

65th ANNUAL GENERAL MEETING



Annual Report To the Membership

For the year ending March 31st, 2019



65th ANNUAL GENERAL MEETING

TUESDAY, JUNE 11th, 2019

Sunbridge Hotel & Conference Centre, 200 Holiday Inn Drive, CAMBRIDGE, ON

CASH BAR:	5:30 – 6:00 P.M.
INVITATION TO BE SEATED	6:00 P.M.
GRACE– DINNER COMMENCES:	6:00 P.M.
BUSINESS MEETING:	7:15 P.M.
♪ DANCE:	FOLLOWING THE BUSINESS MEETING

AGM AGENDA

- Welcome & Introductions
- Call meeting to Order
- Review of Minutes from 64th AGM held on June 12th, 2018
- President's Report
- Treasurer's Report
- Appointment of Auditors
- Nominating Committee Report
- Announcements
- Adjournment

MINUTES OF THE 64th ANNUAL GENERAL MEETING OF COMMUNITY LIVING CAMBRIDGE HELD ON TUESDAY, JUNE 12th, 2018 AT THE SUNBRIDGE HOTEL & CONFERENCE CENTRE, 200 HOLIDAY INN DRIVE, CAMBRIDGE, ONTARIO AT 7:44 P.M.

At 6:10pm guests were invited to be seated to start the evening.

GREETINGS FROM GUESTS:

The following dignitaries presented their greetings and expressed their delight to be part of the AGM.

- Regional Chair Ken Seiling
- Lina Veglia on behalf of the Mayor of City of Cambridge

The following Board Members attended:

Barry Ames, Akash Arya, Val Brooks, Maria Claydon, Silvana Henneman, Irena Kramer, Terry Lake, Caitlin McIntyre, Andrew Melchers, Blayne Rennick, Heather Schmitz, Peter Tudisco, Leander Wigboldus

Larry Arndt from the Executive Committee was also in attendance.

Nicola Melchers from Cambridge Rehab Homes Committee was also in attendance.

The following CLC Members (Family) attended:

Johanna Henneman, Nancy Lake, Michael Lake, Shawn Wassink, Steven Wassink, John Wassink, Wendy Wassink

CALL TO ORDER:

Terry Lake – President of the Board called the meeting to order at 7:44pm and established quorum for members present.

REVIEW AND APPROVAL OF MINUTES:

The minutes of the 63rd Annual General Meeting for Community Living Cambridge held Tuesday, June 13th, 2017 enclosed in the agenda, that was distributed electronically ahead of time and made available to the membership during registration, was reviewed. There were no corrections noted.

MOVED BY: Terry Lake

SECONDED BY: Akash Arya

THAT the Minutes of the 63rd Annual General Meeting for Community Living Cambridge held on Tuesday, June 13th, 2017 be accepted as presented.

CARRIED

PRESIDENT'S REPORT:

Terry Lake presented and read the "President and Executive Director's Report" for year ended March 31, 2018 enclosed in the 64th AGM agenda.

Terry highlighted the following during his presentation:

- New agency website and recommended visiting the site.
- Franklin Centre's transformation that began in April 2017 has offered 113 innovative classes since, although no funding from the Ministry was received.
- Strategic Plan was updated and services provided by a consultant Fred Galloway -posted in the website.
- Section 3 of the report talked about Finances and Budget and a positive result of \$42,000 was realized.
- Thanked the Board Members for Volunteering their time.

Terry called upon Akash Arya, Treasurer of the Board, to present the Annual Treasurer's report for year ending March 31, 2018.

TREASURER'S REPORT:

The condensed financial statements were included in the Report to the Membership and provided at the door. A full copy of the Audited Financial Statement is available upon request.

Akash presented and read the Annual Treasurer's Report and the following were highlighted:

- Successful outcomes through strong governance were achieved.
- A surplus position of \$42, 518 realized while ensuring the needs were met, was a key objective for fiscal 2017-2018.
- A sincere appreciation to all staff for their continued efforts to maintain excellent reputation of CLC was made.

