and the Year Ahead

For 35-years, PACE has been supporting individuals with physical disabilities to live independently through the delivery of high quality innovative services.

This past year we worked closely with Consumers, and their families, Staff, and Stakeholders to enable us to achieve our goals as outlined in our operational plan and our balanced scorecard. The following is a summary of our accomplishments aligned to the strategic pillars of our Strategic plan. These pillars are the focus of our activities and help shape the achievement of our organizational goals:

Agency of Choice

- Completed the successful, seamless service transfer of the Henry Lane and Broadway Supportive Housing projects (formerly Clarendon Foundation) into PACE to ensure long-term sustainability for Consumers and staff. We are working with the Consumer Transition Advisory committee to remember our Consumers' past while working with them to plan the future they desire;
- Celebrated the grand opening of the Paula Cassin Learning Centre as this new dedicated learning centre has enabled us to expand our acquired brain injury program and service offering. Other programs now use this facility and there is expanded awareness through collaborations and partnerships;
- Raised \$2,500 through the Paula Cassin Education fund which provides funds for educational opportunities to enhance the lives of people living with the effects of an acquired brain injury;
- Continued ongoing post-integration evaluations and reporting for the former ABI Possibilities and Clarendon organizations to ensure completion of the transition management;
- Increased web site enhancements and ongoing content management have resulted in a 49% increase in year-over-year web site traffic.

Organizational Vitality

- Continued focus on insuring PACE's viability through new and innovative partnerships. Our ongoing efforts with the West Park project (partnership with West Park, AMICO, Cota) continue and will expand the scope of services available to current and future Consumers in 2018;
- Preparations for the opening of the new Pan Am/Parapan Am site continue. The opening has been delayed but the long-awaited expansion of the supportive housing program is exciting for those Consumers about to move into their new homes;
- Completed AODA employment Standards update;
- Sponsored the Breaking the ICE Canada 2015 Conference (Independence, Community and Empowerment). The conference is an event created by and for individuals who use Augmentative and Alternative Communication (AAC), their families and professionals who work in the field to share stories, to learn and grow from each other and to build friendships.
- Held Staff strategic plan update sessions across the entire organization. Joanne Wilson engaged staff in interactive gatherings to apprise them of our progress;
- Completed successful negotiations with SEIU.



Safety, Quality & Service Excellence

- Conducted Staff Accreditation Canada surveys to gather feedback on quality, safety and efficiency;
- The Consumer safety plan was enhanced to capture a more comprehensive picture of consumer safety practices at PACE;
- Completed policy integration for the Edwards Manor project and the Paula Cassin Learning Centre (formerly ABI Possibilities);
- Conducted our third-party Consumer satisfaction survey.

Innovative Leadership

- The Senior Leadership team welcomed two new members - Sallie Morrison (Director, Support Services to oversee the new supportive housing projects) and Judy Ilcio (Director, Marketing & Communications) to the Senior Leadership team;
- Created succession plans for the Senior Leadership team.

Year Ahead

- PACE's accreditation process, through Accreditation Canada, represents a major undertaking for 2016/17 as we are preparing for our accreditation survey for May 2017 to ensure that we are providing the highest standards in quality support services;
- Develop PACE's brand strategy;
- Share the results of the Consumer Satisfaction research and undertake action planning against these;
- Continue to build Operational Excellence within the Senior Leadership team;
- Undertake Change management training and share tools to address and create processes;
- Complete the implementation of GoldCare;
- Rollout of the Communication plan;
- Negotiations with Unifor and OPSEU.

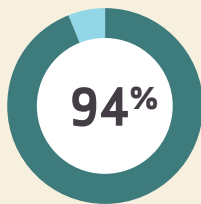
Accreditation Survey Highlights

Accreditation is the ongoing process of looking at our programs and services and comparing them against national standards of excellence. This helps PACE improve quality, safety, and efficiency so we can offer the best possible services.

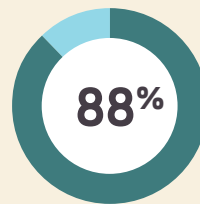
At PACE, accreditation is an ongoing effort – one that we have been committed to since 2006. The first

step in the accreditation process involves collecting feedback from all PACE staff through the completion of surveys. About 195 (68%) of our employees completed the surveys and 100% of the surveys were completed online.

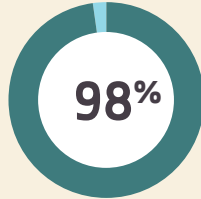
The following is an overview of the results:



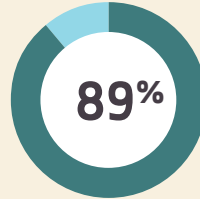
94% of staff rated PACE as a good/great place to work!



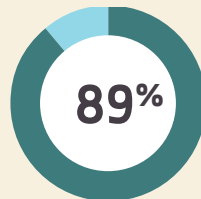
Overall job satisfaction ranked very high with 88% of staff satisfied with their job.



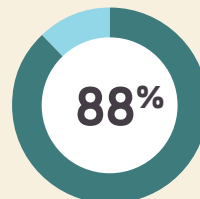
Overall, 98% of staff gave the organization a passing grade on consumer safety.



89% of staff said that PACE is a safe place to work.



89% of staff said that they usually or always look forward to going to work.



88% of staff agreed that Senior Management provides a climate that promotes consumer safety.

