



# ANNUAL REPORT 2014/2015



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

**“Integration is a prerequisite  
for independence.”**

**— Noam Chomsky**

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# We are PACE

PACE provides support services to approximately 190 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.

## Our Guiding Principles

PACE's Consumers identify and direct how their needs are met.

PACE provides customized services to meet Consumer needs.

PACE is Consumer driven and always seeks new and creative ways to provide services.

PACE values input from Consumers, Board Members, Staff and Volunteers.

PACE respects the rights of Consumers, Staff and Board Members.



# Message from Board Chair and Executive Director

We are pleased to share that PACE has had another successful, energizing year as a leader in supporting people with physical disabilities to live independently through the delivery of high quality services.

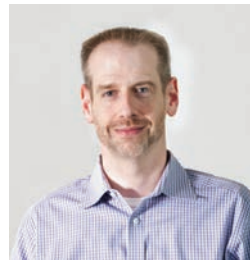
Our strategy is one of continued growth and leveraging our position of strength to ensure a more sustainable future for the organization. Integrations are a key priority of our funders, the LHINs, and across the Community Support Services sector. As such, PACE continues to seek out possibilities for integrations and partnerships that will deliver value-added benefits for our Consumers, ensuring organizational growth and vitality, and enabling us to broaden our services along the continuum of care. We are proud to be leaders in our sector in this regard and are committed to being creative in finding new solutions to continuously improve and evolve.

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

- Partnerships and Integrations: A successful integration with ABI Possibilities and ongoing identification of the right partners for future integrations;
- Quality: A 'next-generation' balanced scorecard for PACE to ensure that we are focussed and measuring to drive our desired performance;
- Recruitment and Nomination: A revitalized Board recruitment process and materials to assist in effectively recruiting Board Members with the necessary skills and qualities and for developing and retaining Board Members;
- Strategic Plan: A refreshed strategic plan to give the organization a renewed sense of purpose and to foster innovation and excitement.

PACE has been able to achieve and sustain high Consumer satisfaction ratings - 89% (2011) and 92% (2014), and we remain focussed on the ongoing delivery of safe, effective and timely services. We continue to search for new and more effective ways to provide services and support to our Consumers. Measuring efficiencies and effectiveness to enable evaluation and continuous improvement to the critical areas of the operation is essential.

On behalf of the Board and the Senior Leadership team, we would like to express our sincere gratitude to Staff and our strategic partners for their ongoing efforts. Thanks to you, PACE continues to grow, provide choice and excellence!



**Bill Noble**  
Chair, Board of Directors



**Joanne Wilson**  
Executive Director

# STRATEGIC MAP 2014-2017

## OUR VISION

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**Independent Living: A Choice for Everyone**

## OUR MISSION

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

## OUR PRIORITIES

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### **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 business value

### **Innovative Leadership**

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

## OUR VALUE STATEMENTS

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Community of inclusion; Collaboration of partners;  
Commitment to choice and excellence; Courage to thrive and grow

# Year in Review

In working to deliver independent living for everyone, collaborative work efforts are essential. We worked closely with Consumers, and their families, Staff, and stakeholders to enable us to achieve the goals outlined in our operational plan and our balanced scorecard. We are grounded by our guiding principles; they strongly influence our focus on delivering against our four strategic priorities:

## Agency of Choice

- Completed the successful, seamless integration of ABI Possibilities into PACE on June 2, 2014;
- Fulfilled our commitment to conduct ongoing post-integration evaluations with former ABI Possibilities Staff and Consumers. We completed our six-month post-integration review and are about to embark on our one-year post-integration review;
- Conducted a communications survey with our Staff, Consumers and Board members to gain insights to inform an overall PACE communications plan with a view to continuous improvement;
- Secured and renovated a new, permanent location for the ABI day programs and for future expanded program offerings (Paula Cassin Learning Centre);
- Created the Paula Cassin Education Fund to provide funds towards educational opportunities that will enhance the lives of people living with the effects of an acquired brain injury;
- Increased focus on web site content management and the completion of an overall web site refresh resulted in a 42% increase in web traffic;
- Revised the escort policy to deliver greater Consumer benefit in ensuring improvement for coordination and booking.