Akash requested from the membership a motion to move the acceptance of the Audited Financial Statement for the year ended March 31, 2018.

MOVED BY: Irena Kramer

SECONDED BY: Andrew Melchers

THAT the Audited Financial Statements for the year ended March 31, 2018 be approved as presented.

CARRIED

APPOINTMENT OF AUDITORS:

Akash Arya presented the next item on the agenda and requested from the membership a motion to move that the firm of Graham Mathew Professional Corporation be appointed as the Auditors for CLC for the fiscal year of April 1, 2018 to March 31, 2019.

MOVED BY: Leander Wigboldus

SECONDED BY: Peter Tudisco

THAT the firm of Graham Mathew Professional Corporation be appointed as auditors for Community Living Cambridge for the fiscal year of April 1, 2018 through March 31, 2019.

CARRIED

BY-LAW REVIEW COMMITTEE:

Terry Lake presented that the By-Law committee has met and has recommended the updating of the By-Laws for Community Living Cambridge. The proposed By-Laws were distributed ahead of time to the membership to give the members opportunity to read and review proposed changes.

Terry thanked all of the committee members for their arduous work on reviewing proposed changes and highlighted and called upon Irena Kramer for her leadership and expertise in revising and updating the By-Laws.

MOVED BY: Terry Lake

SECONDED BY: Heather Schmitz

THAT the updated By-Law for Community Living Cambridge and recommendations be accepted as presented for Community Living Cambridge.

CARRIED

NOMINATIONS REPORT:

Terry Lake presented that the Nominating Committee has met and recommended the following members to the Board to be vetted for the AGM. This year's recommended slate for Board of Directors were introduced before the membership, were 12 Board members and 1 Past President. One open Board seat was recognized that may be filled throughout the year following the process identified in the agency by-laws. Terry requested for the members to stand up when called upon and to remain standing until the Nominations Report has been ratified, to introduce the new members of the Board to all who attended the AGM.

Board Members Currently Serving Their Term of Office:

- Val Brooks Year 3/Term 2
- Blayne Rennick Year 2/Term 2
- Barry Ames Year 2/Term 2
- Leander Wigboldus Year 2/Term2
- Peter Tudisco Year 1/Term2
- Irena Kramer Year 3/Term1
- Maria Claydon Year 3/Term1

New Members:

- Caitlin McIntyre Year 1/Term 1
- Darryl Law Year 1/Term 1

Slate of Officers:

President Andrew Melchers
Vice-President Heather Schmitz
Treasurer Akash Arya
Past President Terry lake

MOVED BY: Terry Lake

SECONDED BY: Leander Wigboldus

THAT the Nominating Committee recommendations for the 2018-2019 Terms of Office for the Community Living Cambridge Board of Directors be accepted as presented.

CARRIED

Retiring Board Member was announced

Terry Lake and Denise Gruber called Silvana Henneman up to the stage and presented her with a parting gift and a bouquet of flowers from the Board. Silvana completed her term as a Board member and was thanked for her dedication and years of service after serving two terms in office and giving 6 years as a volunteer. She has been a great friend and a wonderful asset to the Board. Terry expressed his best wishes to Silvana.

Terry called upon Andrew Melchers, President of the Board for the closing remarks and Staff retirement announcements.

STAFF RETIREMENT ANNOUNCEMENTS:

On behalf of the Board, Andrew Melchers acknowledged and recognized two senior management staff, who have collectively given 69 years of dedicated and professional service to Community Living Cambridge.

Dorothy Rosengarten Manager of ADP, retired in March 2018 but was unable to attend due to her travels in Europe.

Karen Ferguson, Manager for Franklin Centre was called up to the stage and was presented with a bouquet of flowers. Karen has announced her upcoming retirement in August of 2018.