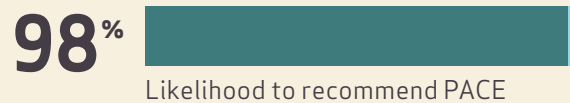
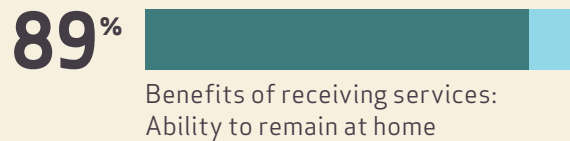
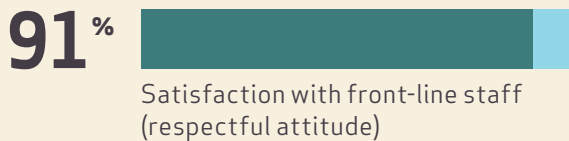
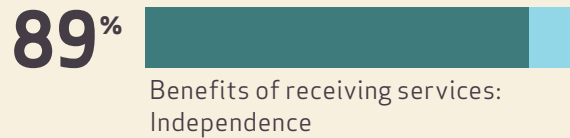
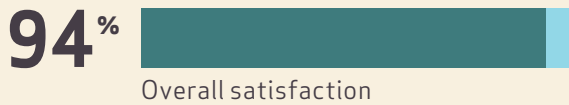


Given the high-level of job satisfaction, all employees, 100% that completed the surveys, said that they would be willing to recommend PACE to friends and family that require services!

Consumer Satisfaction Highlights

This third-party research is completed bi-annually. Following the analysis of the survey results, any issues identified are addressed by the appropriate committee and a quality improvement plan is

developed and implemented. Response rate of the survey was 69%. Here are some highlights from this year's survey results:



What some of our Consumers had to say....



This is the best place. I cannot say a bad word. They are all very nice, strong and management is good. Best in Toronto.



PACE is unbelievable and I could not do it without them. Very good and professional.



These people are very excellent, very nice, and will do anything for you. I don't know what I would do without them.



I think they are fabulous.



PACE allows me to do the things I want with my life.



They give me the ability to live my life every day and to go on as I want.



They go above and beyond at all times.



Our Services

Supportive Housing Services

The Supportive Housing Program provides essential support services to eligible individuals living in one of PACE's designated supportive housing sites in Toronto. This program enables adults with physical disabilities to live independently in the community. Through this consumer-centered program individuals make decisions and take action to maintain their independence. The program focuses on maintaining independent living by supporting those individuals who require assistance with personal services and housekeeping.

PACE staff are available to provide support 24-hours per day seven days a week for pre-booked daily services as well as emergency services in all of our supportive housing sites. Consumers live in their own apartments and a landlord/tenant relationship exists so the Consumer maintains a lease not connected to PACE services.

Attendant Outreach Services

PACE provides personal support services associated with the activities of daily living (similar to those provided

at the Supportive Housing sites) at the Consumer's home, school or workplace. These services are provided throughout Toronto between the hours of 6:00 a.m. and midnight. Services are provided on a pre-booked visitation basis.

Fee For Service Program

These personal support services are pre-scheduled on a temporary basis to meet the needs of people with physical disabilities in the greater Toronto area. These non-medical services are provided to individuals on vacation, at a place of business, school or home.

Services provided in Supportive Housing sites and through Attendant Outreach:

PACE provides the following services: (including but not limited to)

Personal assistance

Lifts/Transfers

Bowel and bladder assistance

Dressing and undressing



Skin care

(bed turns, general and non-sterile dressings, skin checks)

General hygiene

(bath/shower, grooming, nail care, peri-care, menstrual care)

Sexual assistance

General assistance

Meal preparation and clean up
(cooking, cutting up food, assistance with eating, G-tube, drinks, splints)

Light housekeeping

(this would be cleaning up as part of the regular service for example – after making a meal).

Laundry

Nurturing assistance

Escorts

Communication support

(opening mail, telephone assistance)

Routine maintenance of assistive devices, personal vehicle, alternative and augmentative (AAC) equipment

Pet and service animal assistance

Wellness assistance

Respiration (ventilator, bi-pap) - assistance with devices that help the user to breathe

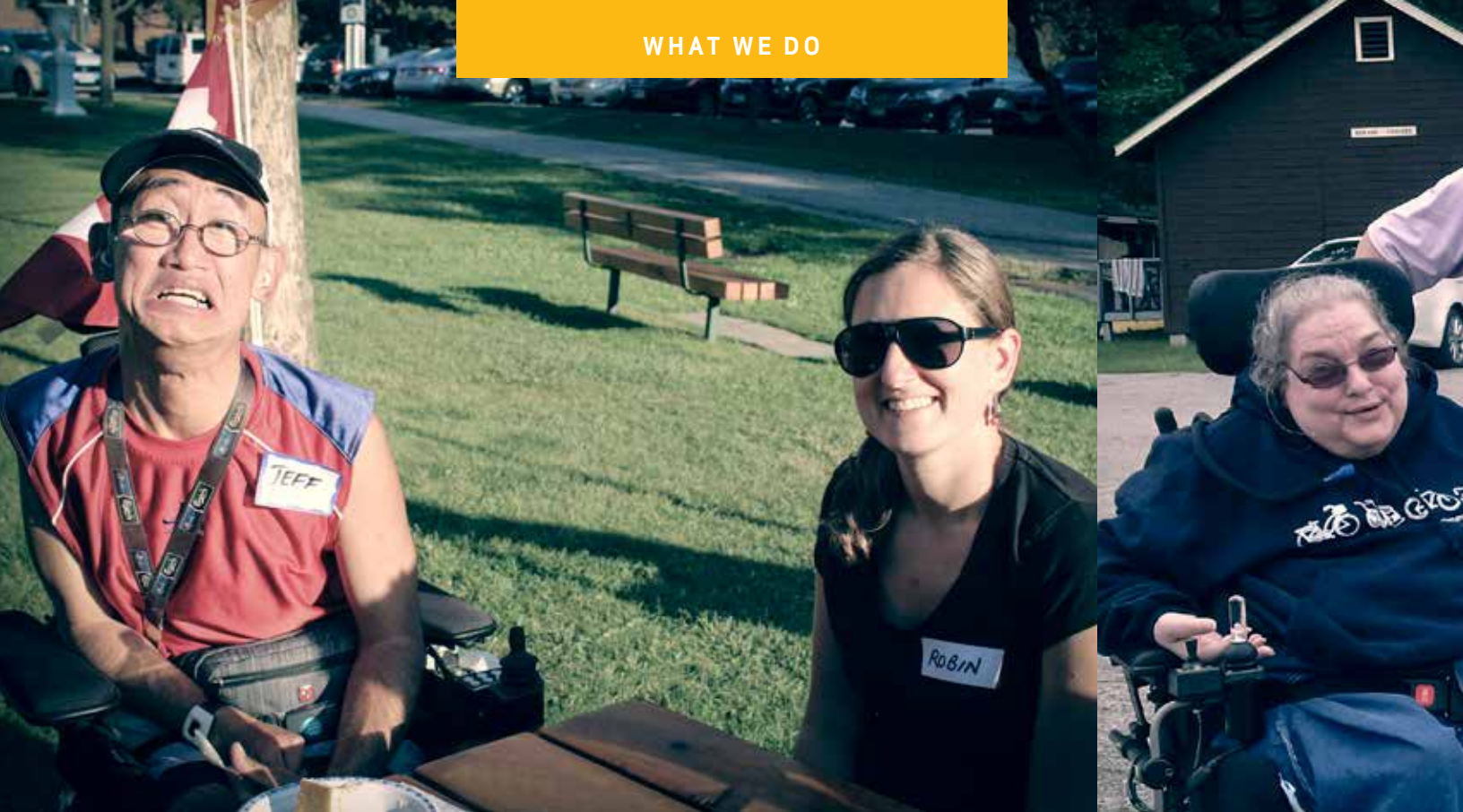
Physical assistance with taking medication