## Organizational Vitality

- Now providing back-office finance support for the Community Ethics Network;
- Completed a review of the PACE Management and Administrative structure to ensure infrastructure suitable for current and upcoming integrations;
- Received additional funds from the CLHIN (for the second year in a row) for the expansion of the Attendant Outreach Program. This allowed us to take on 4 new Consumers;

- Received funds from the CLHIN and TCLHIN to execute the personal support services wage enhancement by \$1.50 per hour retroactive to April 1, 2014. The Ministry of Health and Long Term Care's initiative to implement a Personal Support Worker (PSW) Workforce Stabilization Strategy aims to build a high-quality PSW workforce.

## Safety, Quality & Service Excellence

- Executed the new hand hygiene initiative to improve hand hygiene practices;
- Continued improvement/revision to Return-to-work policy. This delivered zero lost time over the year.

## Innovative Leadership

- Completed the implementation of the GoldCare scheduling/payroll module for the Attendant Outreach program;
- Assumed Co-chair role for Community Ethics Network;
- Information management progress was made as organizational indicators and all new human resource files have been converted to electronic means.

## For the coming year:

- Expanding program offerings at the new permanent location – Paula Cassin Learning Centre;
- Expanding supportive housing program through the new Pan Am/Parapan Am Athletes' Village – by having 12 new units available;
- Successfully complete the PACE/Clarendon integration;
- Create and execute the PACE Communication plan;
- Conduct and complete the 2016 3rd party Consumer Satisfaction survey;
- Complete the implementation of GoldCare scheduling/payroll module to the Supportive Housing program;
- Conduct the mid-cycle review for Accreditation Canada;
- Participate in Accreditation Canada pilot project to expand the process focus to include outcomes. This could introduce new quality indicators in our next survey;
- Create and implement Consumer Safety plan.



234

Total number of employees





# Community Involvement

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PACE is actively involved in over 30 strategic partnerships with allied organizations that help us to deliver our mission and to benefit the Consumers we serve.

- Co-chair, Provincial Liaison Committee
- Co-chair, Community Ethics Network
- Member, Central Local Health Integrated Network (CLHIN) Community Sector Working Group
- Member, Steering Committee, North York West Black Creek Health Link
- Member & Lead, Attendant Services Wait List Advisory Committee
- Past President, Board of Directors, Ontario Community Support Association
- Lead on Attendant Services Business Case development – Provincial
- Lead on Community Wide Consumer Satisfaction Survey (CLASN)
- Member, Provincial Acquired Brain Injury Network
- Member, Steering Committee for Independent Living Senior Management Network
- Member, Steering Committee for Personal Support Network of Ontario
- Member, Abuse Awareness & Prevention Working Group
- Member, Attendant Outreach Group Toronto
- Member, Community Committee for Pandemic Resources
- Member, Professionals in Human Resources Network
- Member, Toronto ABI Network
- Member, West Toronto Human Services and Justice Coordinating Committee
- Member, Brain Injury Society of Toronto (BIST)
- Member, Alternative Levels of Care Think Tank (Medically Complex Young Adults)
- Member, Long-term Ventilation (LTV) Plan for the Care and Management of Individuals with LTV Needs
- Member, Gold Care Community Special Interest Group
- Member, Ontario Association of Independent Living Service Providers (OAILSP)
- Partner with three Women's Shelters to provide support services to women with disabilities leaving abusive situations
- Partnership with Etobicoke Services for Seniors (The Learning Network)
- Partnership with West Park to expand supportive housing and the spectrum of services
- Partnership with Huntington Society of Canada
- Partnership with Aphasia Institute
- Partnership with St. Clair West Services for Seniors
- Partnership with TD Bank Group
- Partnership with Tangled Art + Disability
- Past Chair, CLHIN Community Support Services Network
- Past Chair, CLHIN Attendant Services Network (CLASN)
- Past Member, Info Tech Research Group
- Professional Member – Association for Information and Image Management
- Provide financial back-office support to other community based agencies

## Our Services

### Supportive Housing Services

PACE Staff are available to provide support 24-hours per day seven days each week for pre-booked daily services as well as emergency services in six 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. These services are provided across the city from 6:00 a.m. to midnight and can be offered at the Consumer's home, school, or workplace. Services are provided on a pre-booked basis.

### Purchase-of-service programs

These personal support services are pre-scheduled on a temporary basis to meet the needs of people with physical disabilities and are generally provided for people visiting Toronto.

### Services provided in Supportive Housing sites and through Attendant Outreach:

PACE provides the following services:

#### 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

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

Housekeeping

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 services two groups of people: those with Huntington Disease, 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.