Karen and Dorothy were given a heartfelt thanks and appreciation for helping the agency grow to what it is today.

ANNOUNCEMENT:

Denise thanked the following:

- Tracey Penney and team of Sunbridge Hotel & Conference for the wonderful service and delicious supper.

- Mark Conley for providing DJ service.
- Grace Santos Gould for coordinating the event.
- Volunteers for their help with registration and seating.
- Terry Lake has served as volunteer in the Board since June 2004 for 14 years and 12 years were as President. Terry was acknowledged for being an amazing Board President, who possessed valuable wisdom and truly cared.

CLOSING REMARKS AND ADJOURNMENT OF THE MEETING

Andrew Melchers is looking forward to serving as new Board President.

ADJOURNMENT:

Andrew Melchers, President of the Board gave the closing remarks and thanked everyone in attendance and motioned to adjourn the meeting. The meeting adjourned at 8:06pm.

MOVED BY: Heather Schmitz

SECONDED BY: Maria Claydon

THAT the 64th Annual General Meeting for Community Living Cambridge be adjourned.

CARRIED.

THE 65th ANNUAL GENERAL MEETING FOR COMMUNITY LIVING CAMBRIDGE WILL BE ANNOUNCED AT A LATER DATE.

Andrew Melchers – President

Denise Gruber – Executive Director

President & Executive Director's Report

Year Ended March 31, 2019

Each year the process of transformation, along with the requirement for adaptation to a changing landscape of service needs and method of delivery is ever before us. This past year presented challenges in meeting the requirements of Bill 148, and just as it seemed this was in place, the newly elected provincial government rescinded much of the Bill – requiring another major time of adjustment.

One of the benefits presented through the government was the announcement of increased Passport support dollars throughout the province to every individual identified with a developmental disability. This is great news that opens doors and opportunities for enhanced choices, community engagement, employment training, day activities, caregiver respite, and person directed planning. Community Living Cambridge has worked to position itself to have adequate support personnel, to administrate the Passport program and provide staffing to respond to the specific requests of individuals and their families for those who have contracted with CLC to manage their funds.

Community Living Cambridge is beginning to experience the planned retirement of many dedicated staff who, after long years of service with the agency, are moving onto the next phase of their lives. There is a recognition that with each departure a huge piece of history of the agency also leaves and the importance of effective succession planning is critical. With each transition, there is a review of the use of resources, to utilize every opportunity to evaluate and adapt positions or assignments to best position Community Living Cambridge for the future.

In June of 2018 the Ontario Public Service Employees Union (OPSEU) was certified to represent the workers of Community Living Cambridge. This direction presents opportunity for learning and growth for both the management team and the workers in the bargaining unit in a unionized environment. Through all of this, we remain committed to the first and foremost purpose of CLC - to support and empower people in services to realize their dreams.

Through this past year the Board of Directors welcomed two new members to the Board; Darryl Law and Caitlin McIntyre. Board committees were active with the normal Board activities and additionally with the November announcement from Denise Gruber of her intention to retire from her positions as Executive Director in May of 2019, the Board needed to develop a plan for hiring a replacement. Fred Galloway, who had previously consulted with the Board on the agency strategic plan, was hired to work with the Board through this process. This process carried on through the winter into the spring months with a projected completion and hiring for a new Executive Director slated for early May.

Finances and Budgets

The detailed auditors report and financial results for the fiscal year ending March 31, 2019 is included within the annual report. A positive year end was realized through diligent work on the part of ALL staff throughout the agency, somewhat made possible through the stabilization dollars from the Ministry of Community and Social Services, increase in service levels and healthy reviews of various positions and use of resources.

Challenges

The biggest challenge before us is in securing full complements of staff. Recruitment is a daily event as CLC competes with employers across all work sectors to find workers both interested and suited to the jobs. There seems to be a definite shortage of workers and CLC will continue the work to find and secure workers to join the staff teams.