Range of motion exercises

Enhanced Services at the Bello Horizonte site

The PACE Bello Horizonte Project is unique in Toronto and Canada and supports two groups of people: those with Huntington Disease (HD), and people who require enhanced services as well as support services. Consumers receiving enhanced services typically have lived at home or in institutions rather than on their own, so they require assistance directing their services and learning to live more independently.

PACE staff provide information to Bello Consumers to make healthy and safe decisions about their services. Also, life skills - such as banking, shopping, nutrition, social/recreational, education/volunteering are taught. Assistance connecting with community agencies and resources is also provided to Consumers.



Our Services (continued)

Huntington Disease (HD) drop-in program

This is a free monthly event for people living with HD and their family members to socialize and connect with other members of the Huntington's community.

Huntington Disease (HD) community program

PACE provides community-based support services for adults living with the effects of HD. Services are provided in the Consumer's home. These services are provided throughout Toronto and are provided on a pre-booked basis.

Support services include personal services associated with the activities of daily living. Consumers also receive enhanced services as they require assistance directing their services and learning to live more independently. PACE staff provide information to the individual to make healthy and safe decisions about their services. Also, life skills - such as banking, shopping, nutrition, social/recreational, education/volunteering are taught. Assistance connecting with community agencies and resources is also provided.

Specific to HD support, services are provided that are customized to address individual needs. These could

include physical, cognitive and psychiatric challenges that a person with HD may experience.

Services for individuals living with the effects of an Acquired Brain Injury (ABI)

PACE offers ABI day programs, supportive housing and community-based support services for adults living with the effects of an acquired brain injury.

ABI Day Programs

Our day programs are held at the wheel-chair accessible Paula Cassin Learning Centre and offer learning opportunities/training, recreational activities and social support. Our programs are designed to meet the needs of our Consumers and are created with Consumer and staff input. Our workshop offerings vary but, the most popular focus is on developing computer skills, social interaction, cooking and health and wellness. The programs provide opportunities to learn and practice new skills and/or to "re-learn" and practice old skills and information impacted by the acquired brain injury (ABI).

Consumers are partnered with Coaches, who help



define clear goals, keep them on track, and provide extra support if needed. Once a Consumer has successfully acquired their skill they can then apply (if they choose to) for our Community program to work with a Coach to help them transfer that skill to their home or community.

ABI Supportive Housing

The Edwards Manor project is our Supportive Housing project for adults living with the effects of an acquired brain injury (ABI). This is an integrated community apartment complex in south Etobicoke where PACE provides 24-hour support to these individuals living in their own studio apartment.

Support services include personal, general and wellness assistance. Specific to ABI support, enhanced services are provided that are customized to address individual life skill, cognitive and behavioural needs.

We work with each individual to set goals that determine the scope of the individual supports to be provided. Individuals learn or relearn ways to live independently again.

PACE works to assist individuals in the development of their personal support network and to be able to access the community and for them to broaden their community involvement.

ABI Community-based Support Services

Following the assessment process, recommendations and a plan for specific individualized service needs and goals are developed. Depending on the goals that have been established, the length of the program could be 6-12 weeks long. Further assessments may be conducted on an as-needed basis. Service is provided in the home or community once or twice a week (depending on the needs).

Consumer Resource Services

PACE provides practical support to its Consumers. The support provided can be system navigation, information, resources, education, and support in the adjustment to having an evolving disability. Staff meet with Consumers in their home or in the community, wherever assistance is required.



Donna Parsons

PACE Consumer
Bathurst Prince Charles – Supportive Housing program

Donna grew up in Newfoundland. She was diagnosed with juvenile rheumatoid arthritis at the age of two and over the years had to travel to Toronto for treatments. Donna shares “when I was here for therapy at age 14, I saw what Toronto had to offer for independent living.” This awareness stayed with her.

Donna made a choice and ended up in Toronto. As Donna says, “Toronto was just physically easier and there were more opportunities for healthy independence.”

