

Do you know what makes a great leader?









courageous, innovative and dedicated.

Leadership. It's what makes a difference at WoodGreen, and it's how we help people change their lives. WoodGreen Community Services has been serving Toronto for over 70 years, and is one of the largest and most innovative social service agencies in the city. We focus on poverty and homelessness, chronic underemployment, childcare, support for seniors, new immigrant settlement, support for individuals living with mental health and developmental challenges, and affordable housing.

Since taking the role of President of WoodGreen 30 years ago, I have seen many lives touched and transformed by WoodGreen. Like a young woman named Jacqueline, who in a recent speech to WoodGreen supporters, said "WoodGreen saved my life."

Three years ago Jacqueline was living in a shelter with her children. Now, she is a graduate of our Homeward Bound program. The first of its kind, Homeward Bound gives single mothers and their children a safe, affordable place to live, college tuition and quality childcare to allow for the completion of a college degree. Graduates are guaranteed full time career-track jobs in their field. Jacqueline is now a Law Clerk at one of Canada's top five financial institutions. Homeward Bound empowers mothers who are living in poverty by giving them the tools they need to succeed.

When I think about my experience here over the last three decades, I think about the stories of hope and triumph like Jacqueline's. I think about our clients, past, present and future, who look to us to be a leader when it comes to social

change in this city.

As you review this year's Annual Report, you'll be introduced to five WoodGreen staff members who exemplify the leadership qualities we believe in.

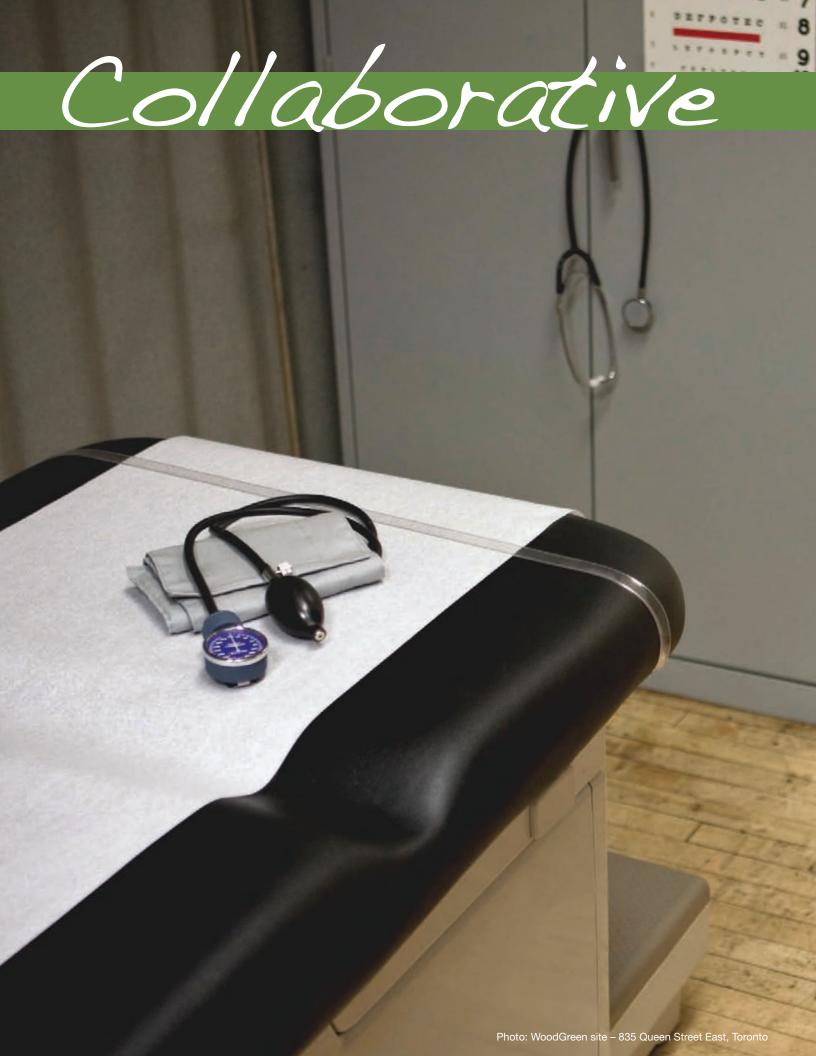
Our 500 staff and 1500 volunteers are on the front lines every day, working tirelessly to make social and personal change possible. They are really the true leaders behind WoodGreen, and I am proud to introduce them to you.