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

PACE offers short- and long-term community-based support services both at a supportive housing site as well as a day program (Paula Cassin Learning Centre). PACE works with individuals to develop “living, loving, doing” lives by providing places they can create and share in community life. These two programs embrace the philosophy of “just enough” support to allow individuals to live as independently as possible.

### The ABI Day programs

PACE workshops provide Consumers with opportunities to practice new skills, learn new information or to “re-learn” and practice old skills and information impacted by the brain injury. They are partnered with Staff Coaches, who help define clear goals, keep the Consumer on track, and provide extra support if needed.

Once a Consumer has successfully completed a workshop, they work with their Coach to directly transfer their skills or knowledge to their home or community.

### Consumer Resource Services

PACE provides support to its Consumers. The support provided is practical help, 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 necessary to provide support.



2611

Training Hours



## Remembering Paula Cassin

Paula Cassin's career was spent being a tireless advocate for brain injury survivors. She made a significant contribution to the acquired brain injury community. She is remembered for her passion, enthusiasm and support to her team, the Consumers she served and to her community partners.

Paula was the Director, Member Engagement Services at PACE until November 2014. Prior to this, she was the Executive Director of ABI Possibilities for the past eleven years, before Possibilities integrated into PACE in June 2014. Paula served on the Brain Injury Society of Toronto (BIST) Board of Directors for three years and was the Board Chair in 2008/2009, her final year on the Board.

To honour Paula's contributions, PACE and the BIST – created the Paula Cassin Educational Fund to provide educational financial assistance to people living with the effects of an acquired brain injury. In addition, PACE has named its new day program facility, the Paula Cassin Learning Centre.





## New Supportive Housing in 2016!

PACE will have 12 new fully-accessible supportive housing units for adults with physical disabilities, when the 2015 Pan Am/Parapan Am games are over. This will be the first time in 19 years that PACE will have new supportive housing units to make available.

These units will be rent geared to income housing. It is anticipated that these units will be available in Spring 2016. Details on the tenant application process will be on our web site just as soon as they become available.

## Recognizing Dawn Nembhard

Through a partnership between PACE and the Aphasia Institute, Dawn works four days a week at the Community Aphasia Program. Dawn assists Consumers of the program when they arrive to get settled into their groups and later on to get on their way to catch their rides as well as a variety of other activities throughout the day.

Dawn has been nominated by the Aphasia Institute for a Central Community Care Access Centre (Central CCAC) Heroes in the Home CareGiver Recognition Award and has been invited to attend a ceremony to honour all of the nominees on June 18, 2015. Her award is in recognition of being someone who steps up to provide care day in and day out and who goes the extra mile to care for people in the community.

“Winning this award gives me joy as it is work that I do from my heart. It brings great joy knowing that someone appreciates what I do. Sure this is a job and I get paid – but, money isn’t all. I try and make each of our Consumers feel appreciated. PACE is an excellent place to work. Everyone I work with is there behind me – and always there for me.”





**Raven Crow**  
PACE Consumer  
Acquired Brain Injury (ABI) Day Programs

# Raven Crow

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## PACE Consumer

### Acquired Brain Injury (ABI) Day Programs

Raven ran her own business and was a dance instructor for over 33 years. In 2010, she suffered multiple strokes which kept her in hospital and rehab for five months – learning to walk and read again. During this time, Raven discovered “doodling” as a means of entertainment. Her friends encouraged her new pastime by bringing her art supplies. She quickly transformed her “doodles” into gifts for her fellow patients. Raven describes her artwork as “the gifts that came from my strokes”.

Raven has aphasia and as a result, she actively participates in a computer program at PACE’s Learning Network for people living with an acquired brain injury (ABI). She has been involved with PACE for the past four years.

Raven’s entrepreneurial spirit continues as she has created an online business selling her three colouring books and over sixty different greeting cards.

Despite the ongoing challenges that Raven faces, she has a positive outlook that keeps her going with a desire to fulfill another part of her journey. She sees things as “another stepping stone on her path” and she recognizes that it is empowering to have people to help along the way to fulfilling dreams.

#### How has PACE had an impact on your life?

Computer skills’ learning is critical for Raven and PACE is helping her with this. To have these learning options is very supporting to Raven. She describes them as “transformative” as they give her an opportunity to keep growing.