“My friend brought me here (Bathurst Prince Charles) and introduced me to a peer support group (National Council of Jewish Women).” It was through this introduction that Donna got an apartment in the building in 1987 and later met her future husband who was an attendant in the building. For Donna it has now been a thirty year relationship with PACE as her service provider.

Donna graduated from York University in 1996 with a Specialist Honours Bachelor of Science degree while at the same time completing a Rehabilitation Worker certification. Donna is an entrepreneur. She and her husband, Frank, have two businesses that give her the flexibility to work at her own pace while still helping her kids with their school work.

Donna and Frank have two daughters – Selina and Cassandra and a dog named Rex.

How has PACE had an impact on your life?

“We are thankful that our staff have been so long-term. It’s fabulous when you can rely on and grow with them and be a part of each other’s lives in such a unique style. Some staff have children and we haven’t met but we have grown together with hearing their names.

If my children could invite everyone that they wanted (PACE Staff/Consumers) to their graduations there would be no room in the auditorium for anyone else’s families. That is why my daughters say, “I don’t just have one mother – I have a minimum of 30 parents.” “And I tell them, “Remember I have eyes everywhere because it has taken a village to raise my children.”

What is Donna most passionate about?

Donna’s passion comes out when she talks about her family, relationships and PACE. “My parents have met many of the PACE staff and they are confident that we have the quality support and assistance that we need.

“It has been incredible how PACE helped me to be best that I can be to myself and my family. I have taught my children that the way you interact with people is very

important. It is all about great respect and relationships. Even if there is a little conflict or frustration – it doesn’t make everything hopeless. It is just a momentary item to be addressed and then move on.”

Donna received nurturing services from PACE and through this special bonds were formed with all PACE staff. “My daughters have so many quality relationships besides their immediate family. PACE has been something different to see and appreciate in my role as a parent. Usually one of my girls will remind me of the upcoming PACE BBQ or Christmas party as they want to attend to get caught up with their PACE family.”

When Donna gets time for herself – what does she like to do in her spare time?

“What I like to do is weather dependent as I like getting outside. I was able to get the groceries this winter as it was good to get around. I like getting outside in the sunshine.

I enjoy planning summer vacations. Last summer we went to Great Wolf Lodge in Niagara Falls. This summer we will do an east coast road trip to get our oldest daughter to one of the universities in Nova Scotia.”

If PACE was a person – what words would you use to describe PACE?

Supportive, Positive, Pleasant, Personable,
Of very good quality.

What is Nurturing Assistance?

Nurturing Assistance is a Consumer-directed service that provides physical assistance to parents with disabilities who have young children.

Nurturing Assistants are not babysitters or nannies, nor are they volunteers or family members. They are paid employees who work under the direction and in the presence of the parent. Their role is to assist the parent with parenting activities such as bathing and changing the child, preparing meals, lifting, carrying, nursing and cuddling the child, playing and parent-child interacting.



Golda Anderson

PACE Staff

Independent Living Assistant, Attendant Outreach Services

Golda is the middle child in a family of six children – five girls and one boy. She describes her childhood home as “loving” as she fondly shares about the influences of her closely knit family and very spiritual mother. With her upbringing and now in her own family, Golda values the importance of good relationships.

How did you get into this line of work?

“My Mom had two jobs. She would ask me to go with her to some of her clients. I started in high school to help her. It was second nature – caring for seniors, children etc. I did this until I graduated.

Then I got married and had my children – five boys and one girl. I became a stay-at-home-mom and nurtured my children.

When my children were older, I went back to school and then I decided to do my Personal Support Worker certificate (PSW). When I finished, I applied at PACE. I love the flexibility to do home-related things and work with people with different disabilities.”

Describe someone who inspires(d) you and why?

“Everything that I experience in life – from taking care of six children and working with people with disabilities – is influenced by my strong sense of spirituality. My mother passed this down to me and I understand what my mother gave to me. This influence has strengthened me and matured me and given me perseverance.”

Do you have a favourite memory of working at PACE?

Golda shared her highly impactful, memorable experience supporting PACE Consumers at the 2015 Breaking the ICE (Independence, Community and Empowerment) Conference in Toronto. This is a conference aimed at helping individuals who use alternative and augmentative communication (AAC) systems, their families and professionals who work in the field of AAC, to share stories, to learn and grow from each other and to build friendships. It is the only event of its kind in Canada.

“This event left a mark on me. The town hall meeting for them to express their feelings and share with the participants virtually in Vancouver was the greatest thing!”

What do you like most about working for PACE?

“One of the things that is a highlight for me is the services that we offer and how they enhance the quality of life for others. We all want to be able to do things that we are passionate about. PACE helps make things inclusive.

In my work with the PACE art and cooking classes and at the Aphasia Institute, I got to see the scope of services that PACE delivers. I just love the diversity. PACE is a great organization to work with.”

What lessons has your work life at PACE taught you?

“Persevering with the Consumer is just like any other relationship. We can’t walk out when there are difficulties and when learning to get to know someone. It is a great lesson – it becomes beautiful for you and the other person.”

When Golda has time for herself – what does she like to do?

“I like to travel although I don’t get to do this much. A body scrub, just relax and read or see live plays. I enjoy being around people.”

Golda’s six children range in age from 14 – 21 and she describes her experience with having them in her life by saying “they have kept me solid”.

What accomplishment at PACE are you most proud of?

Golda pauses, laughs and then responds very simply, “Serving the disabled community.”

If PACE was a person – what words would you use to describe PACE?

Ambitious.

Progressive.

Inclusive.

Structured.

I think that PACE has the ability to transform lives.

PACE is a gatherer of communities.

PACE is a healer.

A portrait of a man with dark hair and a slight smile, wearing a white t-shirt with a colorful geometric pattern. The background is a soft-focus outdoor scene with green foliage.

