

annual report

2013-2014

Award-winning
Homeward Bound to be
replicated beyond Toronto

Rites of Passage
expanding to reach
more youth

Holistic services help
seniors age with dignity

WoodGreen and
DECA help renew
Danforth East



WoodGreen Community Services



Opportunity made here.

WoodGreen's Strategic Plan: Year 5 Progress

In 2009, WoodGreen embarked on a new, 5-year Strategic Plan focused on becoming a leader in social innovation. In 2013-14, our progress on the main objectives of the plan includes:

Maximize Community Benefit

- WoodGreen welcomed a team from the Mohawk Council of Kahnawà:ke (MCK) from Quebec for a 2-day Wisdom Exchange to discuss how integrated approaches to housing, employment and social services can help single mothers living in poverty achieve economic self-sufficiency.
- Homeward Bound will be officially launched by Home Suite Hope in Oakville in September. The replication agreement was signed in March.
- Global ad agency DDB Inc. created a pro bono mass advertising campaign for WoodGreen called "Single Mom Celebrities" with transit

shelter ads, a television commercial and full page print ads across Toronto. Media coverage of the campaign and Homeward Bound appeared in press around the world.

- The housing site at 1070 Queen Street E. was renamed Jack Layton Seniors Housing. Olivia Chow and Sarah Layton were on hand for the naming ceremony.

Develop Better Solutions

- WoodGreen and the Danforth East Community Association launched the Renew Danforth project to support economic renewal efforts of local residents by launching pop up shops in empty storefronts along the Danforth.
- WoodGreen authored a report and toolkit on newcomers and

private colleges; worked as a research partner with OCASI, COSTI and York University to look at building stronger referrals for female newcomers facing homelessness; partnered with Ryerson SSHRC research looking at settlement of immigrant families; partnered on Urban HEART with the Centre for Research, Inner City Health, TC-LHIN, United Way Toronto and the City of Toronto. This tool was used to identify new Priority Investment Areas.

- Produced a literature review of over 500 reports for Our Home East York Project
- Produced targeted, plain language fact sheets on bed bugs for clients, staff and landlords/tenants.
- Co-chaired and led release of Alliance for Poverty Free Toronto report on developing a municipal poverty elimination strategy with Social Planning Toronto.

- WoodGreen's IT department provided back office IT and infrastructure support to many smaller non-profits.

Create a Culture of Innovation

- WoodGreen introduced a new performance management system and additional e-learning modules for staff.
- Child care staff undertook Early Learning Framework Training to enhance staff skills in child development programming.
- A WoodGreen PSW was awarded a Personal Support Worker Scholarship for Care in the Community by the Personal Support Network of Ontario for outstanding work.

Farewell Brian!



Brian Smith

It was June 28, 1978 when I first came to WoodGreen as the new Executive Director. Those 36+ years have been a tremendous experience for me personally. The most important part for me has been the privilege of working with the clients, the volunteers and the staff to bring solutions to the challenges that face our community. Although the understanding of the issues has changed since WoodGreen's inception in 1937, the same vision of a Toronto where everyone has the opportunity to thrive is still firmly rooted in the DNA of WoodGreen. Together we have made some great achievements in serving our community, but there is still much more to do. I believe WoodGreen will continue to be at the forefront of those solutions. To all past and present WoodGreen supporters, thank you for the privilege of leading such a caring organization.

Brian F.C. Smith, WoodGreen's President & CEO, has been active in creating a better Toronto through his work at the helm of WoodGreen over the past 36 years.

When Brian arrived at WoodGreen in 1978, there were 40 staff members. During the course of the next three decades, Brian grew WoodGreen to a \$40 million organization employing more than 650 staff and 1000 volunteers who serve 37,000 individuals and families each year.

WoodGreen's clients are often people who are easily overlooked in a big city like Toronto. They are the working poor, people with mental illness, those who are hard to house and those who simply need to be given their first opportunity to go on to do great things.

Brian has made sure that WoodGreen's work is informed by the emerging and complex needs of the communities we serve. His legacy is the development and implementation of innovative, wrap-around, client-centric programs that reduce or eliminate barriers like Rites of Passage, First Step to Home, Homeward Bound and The Bruce/WoodGreen Early Learning Centre to name a few.

Brian has worked tirelessly to build a Toronto where everybody has the opportunity to thrive.

Thank you, Brian, for your outstanding contribution to the people of this great city and for building such a passionate and capable team of staff and volunteers who will continue WoodGreen's important work.