#### Describe someone who inspires (d) you and why?

For Raven, it was her Chilean dance instructor that she met when she was 19 years old. At that time, Raven was very shy and withdrawn. The instructor saw the talent that Raven had and asked her to teach a two-hour class. With no previous teaching experience,

Raven seized the opportunity and the rest was history as this was how her dance instructing began.

#### What is Raven most passionate about?

“The gifts that came out of my strokes have taken on a life of their own. My artwork is my passion. I’m so proud that my cards are available across Canada.”

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

Enjoy art and nature. She used to do a lot of drumming – but, that is currently on hold. And she used to sing. One day she would love to record a CD.

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

Innovative, creative, motivating, desirable.

#### What Is Aphasia?

Aphasia is an acquired disorder caused by an injury to the brain and affects a person’s ability to communicate. It is most often the result of stroke or head injury. An individual with aphasia may experience difficulty expressing themselves when speaking, difficulty understanding the speech of others, and difficulty reading and writing. Sadly, aphasia can mask a person’s intelligence and ability to communicate feelings, thoughts and emotions.





**Sherri Wheeler & Fiana Kalp**  
Coaches, PACE Staff  
Acquired Brain Injury (ABI) Day Programs

# Sherri Wheeler & Fiana Kalp

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## Coaches, PACE Staff

### Acquired Brain Injury (ABI) Day Programs

Sherri and Fiana have worked together for over a year now delivering programs to individuals living with the effects of acquired brain injuries. They both agree that their work has personally impacted them quite a bit. They learn continuously from their Consumers. Fiana shares that “you gain perspective on what’s important in life, not to sweat the little things and the importance of prioritizing”.

Each Consumer has his/her own goals but it is sometimes through their peer interaction that creates a support opportunity to bring out the best in each other.

#### What do you like most about working for PACE?

“The conversations with the Consumers and the learning that comes from these.” says Sherri. “We see so much change and the differences over time are what is so rewarding”.

#### What are you most excited about for the future of your programs?

The program facility will be changing in July 2015 and this will create an opportunity for expanded program offerings. As Fiana explains, “two potential issues for a person with an ABI can be isolation and depression. Having this new dedicated facility, the possibilities are huge to enable us to get Consumers out more to overcome these issues.

“Also, we have increased the amount of input that we get from them (our Consumers) regarding programs. They really like it. If they had a fear of learning before – they are now having fun doing it. With the proper support, they are happy to do the activity.

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

Dependable, fair, Inclusive, compassionate, versatile, diverse.





**Peter Anthanasopoulos**  
PACE Consumer  
Attendant Outreach Services



# Peter Anthanasopoulos

## PACE Consumer

### Attendant Outreach Services

Peter encountered a life-altering accident at the age of 17. While he was on a family vacation in Greece, he dove off a cliff that he had, many times before, however this time the tide had receded. Peter sustained a spinal cord injury resulting in quadriplegia.

The Canadian Paraplegic Association Ontario (which became Spinal Cord Injury Ontario – (SCI Ontario)) reached out to Peter during his recovery to provide assistance and services that gave him hope and helped him find his way. Peter regained his confidence and learned to plan around his abilities and ambitions.

Through his association with SCI Ontario, Peter went on to work there and has been there for 15 years. In his current role as the Manager, Public Policy & Government Relations, Peter is responsible for liaising with government, service providers, researchers and other partners to address barriers preventing optimum health outcomes and community participation for persons with disabilities in Ontario.

Peter is also the Executive Director of the Ontario SCI Solutions Alliance under the leadership of SCI Ontario and the Ontario Neurotrauma Foundation. The Ontario Spinal Cord Injury Solutions Alliance is a collaborative network of over 70 organizations including people with SCI, researchers, policy makers, service providers and others charged with addressing and resolving systemic barriers that effect the quality of life of Ontarians with SCI.

Peter's injury has taught him to appreciate life, how to overcome barriers by fighting for his values, and the importance of community participation.

#### How has PACE had an impact on your life?

Peter has been receiving services from PACE for many years. Peter shares that he has “seen a lot of growth at PACE and had many wonderful experiences. PACE provides reliable services and everyone supporting me

is caring, committed and passionate about their work. PACE helps improve independence”.

#### Describe someone who inspires you and why?

Peter is inspired by his work and by his work colleagues, family, and friends. He is inspired to improve quality of life for people with disabilities in Ontario on a daily basis. He says, “Good things are happening in the Attendant Services sector as there has been significant growth (\$18.8M) over the last three years and there is more alignment as organizations are working closely together creating a greater voice with the Ministry of Health and Long-Term Care. The government is listening and looking at quality of service and the appropriate measures.”