Brian Smith, President & CEO









Rima Zavys works with community partners to remove barriers faced by homeless people.

Rima Zavys has seen it all. Having spent the last 14 years working with some of city's most marginalized and disadvantaged, Rima is passionate about removing the barriers that many of these people face to accessing the critical services they need.

As WoodGreen's Director of Homelessness and Housing Help Services as well as Mental Health and Developmental Services, Rima says that housing people is a critical first step to helping them make positive changes in their lives. But she's also quick to point out that it's not enough. "People who are homeless and street involved face so many challenges," say Rima, "We see issues with drug use, street violence, serious health problems including HIV and Hepatitis, and so much more. That's why we are continually building on our services, so we can address all of our clients' needs in one easy-to-access location."

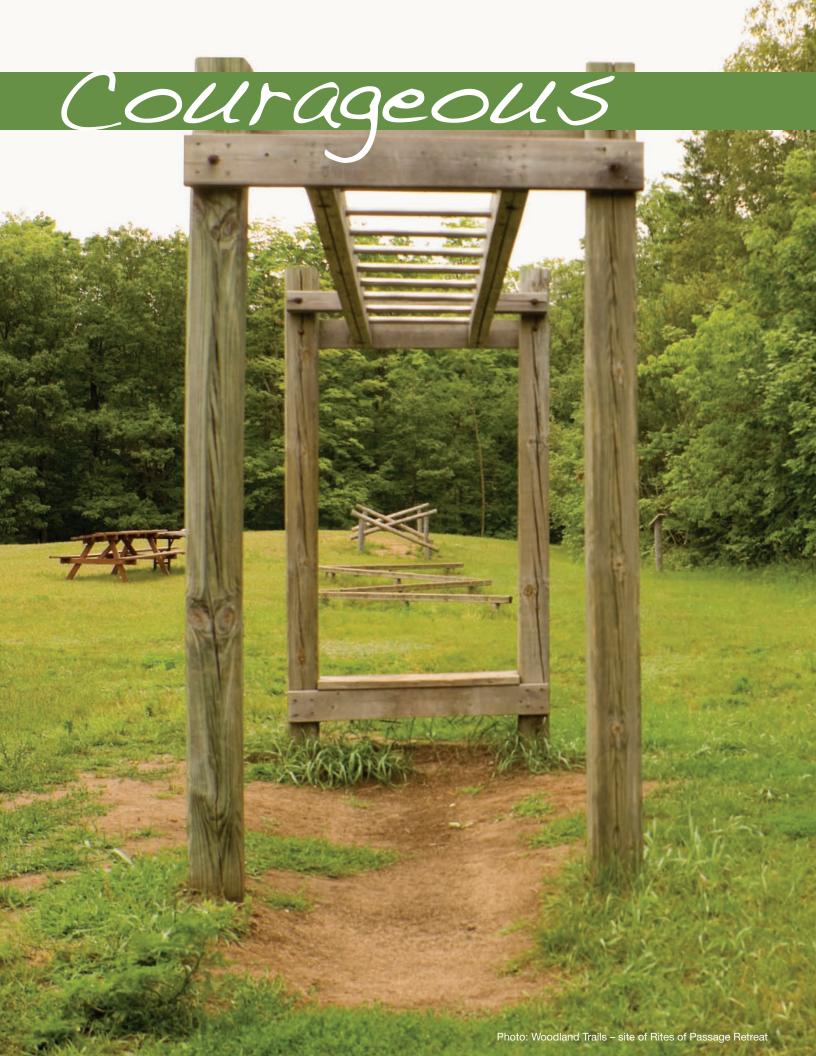
Rima's latest initiative, a partnership with the Centre for Addiction and Mental Health (CAMH) is designed to bring medical and psychiatric support to people who are homeless and street involved in a non-threatening way. "Homeless people do not always make it to doctors' appointments," says Rima. "They're too busy finding ways to survive on the streets. Even when we have tried to refer them to medical services outside WoodGreen, they don't always show up. That's why we knew we needed an outreach service that could be brought to clients in an environment where they are already comfortable."