Jasmine Tehara

Jasmine Tehara, *Chair*



Above: Jasmine Tehara, Chair & Brian F.C. Smith, President & CEO



WoodGreen Board Of Directors

Above Left to Right:

Jasmine Tehara, *Chair*, Ian Tait, Michael Conradi, Jeanhy Shim, Thomas Hofmann, Heather Dawson, Brian F.C. Smith, *President & CEO*, Amy Charles Chiu, Sarah Downey, Kris Krishan



Left to Right:
Ed Lee, Lara Shohet, George Heos, Melanie Burns, and Peter Fuller



WoodGreen and the Mohawk Council of Kahnawà:ke held a **2-day Wisdom Exchange** to share innovative and integrated approaches to family service delivery.

Replication Community Partners & Feasibility Study Locations



Award-winning Homeward Bound to be replicated beyond Toronto

In 2013-2014 WoodGreen partnered with organizations outside of Toronto to help launch the first replication of WoodGreen's Homeward Bound, and to lay the groundwork for future Homeward Bounds in other communities.

Homeward Bound Halton, the first official replication, was launched by Home Suite Hope, a non-profit, long-term housing provider for single parent families who are homeless in Halton, Ontario. Home Suite Hope signed WoodGreen's program licence agreement in February, 2014 and the first participants were selected and moved into the program this past summer.

A second Homeward Bound replication is currently being developed in Peterborough, Ontario, where Peterborough Housing Corporation has approved at least 5 housing units for the program, and has formed a working group of service providers and local leaders to help implement the program. WoodGreen has also partnered

Homeward Bound Halton welcomed its first 5 participants this year.



with Brockville's Employment and Education Centre to begin the developmental phase of creating a local Homeward Bound.

WoodGreen is also working with Aboriginal organizations and a First Nation community to explore how we can share our wise practices to collectively better support mother-led families living in poverty. In March, 2014, WoodGreen welcomed a team of service providers from the Mohawk Council of Kahnawà:ke (MCK) who visited Toronto for a 2-day Wisdom Exchange. During the visit, staff from WoodGreen and MCK discussed how integrated approaches to housing, employment and social services can help single mothers living in poverty achieve economic self-sufficiency. This event was a great success and WoodGreen staff look forward to visiting MCK for a reciprocal visit in the future.

WoodGreen and the Ontario Federation of Indigenous Friendship Centres have partnered to launch a feasibility study that will be undertaken in a handful of Friendship Centre communities.

This project will explore whether the Homeward Bound model could be adapted for Friendship Centres and effectively meet the diverse needs of urban Aboriginal women living in poverty in Ontario. The Friendship Centres involved at this stage of the project are Timmins, Dryden, Hamilton, London and Niagara.

Organizations in Thunder Bay, Montreal, Vancouver, Calgary, Halifax and other cities across Canada have also reached out to WoodGreen to learn more about the Homeward Bound model.

A partnership with



is exploring how Homeward Bound can meet the needs of single mothers in the urban Aboriginal context.



Sydney Blum, Senior Manager Partnership Development, WoodGreen

Welcome to Community Care East York's Senior Cen



Carpet Bowling at the CCEY Seniors Centre

In 2013-14, WoodGreen delivered **54,999** Meals on Wheels.



Watercolour Painting at the CCEY Seniors Centre



WoodGreen's Helena Goncalves preps for a busy day delivering Meals on Wheels

Holistic services help seniors age with dignity

The aging population in Ontario requires the support of innovative programs and services for seniors that address their unique needs at the community level, rather than in emergency rooms.

WoodGreen is a leader in the provision of services for seniors and their caregivers in Toronto.

In fact, WoodGreen is the first organization to offer an Enhanced Adult Day Program (EADP), a collaborative initiative with the CCAC that provides services to clients such as physiotherapy, nursing services, behavioural assessments and interventions for clients with dementia and enhanced support to caregivers.

The program was so successful it has been expanded to other agencies across Toronto. This year, WoodGreen received additional funding to expand the hours to address client needs. The EADP is now open until 8 pm Monday to Friday and Saturdays. As we look to future needs of our clients and their caregivers, WoodGreen will be renovating the space to prepare for an overnight program.

This year we added an additional Assisted Living Services site at 1070 Queen Street to complement the first site at 1420 Victoria Park. This enhancement of the supportive housing service means clients will receive additional

WoodGreen has **3 sites** for seniors services



hours of PSW support available 24/7. Eligible clients who live in the community can also access this service.