#### What is Peter most passionate about?

Peter loves basketball. He is a huge Toronto Raptors fan.

#### When Peter has time for himself – what does he like to do?

Peter is a very spiritual person and enjoys bible study. He spends time with family and friends. He enjoys camping and going to the cottage.

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

Unsung hero. PACE is that person that makes that substantive contribution that doesn't get the recognition they deserve!

#### What is Quadriplegia?

It is paralysis of all four limbs – both arms and legs.



**Richard Preston**  
Personal Support Worker, PACE Staff  
Windward Cooperative

# Richard Preston

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## Personal Support Worker, PACE Staff Windward Cooperative

Richard has been a long standing PACE employee for over 30-years. He is also a talented artist who grew up in a family of English immigrants.

### How did you get into this line of work?

Richard was 23 years old unemployed, broke and was looking for work and a friend referred him to the Participation House project in Markham. He shares, "For many years, they often had challenges finding male workers who wanted to do this type of work. I filed an application and went on a tour. I was in a bit of shock. I felt intimidation when encountering severely disabled people. That night I got a call that someone had just got a job and resigned. There were no full-time positions but I thought that I could do part-time work. I just said yes that I would take the job as the part-time work would be better for me to get used to the exposure. The big question is - how does someone get into your work and be comfortable? Anyone can do this. You have to have great faith in people to be able to do anything."

### What do you like most about working for PACE?

Richard says, "It is a pretty secure job in today's world. My coworkers are very caring and there is a mutual respect for one another. Our Consumers never make you feel like you're a servant but rather there is a respect that you're here to help them."

### What lessons has your work life taught you?

"Two of the most important things in life are - a healthy birth - and quick and painless death..."

### Describe someone who inspires (d) you and why?

"There are a few people. My parents as they grew up in the depression and the Second World War and they immigrated. My brother (who also is in the same line of work and works at Windward too). The actor - Steve McQueen - for going really fast.

And Stephen Lewis (former politician) - as he really cares. He was the leader of the NDP in the 70s and despite never getting the chance to form a government in Ontario, he's still out there and being a rebel rouser."

### What accomplishment at PACE are you most proud of?

Richard was a union steward for a long time. He was also the President of Local 40 for three years and represented the needs of the people. "In this kind of work it's easy for the people that work there (they are able-bodied) and then the people who are physically disabled - it's easy to focus on one side." Richard explains that he played a balancing role and never discounted the Consumers' role."

### What is Richard most passionate about?

Richard is very passionate about the issues that people with a physical disability have to face and addressing them. Richard says, "They (people with physical disabilities) have to deal in a society that isn't aligned with their situation. I have been working in the sector since 1981 when curb cuts didn't exist. I have been in banks where the Customer Service representative talks to me instead of the Consumer doing their banking". The good news is that these challenges, for the most part, are now history.

### When Richard has time for himself - what does he like to do?

Not only is Richard an artist but, he is also an avid bike rider (he doesn't own a car). He also enjoys camping, music ("Duke Ellington is good music!") and he plays a bit of guitar.

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

Growing person, between opposing forces, person with a vision/world view, caring, ambitious.



44%

Staff tenure  
(average, 10 years and over)



**Back Row**

Joanne Wilson (Executive Director), Bill Noble (Board Chair), Bill Frost, Eric Mézin, Lauren Ettin, David Aronoff, Jeremy Grafstein (Treasurer)

**Front Row**

Lew Boles, Karen Atkin (Secretary), Sam Savona, Greg Kaplan (Vice-Chair)

**Missing**

Todd Kilpatrick, Aleck Dadson (Vice-Chair)

# Board of Directors

The PACE Board of Directors is a skills-based board and recruiting is based on our skill requirements. Our practice of recruiting against a matrix of skills, experience, knowledge and interest has contributed significantly to the evolution of our Board and its strength. We are fortunate to have a strong Board of Directors comprised of highly skilled, enthusiastic individuals that lend their expertise to the Board Working Committees.