Called the Shared Care Clinical Outreach Service, the program is run as a drop-in program out of WoodGreen's 835 Queen Street East location, four days a week. Two and a half of those days, clients can see a medical doctor and the rest of the time there is a nurse and an outreach worker available. There is also a psychiatrist on the team who provides clinical intervention when needed. The medical team prescribes medication, counsels clients and refers them to other medical services — including getting them into the hospital guickly.

Rima says that the program is definitely working – there has been a steady flow of people since its launch. Her staff has also reported an increase in the number of individuals accessing support for their mental health issues. Rima attributes this to people finally getting the medical and psychiatric attention they need.

"Individuals will come in complaining that they have a sore leg, but often that's just the tip of the iceberg," says Rima. "The shared care team builds their trust quickly so they can find out what's really going on and then treat the client accordingly. Eventually the team refers the clients to other resources such as housing help, case management and social recreational programs at WoodGreen, so that they can begin to work on longer term goals such as getting off the street and finding housing. And the more stable the client becomes, the more they are able to contribute to their community in positive ways."





sipho kwaku brings an unconventional program to the youth in Victoria Village.

When sipho kwaku went searching to learn more about his roots, he never dreamed he'd be taking a group of young people on a similar journey nearly ten years later. In 1997, sipho participated in a Rites of Passage program – a West African tradition of helping young people make the transition to adulthood. He credits the experience, and his elder, Kwesi Kafele, with giving him a deeper sense of self and purpose in his life.

Last year, in his role as Director of Employment Services at WoodGreen, sipho began looking for ways to better support the growing number of unemployed youth in Toronto. He decided to once again tap into the power of the Rites of Passage program. With a focus on one of the United Way priority neighbourhoods and funding from the charity, he took a group of 20 youths of African descent from Toronto's Parma Court and Warden Woods through the six-month program.

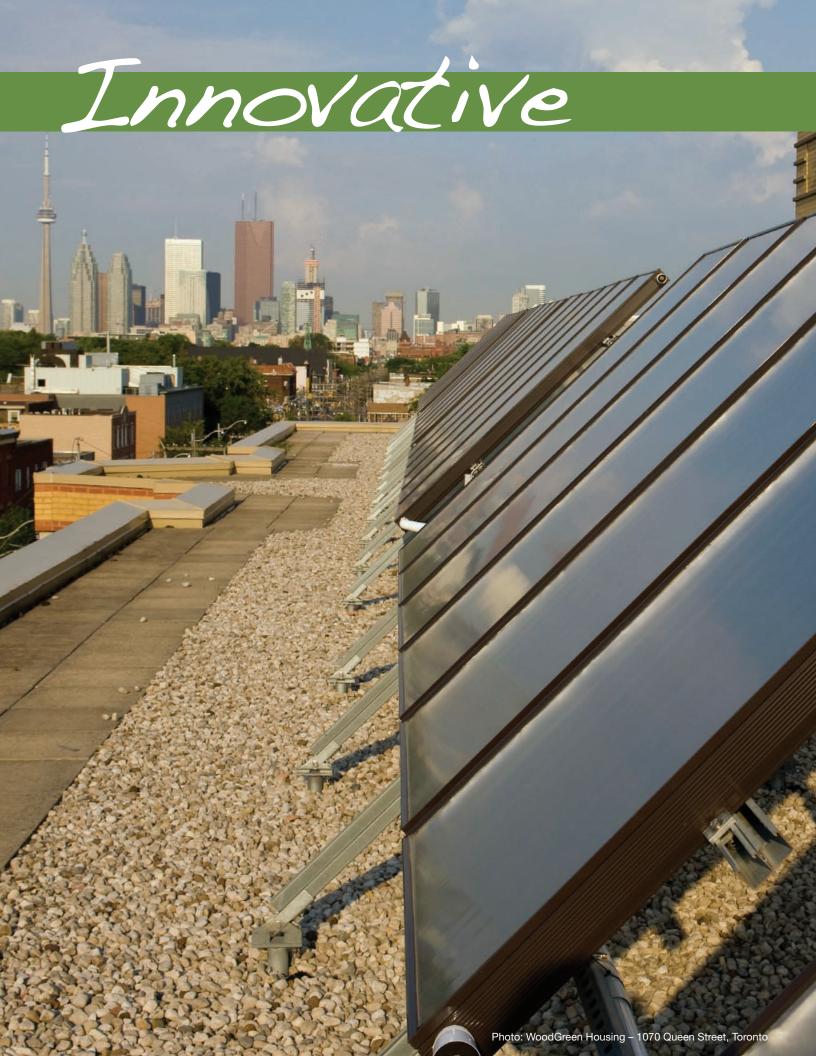
What makes the program so different from other approaches, according to sipho, is that it helps youth reconnect with foundational principles that are part of their African heritage but often absent in their day-to-day lives. Some of these principles include self-respect, self-determination and a responsibility to the community around them. "When they start to see how these principles are a part of who they are," says sipho, "they start to see themselves differently and this makes them motivated to act differently too."