Referrals to WoodGreen's Crisis Outreach for Seniors (COS) doubled this year. The COS team provides intensive support to seniors with mental health issues who are in crisis, including evictions, immediate financial security issues, crisis with family and much more. The team is staffed with outreach workers and a nurse practitioner. It is a partnership with SRCHC, COPA, and Good Neighbours Club.

Our new Wellness Centre at 721 Broadview also opened this

year, and offers health education, blood pressure clinics, foot care clinics, recreational activities such as photography classes, exercise and falls prevention classes.

WoodGreen is also continuing our important work as the lead agency for the Don Valley Greenwood Health Link. Our work will continue to ensure seniors in Toronto can age with dignity, in their own homes and communities, for as long as possible.



WoodGreen's transportation fleet consists of

11 vehicles.





97% have indicated that involvement in Rites of Passage has significantly increased their understanding of "Self" and has increased appreciation, understanding and pride when identifying as young people of Afrikan descent



82% of the participants have held summer jobs every summer since entering the program

Rites of Passage expanding to reach more youth

WoodGreen's Rites of Passage is based on a well-tested, internationally recognized afro-centric curriculum. It is a structured process, practiced by traditional societies, which assist in preparing their young people, as they journey through the tumultuous years of adolescence into the realm of responsible adulthood. This process, challenging for most, is further complicated for young people who live in poverty, face institutional racism and are discriminated against.

This year, Rites of Passage was awarded a significant, multi year grant from the Trillium Foundation's Youth Opportunity Fund. Young people who will benefit from the project expansion made possible by this funding live in communities which are steeped in poverty, experience high rates of unemployment, and are exposed to a disproportionate incidence of violence. The expansion of Rites of Passage will bring several new partner organizations with strong

linkages to marginalized youth in North York and East Scarborough.

To support the cultural importance element of the program, a group of participants recently embarked on an incredible journey to Ghana, West Africa in May 2013. A group of 22 youth, parents and staff from the Scarborough-Victoria Village community lived and volunteered in Mepe Horkpo, a small village in Ghana.

While in the village the group taught in the schools and in partnership with the community built the village's first urinal facilities. Group members lived with host families and learned about daily life in the village, pumping and carrying water, farming and peeling cassava. Participants also visited historic, environmental, cultural, and spiritual sites such as Cape Coast Dungen.

70%

of the Rites participants who graduated from high school are enrolled in college.



Many of the Rites of Passage youth made connections with the people of Mepe Horkpo. Participants learned the values of the importance of family, community and embracing each other. All of the participants loved the experience and have expressed a strong interest in returning to Ghana.