Tohamah Abdulwahab

PACE Consumer

Caboto Terrace - Supportive Housing program

Tohamah grew up in Mississauga, the middle child in a family of six children – three boys and two girls. He has spina bifida. His parents are the owner/operators of the grocery store Mona Fine Foods in Mississauga.

Tohamah went to high school at Gordon Graydon Memorial Secondary School and then took a paralegal college course. In 2002, he got an opportunity to work for Cineplex Odeon at their Queensway theatre and he still works there today.

Tohamah lived at home until he was 19 years of age when he moved into his apartment at Caboto and began receiving services from PACE. (That was twelve years ago.) Tohamah shares, “My Mom was upset with me for moving here but she has learned to adjust.” He does go home to Mississauga to visit and endures coordinating Toronto’s Wheel-Trans and the Region of Peel’s TransHelp accessible transit to get there.

Shortly after moving into his own apartment Tohamah had a serious health issue. It started with developing a pressure sore (a common and serious risk for someone who uses a wheelchair) which then got infected. In addition, Tohamah contracted Septicimia (which is bacteria in the blood that occurs in severe infections.) He ended up having surgery. Tohamah shares his learning from this life-threatening situation “I know that I need to be less stubborn, I need to take care of myself (his health and wellness), listen to my doctor and take time to rest.”

How has PACE had an impact on your life?

Tohamah speaks about the independence that he has gained through receiving services from PACE. “I get to do what I want. I do my own thing. PACE staff has always been able to accommodate if I need things. I have had other options for other apartments but, I feel PACE does a better job providing services.”

What is Tohamah most passionate about?

“My friends. I love to go out and hang out with my friends. I have a few good/best friends – one that I grew up with and one that I met from work. I try to pick my friends carefully.

Next week I’m going to Vancouver to visit one. I have been out there before and I would move out there tomorrow.”

When Tohamah gets time for himself – what does he like to do in his spare time?

Tohamah is a sports fan. He gave up watching regular television programming and now focusses on the Raptors and the Blue Jays. He doesn’t have a favourite team.

If PACE was a person – what words would you use to describe PACE?

Dedicated.

Initiative.

Take initiative for their actions.

What is spina bifida?

Spina bifida is the incomplete development of the nervous system and spinal cord. It is a congenital disorder (present at birth). It results in varying degrees of disability from loss of sensation, bladder and bowel dysfunction to permanent paralysis.

A portrait of Daphne Knight-Williams, a Black woman with short dark hair, smiling and looking slightly to the side. She is wearing a light-colored top with a black lace or beaded border across the shoulders. The background is a blurred outdoor setting with green trees.

Daphne Knight-Williams

PACE Staff

Personal Care Attendant, Henry Lane - Supportive Housing program

Daphne worked with the Clarendon Foundation for the past 32 years prior to the organization becoming part of PACE in September 2015. Daphne was born and raised in Clarendon, Jamaica and came to Canada in 1981. She is from a family of twelve – six girls and six boys. Now Daphne keeps busy with two daughters of her own and seven grandchildren.

How did you get into your line of work?

Daphne shares that when she came to Canada from Jamaica she had no experience and needed to survive so her first job was babysitting children. She says, “my friend was working for an agency and she told me to buy a uniform so that I could work in nursing homes.” It was through the agency nursing home work that she was sent to Clarendon. Daphne reveals that comparing the nursing home to providing support services, she likes this better. “I love what I do.”

Describe someone who inspires (d) you and why?

“Bola – my boss. You get good feedback and good encouragement from him. I can talk to him about anything.” She explains that, “I am that comfortable. He is a pleasure to work with as he always tries his best.”

Do you have a favourite memory of working at PACE?

“There was once a Consumer who moved out about 10 years ago to another project. She worked at Old City Hall. I came in one morning and the staff person was supposed to be there – but, didn’t show up. She could only use her mouth. I had to help her get out of bed, put her in the shower, put on her braces and dress her nice for work. I needed to get her on an 8 a.m. bus. I knew if I didn’t get her on it she would call me all day! I made it happen. Afterwards she said to me as we were going out the door – “I didn’t know I could move that fast!”

Daphne laughs as she shares, “This Consumer didn’t get along with many people but, we got along fine. After she moved – I would hear from others that she would still say “tell Daphne that I say hi. She needed assistance with getting dressed and to work – I got a lot of credit.”

What is Daphne most passionate about?

Daphne spoke about the transition from Clarendon to PACE. “It takes a while for all of us to adjust to changes. Consumers and staff are getting comfortable.”

Daphne tells a story that her mother taught her, “A change is good even if it is prison. The man learned to make shoes”. She continues, “People take long to change. If I am not doing anything wrong – I don’t worry about change.”

What lessons has your work life at PACE taught you?

“I don’t know much about PACE but, the little that I do know – the impact has been very good. There is ongoing learning here. In the past – it wasn’t as frequent. I love to work with PACE.

When Daphne has time for herself – what does she like to do?

“I go out to Ajax to my friend’s (she also works at PACE – at Broadway) and we hang out. On the first Saturday of the month we go out to a Caribbean club where we dance, chill out, have a drink and enjoy some local West Indian foods – oxtail, dumplings, rice and peas.”

If PACE was a person – what words would you use to describe PACE?

“I like the PACE organization as a whole. It would be a good person. If it wasn’t a good person – we wouldn’t be where we are now.”

“I like that Clarendon came into PACE as there were some things that needed to change. Staff now come to work on-time. People are taking a different stand. It is all coming together. I find it very good.”