***Respectfully Submitted,
Andrew Melchers – President
Denise Gruber – Executive Director***

Annual Treasurer's Report

Year Ended March 31, 2019

Community Living Cambridge (the "Organization") is well respected and longstanding in our local community with a focus on the empowerment of individuals with developmental disabilities. The Organization maintains successful outcomes through continued external funding, professional courteous team members and strong governance oversight.

During the 2018-2019 fiscal year, one key to success was to meet and exceed the needs of our participants while maintaining adequate funding to support various programs. This goal was achieved through budget management and oversight resulting in a surplus position of \$30,505.

Although the surplus position represents a positive outcome, the Organization continues to face several challenges. Internal challenges include increasing maintenance and occupancy costs of our aging group homes, increasing salaries and benefits costs and succession planning for key team members. External challenges include pay equity and maintaining continued support from our funders. The Organization remains optimistic in finding solutions to meet the needs of our participants.

On behalf of the Board of Directors, we wish to express our sincere appreciate to all staff for their continued efforts to maintain the excellent reputation of Community Living Cambridge.

Submitted by:
Akash Arya – Treasurer
June 2019

NOMINATIONS REPORT 2019

The following is the proposed Board of Directors for the year 2019-2020:

Slate of Officers

<i>President</i>	<i>Andrew Melchers</i>
<i>Vice President</i>	<i>Heather Schmitz</i>
<i>Treasurer</i>	<i>Akash Arya</i>

Board Members Currently Serving Their Term of Office

<i>Blayne Rennick</i>	<i>Year 3/Term 2</i>
<i>Barry Ames</i>	<i>Year 3/Term 2</i>
<i>Leander Wigboldus</i>	<i>Year 3/Term 2</i>
<i>Peter Tudisco</i>	<i>Year 2/Term 2</i>
<i>Maria Claydon</i>	<i>Year 1/Term 2</i>
<i>Darryl Law</i>	<i>Year 2/Term 1</i>
<i>Caitlin McIntyre</i>	<i>Year 2/Term 1</i>

Directors First Term of Office

<i>Jane Hale-McDonald</i>	<i>Year 1/Term 1</i>
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Past President:

<i>Terry Lake</i>	<i>Year 2</i>
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Retiring from the Board

Val Brooks
Irena Kramer

This Proposed Slate of Directors recognizes two vacancies that may be filled at any time that a potential candidate is identified and vetted through the process identified within the operating bylaws of the Corporation. There is no requirement to have 13 sitting Directors as the Bylaws state no more than 13 Directors and no less than 5 Directors.

Annual Report for Human Resources

Year Ended March 31, 2019

Community Living Cambridge remains a dynamic and expanding organization as a result of considerable growth. Reflecting upon the last 6 years, the Agency added 3 properties, and 4 other residential programs to support 45 new participants. The SIL/ESIL program expanded to provide services to an additional 37 people. The growth led to the creation of jobs such as 2 new administrative support positions, a Community Participation Support Director, Youth Navigator, Passport Coordinator, Community Facilitator, 3 Residential Managers, and multiple full time and part time direct support roles.

The past year marked the beginning of significant transition for Community Living Cambridge. On July 10, 2018 the Ontario Labour Relations Board certified the Ontario Public Service Employees Union (OPSEU) as the official bargaining agent of CLC employees, except that of managers and above. Negotiations for the first collective agreement are currently underway.

The focus of this coming year will include a review of processes, policies and procedures to align with the provisions in the collective agreement. Talent management continues to be a priority as we look at ways to address the part time staff shortage. As well, we will look at development opportunities for managers to enhance leadership skills.