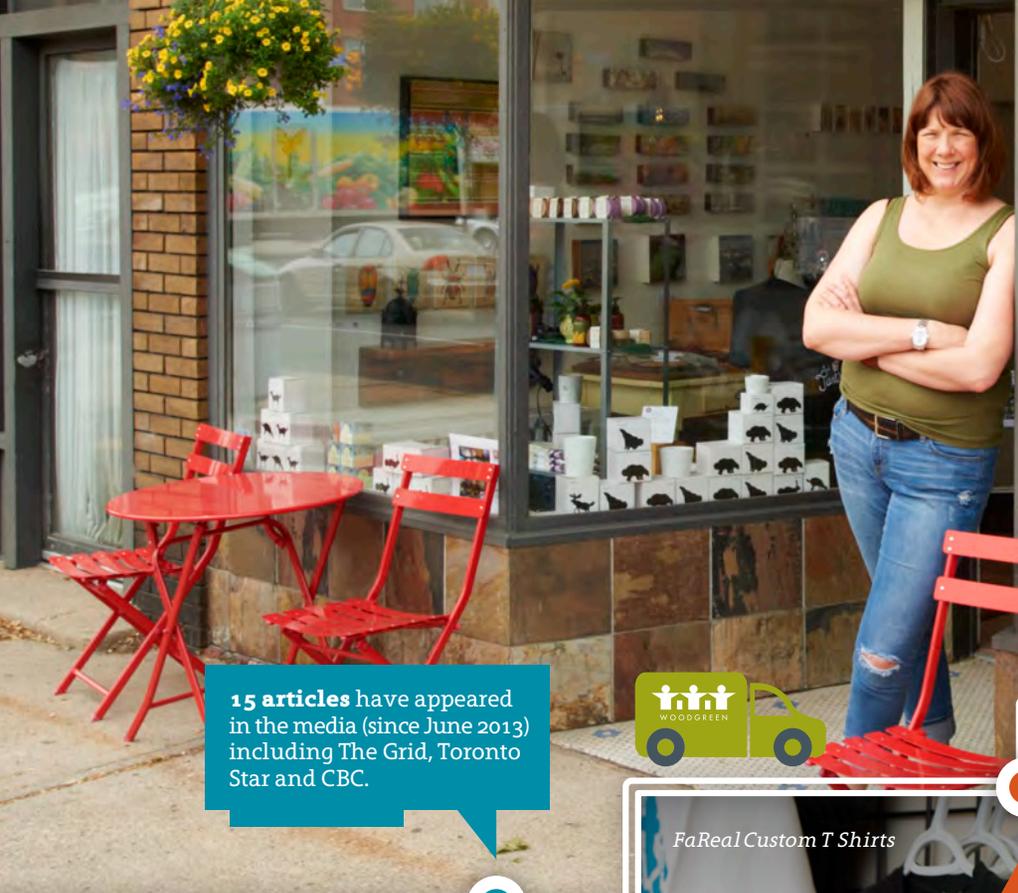
22
young
people travelled
to **Ghana**



Paul Osbourne, Rites of Passage Facilitator

sipho kwaku, Director of Employment Services





15 articles have appeared in the media (since June 2013) including The Grid, Toronto Star and CBC.



In This Closet

FaReal Custom T Shirts

3 pop-up shops incubated to permanent business status: **In This Closet**, **FaReal Custom Tshirts** and **Len: Democratic Purveyors of Fine Art and Beautiful Things** in a new space. We are on the cusp of seeing **Veritus Pictures** move to a permanent location as well.

LEN: Democratic purveyors of beautiful things.

3 shop landlords secured long-term leases after hosting successful pop-ups: 1872 Danforth (Canine Social Company), 1948 Danforth (Canadian Nutrition) and 1517 Danforth Ave (iRepair).

WoodGreen and DECA help renew Danforth East

WoodGreen's Renew Commercial Districts Toronto is an exciting new project started in July 2013, through the Strategic Initiatives Unit. For this project, WoodGreen has partnered with the Danforth East Community Association (DECA), an east-end residents association and leader in filling empty storefronts and community renewal efforts.

The Pop-up Shop project is built on an idea from Australia, activating empty storefronts with short-term shops, in an effort to draw attention and encourage shoppers to areas with high commercial vacancy rates. The project is seen as win-win. Property owners with vacant storefronts get their spaces cleaned and painted and pop-up tenants get the opportunity to test the market in a low-risk way.

In the last six months, **8 new pop-up shops** have popped up along Danforth East, bringing the grand total participating to **23**, since the first launch in October 2012.



Over the last year, WoodGreen and DECA have opened eight new pop-up shops along the Danforth, providing entrepreneurship opportunities, and altering

the commercial landscape of a neighbourhood that had been in decline. For some of these businesses, the pop-up shop leads to a more permanent commitment; three former pop-up shops have graduated to long-term tenancies. Regardless of whether pop-up tenants stay long term, all have reported the experience built skills and increased confidence in operating a small business. Renew Commercial Districts Toronto has three main goals: to learn from DECA's Pop-up Shop project; to spread this project to other parts of the city; and to work with different levels of government to amend current property tax structures.

WoodGreen's Renew Commercial Districts Toronto is funded by the Metcalf Foundation and is supported by two WoodGreen staff who job-share the role of Community Economic Development Coordinator. Building on what has been learned, WoodGreen is looking to grow the Pop-up project to other parts of Toronto, seeking to create more opportunities for low-

income people and building more inclusive communities.

Project staff are also working closely with different levels of government to push for change in property tax structures which currently work against economic development initiatives, such as pop-up shops.

Through this project, WoodGreen is developing innovative solutions to complex problems. The pop-up shop model is one such solution that encourages economic development and creates new opportunities.

The storefront vacancy rate has dropped to **9%** (November 2013) compared to 17% in January 2012 from Monarch Park to Main St.