## Board Working Committees

### Partnerships and Integrations

Aleck Dadson, Vice-Chair  
 Bill Noble, Board Chair  
 Jeremy Grafstein, Treasurer  
 Todd Kilpatrick

### Recruitment and Nominating

Bill Frost  
 Karen Atkin, Secretary  
 Sam Savona  
 Bill Noble (Recruitment Committee)

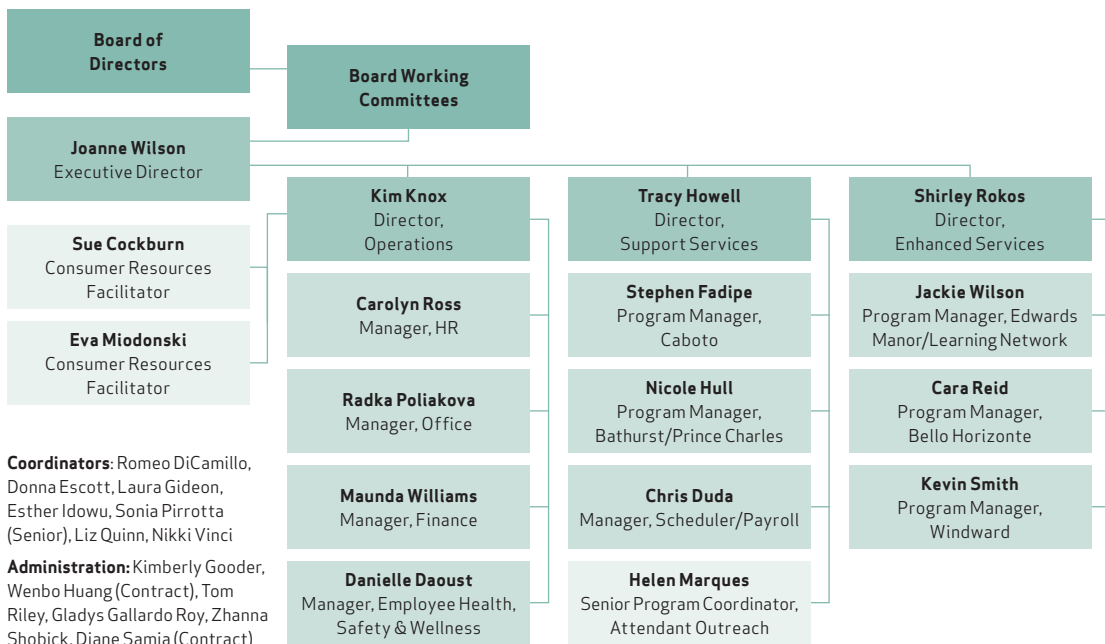
### Quality

David Aronoff  
 Lauren Ettin  
 Eric Mézin

### Strategic Plan

Greg Kaplan, Vice-Chair  
 Todd Kilpatrick  
 Lew Boles

# Management and Administration Team





6%

Annual Staff turnover rate



# Staff Years of Service

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## 30 Years

Jennifer Morgan – Caboto

## 25 Years

Ivy Ashmeal – Bathurst  
 Bany Tamin – Bathurst  
 Ade Amoo – Caboto  
 Elaine Scott – Bathurst  
 Dorothy Maxwell – Caboto  
 Veronica Waugh – Outreach  
 Julie Rampersad – Bello1  
 Paulette Brown – Bathurst

## 20 Years

Leonilo Malicdem – Windward  
 Tusia Villneff – Windward  
 Sonia Nisbeth – Outreach

## 15 Years

Tracy Howell – Head Office  
 Patience Wilson – Caboto  
 Larry Rampersad – Caboto  
 Anderson Salvador – Windward  
 Adelaida Abejaron – Outreach  
 Melva Clarke – Bello1

## 10 Years

Waheed Seriki – Bello1  
 Delphin Dauz – Outreach  
 Sharon Bancroft – Bathurst

## 5 Years

Esther Obuobi – Bello2  
 Peter Kyereme – Outreach  
 Ruhul Lovelu – Bello2  
 Eva Miodonski – Head Office  
 Laura Gideon – Head Office  
 Shawak Hansotia – Bello1  
 Rubika Kandasamy – Bello2  
 Roalin Cacayurin – Bello1  
 Michael Lewis – Bello2  
 Suzette Chichester – Bello2  
 Zhanna Shobick – Head Office  
 Gladys Gallardo-Roy – Head Office