Staff Years of Service

25 Years

James Clemens – Bathurst
Alma Massiah – Caboto
Popsey Richards – Caboto
Joanne Wilson – Head Office

20 Years

Carl Ellis – Bathurst
Terrance Lyder – Outreach
Cecil Providence – Caboto

15 Years

Ronaldo Abat – Bathurst
Sue Cockburn – Head Office
Anthony Domm – Outreach
Wesley Gordon – Outreach
Marjorie Mullings – Outreach
Delia Palarpalar – Bathurst
Stephen Preston – Windward
Doreen Williams – Windward
Karen Williams – Bathurst
Hindia Yusuf – Windward

10 Years

Carmalie Bonsu – Outreach
Salve Cortez – Bello2
Danielle Daoust – Head Office
Opal Smith – Outreach

5 Years

Nathalie Airall – Outreach
Lolita Alfeche – Outreach
Golda Anderson – Outreach
Yvonne Anderson – Outreach
David Banayat – Bello1
Elderfield Carr – Outreach
Hung Soon Chung (Floyd) – Outreach
Darryl Gibson – Outreach
Kimberley Gooder – Head Office
Lavene Gordon – Outreach
Marlene Goulbourne – Outreach
Mike Heilig – Outreach
Yvonne Jordan – Bathurst
Esmerelda Letts – Outreach
Jean Malcolm – Outreach

Edgardo Maranan – Outreach
Veronica Marciano – Outreach
Helen Marques – Outreach/Head Office
Dawn Nembhard – Outreach
Roseline Ogbemi – Outreach
Akeem Ogunniyi – Bello1
Carlyle Pascall – Outreach
Sonia Pirrotta – Bello/Head Office
Mervina Plummer – Outreach
Elizabeth Quinn – Bello/Head Office
Radka Poliakov – Head Office
Yonette Rodie – Outreach
Carolyn Ross – Head Office
Lorraine Smith – Outreach
Patricia Sylvain – Outreach
Marlene Turner – Outreach
Lourdes Venturina – Outreach
Betelhem Yohannes – Windward





Joanne Wilson Celebrating 25 years at PACE

When Joanne began her career as Executive Director at PACE there were three supportive housing projects and the annual budget was \$3.1 million dollars. Today there are nine supportive housing projects and the budget has grown to over \$12 million dollars. Under Joanne's leadership there has been an impressive track record of continued growth, consumer satisfaction and staff engagement.

"We have undergone tremendous growth having completed three integrations in the last five years. This is significant in our sector," says Joanne with great pride. "We have never lost sight of our vision – independent living a choice for everyone!" She

is extremely committed to the sector and this is demonstrated through her extensive history of community involvement.

Joanne credits having a great team to work with as the key to her success. She has led PACE with passion and enthusiasm and is highly regarded for her honesty and integrity.

"I am excited about our future and I believe that because of the strength of PACE, our best days are still ahead of us. I look forward to continuing this journey with the team."

The grand opening of the Paula Cassin Learning Centre

The Paula Cassin Learning Centre is the new home of PACE's day programs for people living with an acquired brain injury (ABI) and other physical disabilities. Previously PACE ran its ABI programs at a shared facility belonging to partner, Etobicoke Seniors Services. Having this new dedicated learning centre means that PACE can now expand its program and service offering.

The Centre was officially opened in September, 2015 with a celebration BBQ attended by Consumers, family-members, special guests (member of Paula's family) and staff.



A special tribute was paid to the late Paula Cassin. Paula made a significant contribution to our community as a tireless advocate for people living with acquired brain injuries. She is best remembered for her valuable contributions to her team, the Members she served and to her community partners.

Broadway and Henry Lane became part of PACE

The service transfer of the Broadway and Henry Lane supportive housing projects (formerly Clarendon Foundation) into PACE was completed on September 1, 2015. This service transfer was important in ensuring the long-term sustainability for Consumers and the staff.

At PACE we place a high priority on Consumer satisfaction. A Consumer satisfaction study was completed at the time of the transfer to understand how things were going. We have now completed our regular bi-annual survey giving us comparative Consumer satisfaction results since the transfer took place.

"We are pleased with our positive results as we have been in transition and able to maintain/increase our satisfaction levels and be successful in times of change. Engaging everyone (Consumers, Management and Front-line staff) through the work of our Consumer Transition Advisory Committee has been so important in effecting positive change" shares Sallie Morrison, Director, Support Services.



Financial Statement

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of PACE Independent Living

We have audited the accompanying financial statements of PACE Independent Living, which comprise the statement of financial position as at March 31, 2016, the statements of operations, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of PACE Independent Living as at March 31, 2016, and its results of operations, its changes in net assets and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.



Chartered Professional Accountants, Licensed Public Accountants

June 20, 2016
Toronto, Canada

KPMG LLP, is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.

PACE INDEPENDENT LIVING

Statement of Financial Position

March 31, 2016, with comparative information for 2015

	2016	2015
Assets		
Current assets:		
Cash and cash equivalents	\$ 1,303,835	\$ 923,451
Accounts receivable	138,711	121,998
Prepaid expenses	97,726	37,179
	1,540,272	1,082,628
Capital assets (note 2)	13,123	—
	\$ 1,553,395	\$ 1,082,628

Liabilities, Deferred Contributions and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	\$ 1,317,917	\$ 1,008,777
Due to MOHLTC-LHIN	351,335	252,054
	1,669,252	1,260,831
Deferred contributions:		
Expenses of future periods (note 3(a))	89,141	40,174
Capital assets (note 3(b))	13,123	—
	102,264	40,174
Net assets:		
Unrestricted	(218,121)	(218,377)
Invested in capital assets (note 4)	—	—
	(218,121)	(218,377)
Commitments and contingencies (note 6)		
	\$ 1,553,395	\$ 1,082,628

See accompanying notes to financial statements.