WoodGreen's Tina Scherz, Diane Dyson and Gay Stephenson



Amanda Olson, DECA Board Lead, Pop up shop project and Anita Schretlen, Chair, DECA

Financials

WOODGREEN COMMUNITY SERVICES

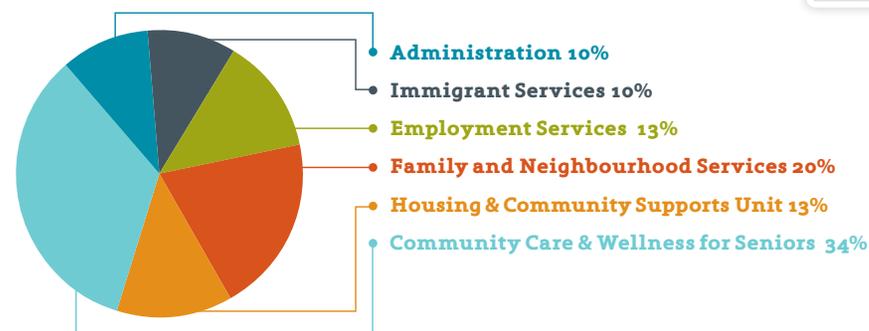
CONDENSED STATEMENT OF REVENUE AND EXPENSES

2013-2014 FISCAL YEAR

	2014	2013
	\$	\$
REVENUE		
Government of Canada	3,803,173	3,630,224
Government of Ontario	18,529,898	17,900,934
City of Toronto	4,841,349	5,440,950
Fees for service – individuals	5,958,580	5,448,901
United Way	1,042,112	943,079
Investment income	23,565	22,868
Fundraising and productive enterprises	761,624	895,375
Amortization of deferred capital contributions	235,537	246,371
Service contracts and other	2,194,108	1,923,731
Total	37,389,946	36,452,433
EXPENSES		
Salaries and benefits	27,338,944	26,641,415
Purchase of services	1,391,582	1,476,653
Building occupancy	3,268,438	3,214,189
Programs, food and transportation	2,777,556	2,772,306
Training subsidies	1,086,938	840,991
Office, loan interest, and general	906,723	853,679
Promotion and publicity	75,268	60,870
Amortization of capital assets	466,280	513,009
Total	37,311,729	36,373,112
Excess of revenue over expenses	78,217	79,321

WOODGREEN COMMUNITY SERVICES

EXPENSES BY PROGRAM GROUP – 2013-2014 FISCAL YEAR



THE WOODGREEN FOUNDATION COMMUNITY CARE EAST YORK FUND

THE
WOODGREEN
FOUNDATION



	2014	2013
	\$	\$
Opening balance	1,192,982	1,312,989
RECEIPTS		
Donations and bequest	2,430	24,516
Investment income earned on fund balances	24,198	33,707
Total	1,219,610	1,371,212
DISBURSEMENTS		
Less: Donations to WoodGreen Community Services **	50,000	178,230
Closing balance	1,169,610	1,192,982

** The \$178,230 of donations to WoodGreen Community Services during the 2012-2013 fiscal year was used to fund renovations to the Community Care East York Seniors Centre (\$103,230) and operating expenses for Seniors programs (\$75,000).

** The \$50,000 of donations to WoodGreen Community Services during the 2013-2014 fiscal year was used to fund the Framework for research on housing needs of seniors in East York.



Message from the Chair of The WoodGreen Foundation

THE WOODGREEN FOUNDATION CONDENSED STATEMENT OF REVENUE AND EXPENSES – 2013-2014 FISCAL YEAR



	2014	2013
	\$	\$
REVENUE		
Donations	1,634,203	873,279
Special events	92,054	128,969
Investment income and change in fair value of investments	36,027	43,784
Total	1,762,284	1,046,032
EXPENSES		
Fundraising and special events	85,784	131,871
Administrative	97,288	97,100
Amortization of capital assets	–	–
Total	183,072	228,971
Excess (deficiency) of revenue over expenses before donations	1,579,212	817,061
Donations to WoodGreen Community Services	(606,580)	(855,730)
Donations to WoodGreen Community Housing Inc.	(28,392)	–
Excess of revenue over expenses	944,240	(38,669)
Fund Balances - beginning of year	1,945,567	1,984,236
Fund Balances - end of year	2,889,807	1,945,567



We are grateful to our thousands of community supporters who enable our vision through partnership, collaboration and philanthropy.

WoodGreen is a reflection of the diverse community it serves, providing integrated and innovative solutions to the wide array of social problems faced by our clients. Everything we do and every dollar we raise to help WoodGreen is sparked by our vision of a Toronto where everyone has the opportunity to thrive.

As you turn the next few pages, you will see the names of individuals and organizations that have made a commitment by providing the philanthropic support needed to continue to make opportunities for Torontonians every day.

To all of you we are deeply indebted.

Michael Worb
Board Chair, The WoodGreen Foundation



WOODGREEN

Opportunity made here.