There are three phases of the program: separation, transformation and integration. First the youth are taken outside of their urban environment, on a retreat to a camp just outside of Toronto. Through separating them from their day-to-day reality youth are able to connect with their cultural roots, and develop a stronger sense of identity. After the retreat they meet twice a week for five months, where they work together to create a group purpose, as well as their own individual life plan. Over time they start to see how they can make a different future for themselves. This is the transformation stage. At the end of the program, they graduate and are invited to reintegrate into the community, where they make a commitment to making a positive impact on those around them. All the youth who completed the program are now involved in community service and they are working with WoodGreen to find employment.

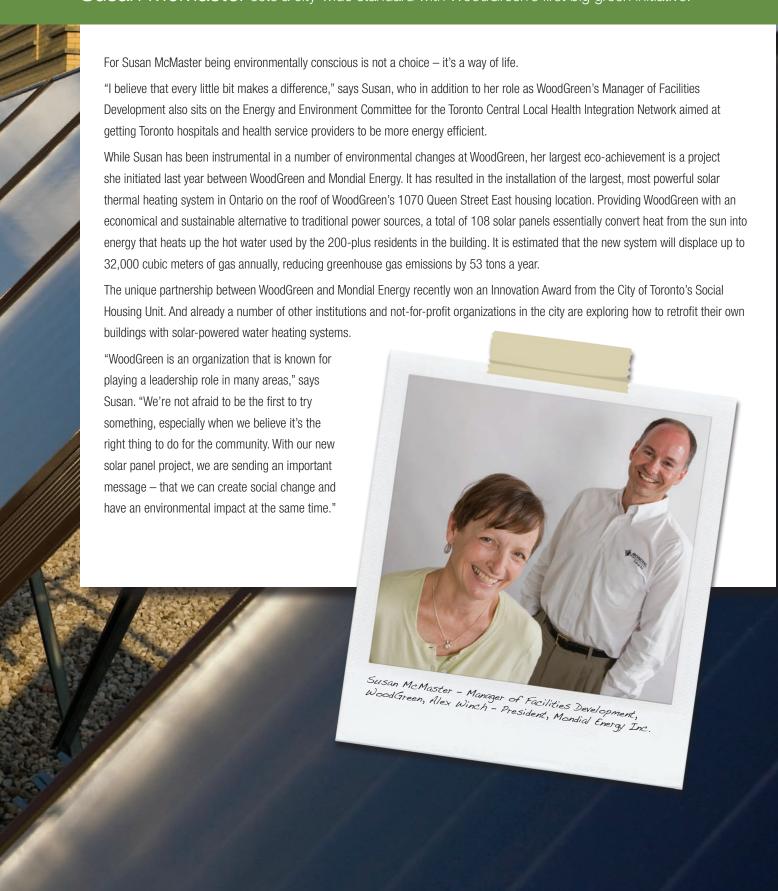
Rites of Passage received major support from Toronto Community Housing Corporation as well. In addition to providing funding, all in-city sessions with the program participants were held in TCHC space.

sipho says that seeing the young people transform over the six months was incredibly rewarding for him. "These are kids who live in impoverished neighbourhoods, with high unemployment and crime rates," says sipho. "Coming out of this program, they have something they've never had before — hope for a better future. They see that they have the chance to amount to something. But more importantly they take responsibility for themselves and for their community. One young man said to me 'you saved my life.'"