On behalf of the Board:

_____ Director

_____ Director

PACE INDEPENDENT LIVING

Statement of Operations

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

					2016	2015
	Supportive Housing	Attendant Outreach	Acquired Brain Injury	Administration and other	Total	Total
Revenue:						
Eligible expenditures reimbursed	\$ 6,277,556	\$ 2,991,133	\$ 1,354,639	\$ 1,805,860	\$ 12,429,188	\$ 10,603,035
Personal support services recovery	(114,727)	(6,320)	(17,526)	—	(138,573)	(123,252)
Interest	—	—	—	9,537	9,537	10,365
Other	43,908	67,733	—	30,092	141,733	243,527
Amortization of deferred contributions related to capital assets	—	—	—	3,281	3,281	14,714
	6,206,737	3,052,546	1,337,113	1,848,770	12,445,166	10,748,389
Expenses:						
Employee salaries and wages	4,774,350	2,435,519	992,844	1,086,600	9,289,313	7,943,010
Employee benefits	968,797	493,074	135,278	225,786	1,822,935	1,542,310
Supplies	65,706	4,770	15,622	22,021	108,119	102,635
Sundry	192,313	34,844	45,102	308,822	581,081	676,238
Equipment	91,457	23,740	44,411	56,810	216,418	118,214
Building and grounds	113,999	60,545	81,203	145,421	401,168	333,007
Contracted out	—	—	22,595	—	22,595	17,721
	6,206,622	3,052,492	1,337,055	1,845,460	12,441,629	10,733,135
Excess of revenue over expenses before amortization of capital assets	115	54	58	3,310	3,537	15,254
Amortization of capital assets	—	—	—	(3,281)	(3,281)	(14,714)
Excess of revenue over expenses	\$ 115	\$ 54	\$ 58	\$ 29	\$ 256	\$ 540

See accompanying notes to financial statements.

PACE INDEPENDENT LIVING

Statement of Changes in Net Assets

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

			2016	2015
	Unrestricted	Invested in capital assets (note 4)	Total	Total
Net assets, beginning of year	\$ (218,377)	\$ –	\$ (218,377)	\$ (218,917)
Excess of revenue over expenses	256	–	256	540
Net assets, end of year	\$ (218,121)	\$ –	\$ (218,121)	\$ (218,377)

See accompanying notes to financial statements.

PACE INDEPENDENT LIVING

Statement of Cash Flows

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

	2016	2015
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$ 256	\$ 540
Items not involving cash:		
Amortization of capital assets	3,281	14,714
Amortization of deferred contributions related to capital assets	(3,281)	(14,714)
Change in non-cash operating working capital:		
Accounts receivable	(16,713)	(4,830)
Prepaid expenses	(60,547)	(20,547)
Accounts payable and accrued liabilities	309,140	345,615
Deferred contributions relating to expenses of future periods	48,967	12,982
Due to MOHLTC-LHIN	99,281	168,960
	380,384	502,720
Financing activities:		
Deferred capital contributions received	16,404	—
Investing activities:		
Acquisition of capital assets	(16,404)	—
Increase in cash and cash equivalents	380,384	502,720
Cash and cash equivalents, beginning of year	923,451	420,731
Cash and cash equivalents, end of year	\$ 1,303,835	\$ 923,451

See accompanying notes to financial statements.

PACE INDEPENDENT LIVING

Notes to Financial Statements

Year ended March 31, 2016

PACE Independent Living (the "Organization") is a charity incorporated as a corporation without share capital in the Province of Ontario. The Organization provides support services to adults with physical disabilities.

As provided under the Local Health System Integration Act 2006, effective July 1, 2010, the Ministry of Health and Long-Term Care ("MOHLTC") assigned to the Local Health Integration Network ("LHIN") all its rights, duties and obligations under its 2014-2017 Multi-Sector Accountability Agreement ("M-SAA") with the Health Service Providers ("HSP"). M-SAA is aligned with the MOHLTC's transforming agenda and will enable the LHIN to take on full responsibility for planning, funding and integrating health services in the LHIN area, which includes the HSP. The Organization is assigned into the Central LHIN and Toronto Central LHIN.

On June 2, 2014, the Organization and ABI Possibilities Inc. merged operations under a single corporation through a voluntary integration process under the Local Health Systems Integration Act 2006.

Effective September 1, 2015, the Toronto Central LHIN approved the transfer of services from Clarendon Foundation (Cheshire Homes) Inc. ("Clarendon") to the Organization. All services previously offered would continue under the Organization's ownership, with all funding previously meant for Clarendon also transferring to the Organization. The services transferred fall under the Toronto Central LHIN.

1. Significant accounting policies:

The financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations.

(a) Revenue recognition:

The Organization follows the deferral method of accounting for grants and contributions.

The Organization's programs are principally funded through MOHLTC-LHIN under program budgets subject to annual review. Grants are recorded as receivable when approved by the MOHLTC-LHIN and are recognized as revenue in the year the expenditure relating to the grant is incurred. Grants relating to expenditures to be incurred in periods subsequent to year end are recorded as deferred contributions. Grants are provided for each program of the Organization (Supportive Housing, Attendant Outreach and Acquired Brain Injury). Any amount under-spent in a program from the approved grant is returned to the MOHLTC-LHIN in the next fiscal year. Any expenses incurred by a program in excess of the approved grant are borne by the program.

PACE INDEPENDENT LIVING

Notes to Financial Statements (continued)

Year ended March 31, 2016

1. Significant accounting policies (continued):

Contributions restricted for the purchase of capital assets are deferred and amortized into revenue on a straight-line basis, at a rate corresponding with the amortization rate for the related capital assets.

(b) Cash and cash equivalents:

Cash and cash equivalents include cash and term deposits with an initial maturity of 90 days or less.

(c) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Organization has not elected to carry any such financial instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Organization determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Organization expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

PACE INDEPENDENT LIVING

Notes to Financial Statements (continued)

Year ended March 31, 2016

1. Significant accounting policies (continued):

(d) Capital assets:

Capital assets are recorded at cost less accumulated amortization. Amortization of office furniture and fixtures is provided using the straight-line method over the estimated useful life of five years.