Housing Health & Wellness Senior Services Employment Supportive Housing

1 Street East

OVERLAND
E450

to our donors

We thank you

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Special thanks to our donors who made a contribution to WoodGreen of more than \$100 between April 1, 2013 and March 31, 2014

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We thank you

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Zafar Jamal

We thank you

Memorial and Tribute Gifts

In memory of Mr. John Albrecht
Terry Mandzy

In memory of my friend Danny
Garry Stitz

In honour of Rima Zavys
Katherine Halpenny
Stase Zavys

In honour of Adeline MacDermott
Carole Zaza

2013 Woods & Green Golf Classic Supporters

A special thank you to our supporters for making this year's tournament successful!

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Please visit us online at www.woodgreen.org for a detailed listing. Thank you for believing in us. We are indebted to you.

This list represents gifts made between April 1, 2013 and March 31, 2014. While every effort has been made to ensure accuracy of this list, if an error has been made please accept our sincerest apologies; please contact us so we can update your information. If you would like to update your recognition name please contact Sourav Addy at saddy@woodgreen.org or (416) 645-6000 ext. 4005. Thank you for your generosity.



Programs

WoodGreen makes opportunity

Child Care

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
- Woodfield Child Care

Community Care & Wellness For Seniors

Programs:

- Adult Day Programs
- Enhanced Adult Day Program for Frail Seniors
- Case Management
- Community Access and Navigation Program (CNAP)
- Crisis Outreach Services for Seniors
- Crisis Support and Assistance
- Don Valley/Greenwood Health Link
- Foot Care
- Friendly Visiting
- Full Circle (Psychogeriatric Case Management)
- Group Dining
- Health Promotion and Education

- Home Help or Homemaking
- Home Maintenance Services
- Intergenerational Teaching-Learning Communities Program
- Meals on Wheels
- Personal Care or Personal Support
- Respite Care
- Security Check
- Social Work
- Social and Recreational Activities
 - Seniors Center
 - Vacation Plus (group outings)
- Support for Individuals or Families Caring for a Senior
- Supportive Housing
- Transportation

Employment

Locations:

- 1080 Queen Street East
- 1533 Victoria Park Avenue
- 989 Danforth Avenue

Programs:

- Employment Ontario Services
- Employment Placement Program
- Rites of Passage
- Summer Job Services
- Boundless Possibilities for Women – Employment Workshops
- International Computer Driving License

Housing and Community Supports

Programs:

- Adult Protective Services
- Concurrent Disorders Harm Reduction Services/Counseling and Support Services
- First Step to Home
- Group Dining
- Housing Help Centre
- Emergency Rooming House Relocation Project
- Identification Clinic
- Legal Clinic
- Lobby Drop-in Program/ Social Recreational Group Programming
- Parent Outreach Program
- Shared Care Clinical Outreach Services
- Strong Communities
- Supported Individualized Living
- Rent Bank Service
- Walk-in Counselling Service

Housing Locations:

- 570 Coxwell Avenue
- 444 Logan Avenue
- 55 Pape Avenue
- 17 Renwick Crescent
- 650 Queen Street East
- 841 Queen Street East
- 1070 Queen Street East
- 490 Sherbourne
- 137 Sears Street
- 270 Donlands
- 243 Cosburn

Homeward Bound

Programs:

- Academic Upgrading
- Boundless Possibilities for Women
- Computer training
- Financial literacy
- Life skills
- 2 year college diploma
- 14 week internship
- Employment in field of study
- Housing
- Psychotherapy
- Child care
- After-school extended hours childcare
- Tutoring for children
- Work Initiative Network

Immigrant Services

Programs:

- All-level Language Instruction for Newcomers to Canada with Free Child Minding
- Bridging Programs for Internationally Trained Professionals
- Chinese Workers Support Network
- Community Connections Program
- Financial Literacy for Newcomers
- Homework, and Arts and Sports clubs for Youth
- Job Search Workshops, Mentorship and Job Placement Support
- Newcomer Social and Recreational Program

- Newcomer Volunteer Program
- Newcomer Youth Leadership Development
- One-on-One Newcomer Settlement and Employment Counselling
- Social Support and Leadership Development for Young Muslim Women
- Workshops and Group Programs to Promote Citizenship and Employment in Canada

Neighbourhood Programs

PAPE Neighbourhood House Programs:

- After school social recreational program
- Field trips
- Healthy snacks/ healthy cooking
- Homework assistance
- Leadership training
- March and Summer break programs

East York Rotary House Programs:

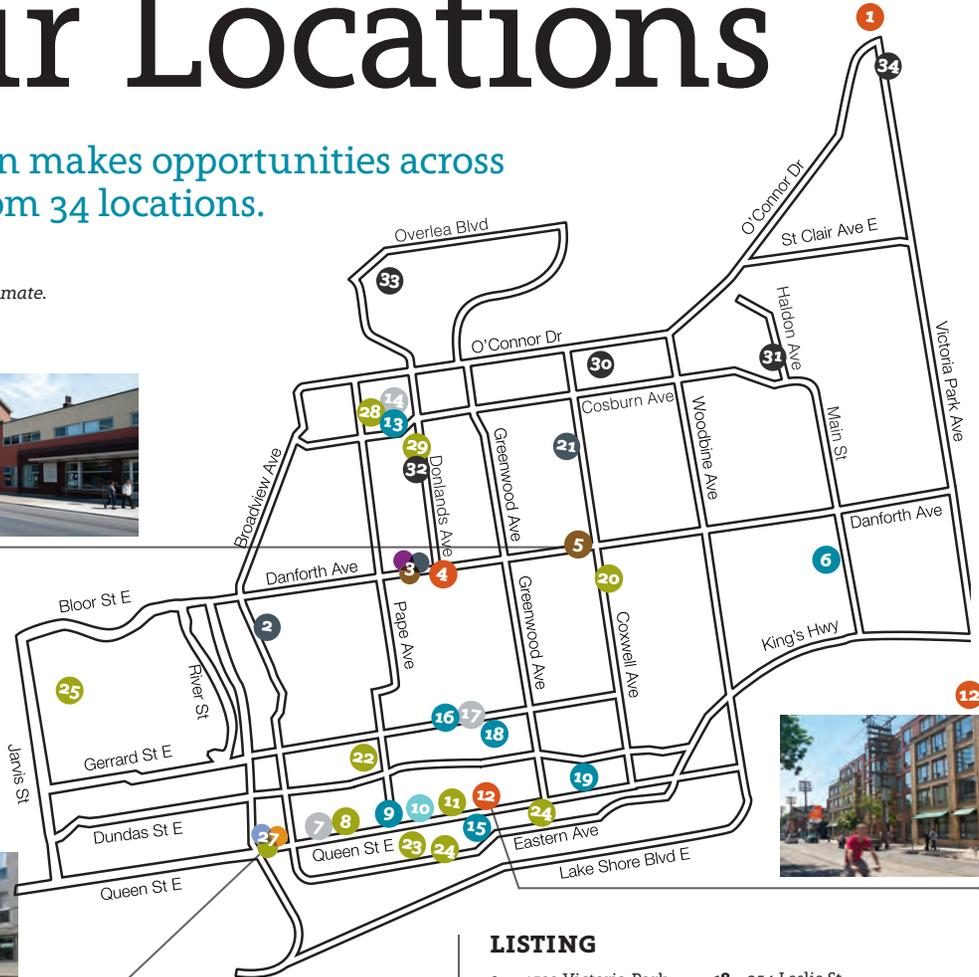
- After school social recreational program
- Field trips
- Healthy snacks/ healthy cooking
- Homework assistance
- Leadership training
- March and Summer break programs

Report design: www.GravityInc.ca
Photography: Kathryn Hollinrake

Our Locations

WoodGreen makes opportunities across the city from 34 locations.

Locations are approximate.
Map is not to scale.