Dedicated



Michael Tong devotes his career to empowering seniors to speak out.

Since the start of his career, Michael Tong knew that he wanted to work with seniors.

A social worker who immigrated from Hong Kong, Michael believes that seniors have immense wisdom and contribute greatly to our society. But he also points out that seniors need us to support them, because they are considered a vulnerable population.

Manager of Community Care & Wellness for Seniors at WoodGreen, Michael recently brought together a group of organizations to help raise awareness to the issue of elder abuse in the Chinese community through a project supported by the Law Foundation of Ontario. Working in partnership with the Toronto Police, the Ontario Network for the Prevention of Elder Abuse, Chinese Family Association of Ontario and Carefirst, Michael successfully recruited 250 Chinese seniors to an afternoon forum on elder abuse. The forum was specially designed to educate seniors in how to recognize signs of abuse, including physical, psychological and financial, and how to access help.

Michael believes elder abuse is a very sensitive issue and feels that it is rarely discussed in the community. At the forum, seniors participated in discussion groups on elder abuse, creating an atmosphere of openness and awareness.

"I feel that we are not only educating them about the issue, but empowering them with knowledge that may be useful for themselves or others," says Michael.

In his 18 years at WoodGreen, Michael has pioneered many innovative programs for Chinese seniors. Thanks to his leadership, today WoodGreen operates a very successful Adult Day Program for frail and/or cognitively impaired seniors and Meals on Wheels services with specialized programs for the Chinese community. Michael has also pledged his leadership to the Riverdale Seniors Council, a group

> that encourages and supports seniors to speak out on issues seniors to live well and independently in the community.



WoodGreen Community Services at a Glance

CHILD CARE

Clients served: 675 children and their families

Programs:

Bruce/WoodGreen Early Learning Centre

Debbie Yeung Child Care

Enderby Child Care

Leslieville Child Care

Morse Street Child Care

RAC camp - KinderRAC division

Riverdale Child Care

Special Needs Resource Program

Win Harris Child Care

Woodfield Child Care

COMMUNITY CARE & WELLNESS FOR SENIORS

Clients served: 7,814 Seniors and Older Adults

with Disabilities

Programs:

Adult Day Program

 ${\bf Alzheimer\ Program-Chinese\ and\ English}$

Frail Program – Chinese and English

Stroke Program

Congregate Dining

Caregiver Support and Counselling

Caregiver Education and Training

Full Circle Psychogeriatric Case Management

Homemaking Program

Meals on Wheels

Security Check Program

Social Work

Supportive Housing

Transportation Program

WoodGreen Seniors Club

WoodGreen Cantonese Seniors Club

WoodGreen Mandarin Seniors Club

EMPLOYMENT SERVICES

Clients served: 8,308

Programs:

1080 Queen East:

Employment Resource Centre

1450 O'Connor:

Employment Placement Program

Employment Resource Centre

Youth Job Centre:

Job Connect

Information and Referral Services

Employment Planning and Preparation

Job Development and Placement Support

Our Voice

Rites of Passage

Summer Job Services

Youth Outreach Project for Young Muslim Girls

HOMELESSNESS AND HOUSING HELP

Total Clients served: 6,396

Programs:

Emergency Homeless Rent Supplement Program

Guitar Lounge Program

Harm Reduction Housing Program

Info Link Housing Help Centre

Rent Bank Service

Rooming House Emergency Relocation Service

Shared Care Clinical Outreach Service

HOMEWARD BOUND

Clients served: 44 women and their children

Programs:

College Diploma Program

Employment

Housing for Single Mothers

International Computer Driving License

Internships

Life Skills Program

HOUSING

Clients served: 750 individuals and families

Locations:

570 Coxwell Avenue

444 Logan Avenue

55 Pape Avenue

17 Renwick Crescent

841 Queen Street East

1070 Queen Street East

490 Sherbourne

137 Sears Street

IMMIGRANT SERVICES

Clients served: 5,000 newcomers and their families

Programs:

All-level Language Instruction to Newcomers to

Canada with Free Child Minding

Bridging Programs for Internationally

Trained Professionals

Chinese Workers Support Network

Job Search Workshops and Job Coaching Support

Newcomer Volunteer Program

Newcomer Social and Recreational Program

One-on-One Settlement Counselling

Workshops and Group Programs to Promote

Adaptation and Employment in Canada

MENTAL HEALTH AND DEVELOPMENTAL SERVICES

Total Clients served: 795

Programs:

Adult Protective Services Worker Program

Case Management Service

Lobby Drop-In Programs

Mental Health Case Management Service

Mental Health Specialized Services

Mental Health Supportive Housing Cluster

Parent Outreach Program

Social Group and Friendship Club

Social/Recreational Group Programs

Supported Individualized Living

Tenant Outreach and Education Program

NEIGHBOURHOOD PROGRAMS

Clients Served: 275

Programs:

Pape Neighbourhood House Programs:

After 4 Program

Focus on Youth - United Way

Growing Up Healthy Downtown

Kraft Meatless Cooking Program

Leadership Training

Summer/March Break Camps

East York Rotary Neighbourhood House Programs:

After 4 Program

Focus on Youth - United Way

Kraft Meatless Cooking Program

Summer/March Break Camps

Summer Buddies

Building WoodGreen's Leadership Role in the Community

WoodGreen is fortunate to have a very dedicated Board of Directors who have been guiding our progress and supporting us to build our leadership role in the community. Committed to changing lives and making a real impact in Toronto, our Board has been instrumental in helping us reach a number of key milestones over the past year, including:

Strengthening our ability to achieve core organizational goals: Through a comprehensive self-evaluation process, our Board implemented a full review of governance processes and organizational accountability. As a result, WoodGreen will be implementing a new accountability framework that will ensure the Board priorities moving forward complement the organization's strategic plan.

Laying the groundwork for philanthropy: WoodGreen continued to build momentum around the development of The WoodGreen Foundation, positioning the organization for success as it builds its capacity for philanthropy. This new charitable foundation will provide ongoing funding in support of WoodGreen's mission and long term sustainability.

Increasing accessibility to our programs: This year, WoodGreen relocated several of its service units to 815 Danforth Avenue, increasing the number of programs that are centrally located on the Bloor-Danforth subway line. As a result, WoodGreen is now able to reach out to additional clients from across Toronto.

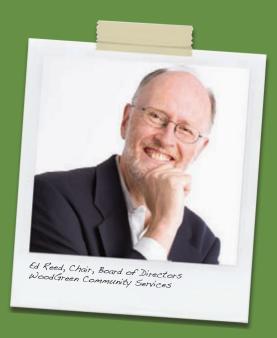
Soliciting client feedback to help guide program development: WoodGreen completed its first client satisfaction survey, engaging over 1,000 respondents from every area of the organization. Specifically, our goal was to better understand how well we are meeting client needs. The results of this survey will inform the evolution of our programming development.

Amalgamating services to better meet client needs: WoodGreen has become known for its ability to create successful partnerships that strengthen services for clients. WoodGreen and Meals on Wheels East Toronto came together to integrate services in order to better meet the need for valuable nutrition programs in East Toronto. As a result, we are now able to serve more frail and housebound seniors.

Playing a leadership role in key city-wide issues: WoodGreen continues to be sought after to take the lead on important social issues. Last year, Toronto's Department of Public Health asked WoodGreen's Homelessness and Housing Help Unit to co-chair the Bed Bug Action Steering Committee. WoodGreen played a leadership role in providing clear guidance and recommendations to the Medical Officer of Health, the Board of Health and Toronto Public Health for the development of a comprehensive strategy to manage bed bug infestations in Toronto.