(e) Donated capital assets, materials and services:

Donated capital assets are recorded at fair value at the time of receipt when fair value can be reasonably estimated. Donated materials and services are not recorded.

(f) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Amounts subject to such estimates and assumptions include useful lives of capital assets. Actual results could differ from those estimates.

2. Capital assets:

			2016	2015
	Cost	Accumulated amortization	Net book value	Net book value
Office furniture and fixtures	\$ 68,630	\$ 55,507	\$ 13,123	\$ –

PACE INDEPENDENT LIVING

Notes to Financial Statements (continued)

Year ended March 31, 2016

3. Deferred contributions:

(a) Expenses of future periods:

Deferred contributions related to expenses of future periods represent unspent externally restricted grants.

	2016	2015
Balance, beginning of year	\$ 40,174	\$ 27,192
Contributions received	79,614	208,791
Amount recognized as income	(30,647)	(195,809)
Balance, end of year	\$ 89,141	\$ 40,174

(b) Capital assets:

Deferred contributions related to capital assets represent the unamortized amount of restricted contributions received for, and expended on, the purchase of capital assets.

	2016	2015
Balance, beginning of year	\$ –	\$ 14,714
Contributions received	16,404	–
Amount recognized as income	(3,281)	(14,714)
Balance, end of year	\$ 13,123	\$ –

4. Net assets invested in capital assets:

(a) Net assets invested in capital assets are calculated as follows:

	2016	2015
Capital assets	\$ 13,123	\$ –
Amounts financed by deferred capital contributions	(13,123)	–
	\$ –	\$ –

PACE INDEPENDENT LIVING

Notes to Financial Statements (continued)

Year ended March 31, 2016

4. Net assets invested in capital assets (continued):

(b) Change in net assets invested in capital assets is calculated as follows:

	2016	2015
Deficiency of revenue over expenses:		
Amortization of deferred contributions related to capital assets	\$ 3,281	\$ 14,714
Amortization of capital assets	(3,281)	(14,714)
	\$ —	\$ —

5. Employee future benefits:

- (a) The Organization has a defined contribution pension plan which began in May 1994. The plan is for the employees of the UNIFOR, Local 40 and is administered by the Canada-Wide Industrial Pension Plan. The plan provides benefits based on the contributions of the Organization and investment income related by the plan. Benefit levels can change depending on a change in the collective agreement or on the performance of the pension fund. The cost of the plan is recognized based on contributions made during the year. The current year contributions made by the Organization were \$84,904 (2015 - \$98,055).
- (b) The Organization has joined a defined contribution multi-employer pension plan for employees who are members of the Local 1 Service Employees International Union commencing December 1998. It is administered by the Nursing Home and Related Industries Pension Plan. The cost of the plan is recognized based on contributions made during the year. The current year contributions made by the Organization were \$98,699 (2015 - \$102,683).
- (c) The Organization has a defined contribution plan providing pension benefits to eligible management and administrative employees, which began on August 1, 2004. The cost of the plan is recognized based on contributions made during the year. The current year contributions made by the Organization were \$102,861 (2015 - \$73,005).
- (d) The Organization has a Registered Retirement Savings Plan of certain employees of the Ontario Public Service Employees Union Local 593. Employees transferred as part of the new services on September 1, 2015 from Clarendon are enrolled in this plan. The current year contributions made by the Organization were \$20,723 (2015 - nil).

PACE INDEPENDENT LIVING

Notes to Financial Statements (continued)

Year ended March 31, 2016

6. Commitments and contingencies:

(a) Commitments:

The Organization is committed to minimum payments under operating leases for premises and office equipment as follows:

2017	\$ 173,901
2018	61,113
2019	58,046
2020	57,168
2021	10,954

(b) Contingencies:

The Organization has an outstanding claim relating to retroactive pay equity legislation relating to the years 2005 to 2009 of approximately \$1,100,000. There is agreement with the unions that the amount will only be paid when the MOHLTC-LHIN makes funds available for this purpose. In the current year, payments of \$100,000 (2015 - \$220,000) were made with a remaining outstanding claim of approximately \$780,000 (2015 - \$880,000).

7. Economic dependence:

The Organization's principal funder is the MOHLTC-LHIN. The funding is subject to budget review. In management's opinion, the Organization's ability to continue its programs is dependent on this funding.

Annually, the MOHLTC-LHIN performs a reconciliation between the Organization's allowable expenditures and funds paid during the previous year. The balance due to or from the MOHLTC-LHIN for the year ended March 31, 2016 will not be determined until the MOHLTC-LHIN has reviewed the Organization's financial and statistical returns. The management of the Organization considers the amounts reported to include all proper adjustments for non-allowable costs.

Our Locations



1 Head office

970 Lawrence Avenue West
Suite 210
Toronto, ON M6A 3B6

2 Bathurst/Prince Charles

3270 Bathurst Street
Toronto, ON M6A 3A8

3 Bello Horizonte

1500 Keele Street
Toronto, ON M6N 5A9

4 Broadway (new)

12 Broadway Avenue, Unit 107
Toronto, ON M4P 3G9

5 Caboto Terrace

3050 Dufferin Street, Suite 107
Toronto, ON M6B 4G3

6 Edwards Manor

340 Royal York Road
Toronto, ON M8Y 2P9

7 Henry Lane (new)

25 Henry Lane Terrace, Unit 442
Toronto, ON M5A 4B6

8 PanAm/Para PanAm (new)

310 – 20 Palace Street
Toronto, ON M5A 1H7

9 Paula Cassin Learning Centre (new)

300 New Toronto Street, Unit 1
Toronto, ON M8V 2E8

10 Windward Cooperative

34 Little Norway Crescent, Suite 310
Toronto, ON M5V 3A3



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