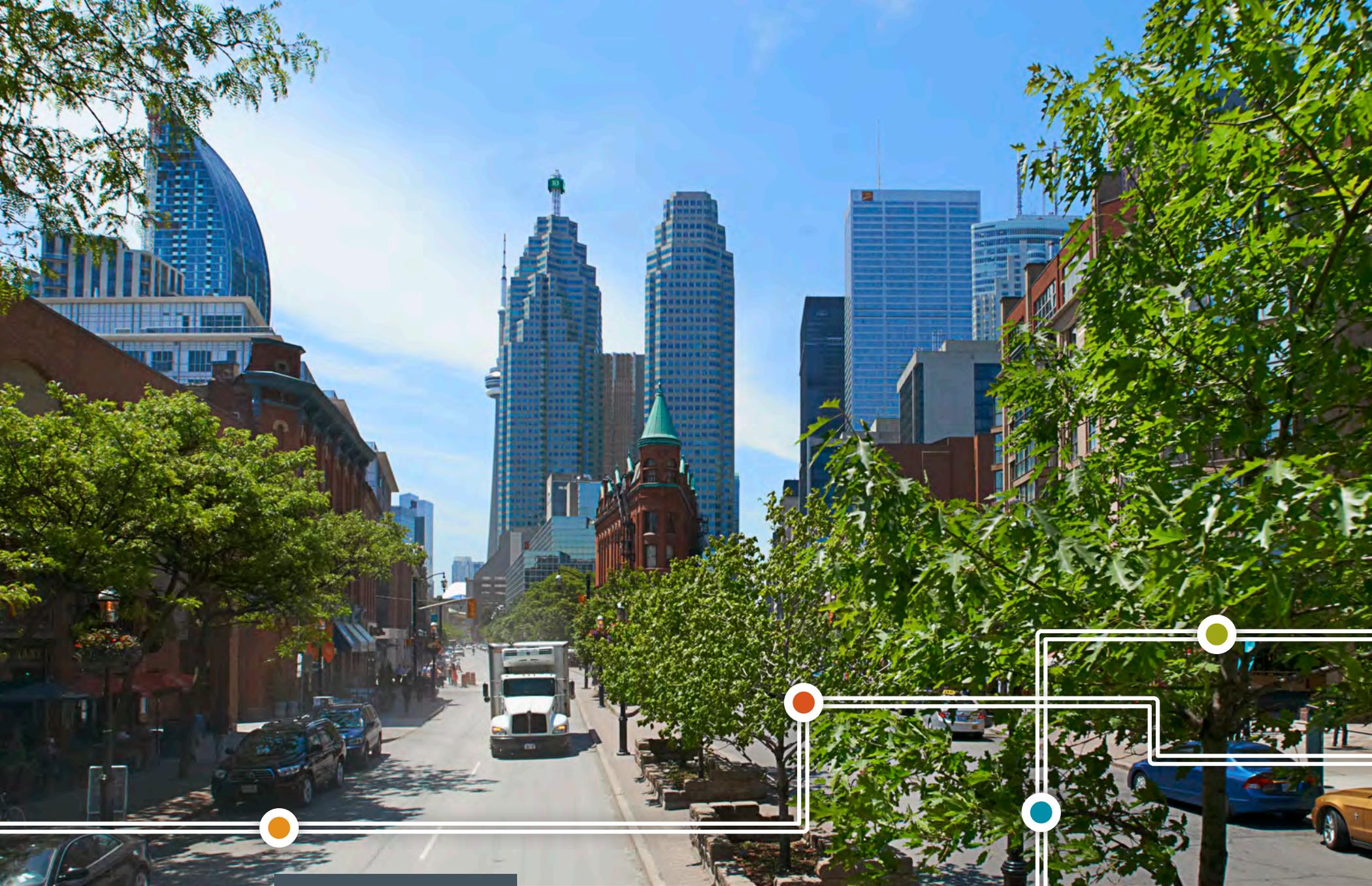
LEGEND

Child Care
Community Care & Wellness for Seniors
Developmental Services
Employment Services
Homelessness & Housing Help
Housing
Immigrant Services
Mental Health Services
Neighbourhood Programs
Supportive Housing

LISTING

1	1533 Victoria Park	18	254 Leslie St
2	721 Broadview Ave	19	70 Woodfield Rd
3	815 Danforth Ave	20	570 Coxwell Ave
4	989 Danforth Ave	21	840 Coxwell Ave
5	1491 Danforth Ave	22	444 Logan Ave
6	118 Enderby Rd	23	55 Pape Ave
7	835 Queen St E	24	17 Renwick Cres
8	841 Queen St E	25	490 Sherbourne St
9	180 Carlaw Ave	26	137 Sears St
10	69 Pape Ave	27	650 Queen St E
11	1070 Queen St E	28	243 Cosburn Ave
12	1080 Queen St E	29	270 Donlands Ave
13	249 Cosburn Ave	30	570 O'Connor Dr
14	251 Cosburn Ave	31	9 Haldon Ave
15	51 Larchmount Ave	32	266 Donlands Ave
16	1094 Gerrard St E	33	12 Thorncliffe Park Dr
17	1117 Gerrard St E	34	1420 Victoria Park Ave

Today, WoodGreen's reach extends far beyond Toronto's east end. The organization is a founding United Way of Toronto member agency, and serves 37,000 people each year from 34 locations. WoodGreen has grown to employ over 650 staff and relies on the invaluable efforts of 1,000 volunteers. Known for developing innovative and holistic programs, WoodGreen works with policy makers to reshape the way social services are delivered. WoodGreen's programs are often examples of best practice models, replicated throughout the GTA.



www.woodgreen.org

Charitable Registration Number 10822 0435 RR0002

WoodGreen Community Services

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Opportunity made here.