WoodGreen says Thank You to Board Chair, Ed Reed

Our outgoing Board Chair, Ed Reed, has played an important role in supporting WoodGreen's many accomplishments. His ability to engage Board members in the governance process helped our Board come together on many important decisions over the last two years. Ed was also extremely involved with WoodGreen's day-to-day work during his term as Chair. He attended many WoodGreen events and often volunteered right alongside staff. Ed has been extremely invested in WoodGreen's success, and it shows. On behalf of all of the staff at WoodGreen, we'd like to thank Ed for his dedication and the many contributions he has made to our work in the community.



Our Donors 2007 – 2008

INDIVIDUALS

We would like to thank the following individuals and organizations who made a cumulative contribution of \$100 or more from April 1, 2007 to March 31, 2008:

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WoodGreen Cantonese Elderly Persons Club WoodGreen Mandarin Elderly Persons Club

WoodGreen Seniors Club

GIFTS IN KIND

Thank you to everyone who made an in-kind donation between April 1, 2007 and March 31, 2008:

The Academy of Spherical Arts

Rosinah Alexandrov

Anne's Registered Massage Therapy

Anonymous Faiza Ansari Aphrodite Cooks

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We would like to thank everyone

Ron Edding

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Dale & Lessmann, LLP

who supported WoodGreen in our efforts to reach out to more clients with new solutions to the complex problems facing Toronto.

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WoodGreen Board of Directors

Financial Highlights

	2008	2007	
	\$	\$	
REVENUE			
Government of Canada	3,449,400	2,848,696	
Government of Ontario	8,396,611	6,189,212	
City of Toronto	5,402,372	5,217,207	
Fees for service – Individuals	2,678,096	1,748,678	
United Way	672,539	613,616	
Investment income	84,329	73,254	
Fundraising & productive enterprises	728,513	777,163	
Amortization of deferred capital contributions	168,377	135,763	
Service contracts and Other	1,285,433	1,450,835	
Total	22,865,670	19,054,424	
EXPENSES			
Salaries and benefits	15,118,051	13,234,319	
Purchase of services	2,103,392	593,009	
Building occupancy	2,103,060	2,210,860	
Programs, food & transportation	1,380,173	1,285,205	
Training subsidies	902,531 787,764		
Office, loan interest, and general	600,433 455,690		
	,		
Promotion and publicity	170,143	107,345	
Promotion and publicity Amortization of capital assets		107,345 313,436	

Where Our Financial Support Goes

Operating surplus

Child Care	26%	
Community Care & Wellness for Seniors	21%	
Employment Services	16%	
Administration	10%	
Immigrant Services	10%	
Housing & Homelessness Services	8%	
Mental Health & Developmental Services	5%	
Neighbourhood Programs	4%	

86,076

66,796



How our leaders have touched others.

- "I joined the **WoodGreen** ELT program in 2007, and with support from some wonderful **WoodGreen** staff, I became a success in a few months. I obtained the position of researcher at Heaven Fresh Canada Inc. I will never forget the great help from **WoodGreen**."
 - Marvin Gui, WoodGreen Immigrant Services Client
- "By removing the barriers of formal access to general, medical and psychiatric care, **WoodGreen** in partnership with CAMH keeps clients in the community rather than in the hospital."
 - Shared Care Clinical Outreach Service Team,
 Centre for Addiction and Mental Health
- "WoodGreen's Rites of Passage program is creating local leadership. The youth who have taken part are all contributing to the well-being of their neighbourhoods by participating in community development projects."
 - Ahmed Ali, Health Promotion Officer,
 Toronto Community Housing Corporation
- "As a result of the solar panel installation, **WoodGreen** can heat water for hundreds of tenants at a competitive price for heat, fixed for ten years, using innovative solar panels. This makes **WoodGreen** a sound steward, both financially and environmentally."
 - Alex Winch, CEO, Mondial Energy Inc.
- "As Mandarin speaking seniors, we appreciate the many services WoodGreen provides us. We feel like the Elderly Persons Club is our second home."
 - Mr. Chang Wei Yan, Chair,WoodGreen's Mandarin Elderly Persons Club



WoodGreen Community Services

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www.woodgreen.org