## Retirees

Winford Cherry – Caboto  
 Melrose Bartram – Caboto  
 Monica Vaughan – Bathurst

80.6%

Revenue growth over  
last 10 years

# Financial Statement

## Statement of Operations

Year ended March 31, 2015, with comparative information for 2014

					2015	2014
	Supportive Housing	Attendant Outreach	Acquired Brain Injury	Administration and other	Total	Total
<b>Revenue:</b>						
Eligible expenditures reimbursed	\$ 4,799,725	\$ 3,004,458	\$ 1,219,082	\$ 1,579,770	\$ 10,603,035	\$ 8,286,898
Personal support services recovery	(96,541)	(9,916)	(16,795)	—	(123,252)	—
Interest	—	—	—	10,365	10,365	9,705
Other	101,812	26,714	9,133	105,868	243,527	246,784
Amortization of deferred contributions related to capital assets	—	—	—	14,714	14,714	14,716
	4,804,996	3,021,256	1,211,420	1,710,717	10,748,389	8,558,103
<b>Expenses:</b>						
Employee salaries and wages	3,739,996	2,427,706	832,945	942,363	7,943,010	6,465,718
Employee benefits	770,917	476,754	108,507	186,132	1,542,310	1,329,835
Supplies	55,430	4,691	7,363	35,151	102,635	83,781
Sundry	120,578	37,847	166,321	351,492	676,238	306,030
Equipment	30,843	18,020	17,730	51,621	118,214	115,774
Building and grounds	86,942	56,110	60,349	129,606	333,007	242,121
Contracted out	—	—	17,721	—	17,721	—
	4,804,706	3,021,128	1,210,936	1,696,365	10,733,135	8,543,259
Excess of revenue over expenses before amortization of capital assets	290	128	484	14,352	15,254	14,844
Amortization of capital assets	—	—	—	(14,714)	(14,714)	(19,836)
Excess (deficiency) of revenue over expenses	\$ 290	\$ 128	\$ 484	\$ (362)	\$ 540	\$ (4,992)

# Notes to Financial Statement

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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 2011-2013 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.

## 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.

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.



# Notes to Financial Statement

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## 1. Significant accounting policies (continued):

### (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.

# Notes to Financial Statement

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## 1. Significant accounting policies (continued):

### (d) Capital assets:

Capital assets are recorded at cost less accumulated amortization. Amortization of computer equipment is provided using the straight-line method over the estimated useful life of three 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:

			2015	2014
	Cost	Accumulated amortization	Net book value	Net book value
Computer equipment	\$ 102,833	\$ 102,833	\$ –	\$ 14,714

# Notes to Financial Statement

## 3. Deferred contributions:

### (a) Expenses of future periods:

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

	2015	2014
Balance, beginning of year	\$ 27,192	\$ 27,021
Contributions received	208,791	196,070
Amount recognized as income	(195,809)	(195,899)
<b>Balance, end of year</b>	<b>\$ 40,174</b>	<b>\$ 27,192</b>

### (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.

	2015	2014
Balance, beginning of year	\$ 14,714	\$ 29,430
Amount recognized as income	(14,714)	(14,716)
<b>Balance, end of year</b>	<b>\$ –</b>	<b>\$ 14,714</b>

## 4. Net assets invested in capital assets:

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

	2015	2014
Capital assets	\$ –	\$ 14,714
Amounts financed by deferred capital contributions	–	(14,714)
	<b>\$ –</b>	<b>\$ –</b>



# Notes to Financial Statement

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

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

	2015	2014
Deficiency of revenue over expenses:		
Amortization of deferred contributions related to capital assets	\$ 14,714	\$ 14,716
Amortization of capital assets	(14,714)	(19,836)
	\$ —	\$ (5,120)

## 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 its members 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 \$98,055 (2014 - \$86,514).
- (b) The Organization has joined a defined contribution multi-employer pension plan for employees who are members of the 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 \$102,683 (2014 - \$89,850).
- (c) The Organization has a defined contribution plan providing pension benefits to eligible management, 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 \$73,005 (2014 - \$70,010).

# Notes to Financial Statement

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## 6. Commitments and contingencies:

### (a) Commitments:

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

2016	\$ 315,234
2017	167,156
2018	49,942
2019	48,986
2020	48,427
Thereafter	2,500

### (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 period, payments of \$220,000 were made with a remaining outstanding claim of approximately \$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, 2015 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 Caboto Terrace

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

## 5 Edwards Manor

340 Royal York Road,  
Toronto, ON M8Y 2P9

## 6 Paula Cassin Learning Centre

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

## 7 Windward Cooperative

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





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