This past year CLC recognized 34 employees for reaching service milestones of between 5 and 30 years. Everyone was invited to lunch at the Hilton Garden Inn on March 7. This year there were 6 employees celebrating 25 years of employment: Suzanne Forler, Maureen Perry Kings, John Reid, Doug Cann-Dorey, Joe Sousa and Tracey Gowing. Huge congratulations to Janice-Anne Medeiros for reaching the milestone of 30 years. This year's lunch also included 9 employees with perfect attendance for 2018 and 10 with less than 3 days of sick leave.

We would also like acknowledge and thank the following employees who have retired in the past year or who will be retiring in the upcoming months: Karen Ferguson, CPS Manager with 38 years of service retired in August 2018; Cheryl DiCasa, Night Coordinator with 28 years of service retired November 2018; Kathy Crossman, Residential Counsellor with 18 years of service retired in January 2019; Sandra Speckeen, Residential Manager, retiring June 2019 with 37 years of service; Cindy MacKay-Musso, Director of Finance, retiring August 2019 with 9 years of service.

After nearly 35 years of service and dedication to CLC, Executive Director Denise Gruber announced her retirement effective at the end of May. We would like to wish Denise all the best as she embarks on the next chapter that will most likely hold many new adventures for her.

***Respectfully Submitted,
Miriam Bugeja
Director of Human Resources***

Annual Report for Program Development and Residential Services

Year Ended March 31, 2019

Residential Programs News

2018 proved to be a challenging year for the agency in general and for residential services as well. We engaged in a series of new beginnings while continuing to providing services, finding common ground in spite of our differences and delivering quality of supports to people. We welcomed three participants in a redesigned Eleanor Ave. Program, and had a few challenging months; through many evaluations, and adjustments to the original plan, we managed to respond positively, with creativity, resilience and professionalism. The three young man are still adjusting to the many changes they are experiencing, but we are already seeing the benefits and positive outcomes this program is having directly to those who live and work there and also to the agency in general.

Stirling McGregor is the new home for the ladies that lived at Brooke Street. This change was made possible by the addition of a new resident and it has changed the lives of the 5 women who live in a beautiful, spacious home.

In total **14** new people joined our services in 2018 increasing our capacity by 7, creating new jobs, new opportunities for support, new learnings and most importantly, 14 new positive responses to high community needs in our region.

Compliance reviews

During 2018 we were inspected by the Ministry of Community and Social Services and the agency achieved 100% compliance thanks to the commitment of all teams to conduct business with the highest standards of support.

Groups

In addition to all the traditional programs offered in the agency, we continue to identify the need to create new opportunities for skill development for people we support. This year we focused on vulnerability and risk, and offered the following new programs.

- **Parenting Skills** is a 15-week program designed to provide experiential skill development and reporting data to those interested in learning about parenting, the program includes the use of electronic babies that can mimic infant needs, allowing skills to be tested safely and electronically reported. The curriculum includes basic care, health and safety, first aide, simulation experience and assessment.
- **Live and Love Safer and Happier** people we support are at higher risk and many times more vulnerable to experience relationship violence and harassment. This year with the participation of a Violence Prevention Educator from KW Sexual Assault Clinic, we hosted a 6 weeks women's group in which together we created a safe space to have conversations and to learn about consent, rights and abuse prevention in relationships.

- **Me Day**, our First Self-advocates Conference created by an energetic team formed from the Leadership Development Program, was a successful day of learning about self-care through empowerment, self-esteem, and hands-on techniques.

Training

2018 was a busy year for training, as the agency continues investing in opportunities for skill development to remain current with new trends and ideas to continue offering quality of services.

- FASD
- Trauma Informed Care
- Beyond Grounding: Working effectively with emotionally dysregulated clients
- Conscious Care and Support
- Community Impact
- Legalization of Marijuana
- Overdose prevention

Research

Transitional Age Youth Best Practices: our agency alongside Community Living Guelph, Stratford, Community Living Owens Sound and Bruce Peninsula, and in partnership with The University of Guelph took the lead in conducting a research project to gather the experiences of service providers supporting youth in the TAY system. The committee is currently working in the final editing steps to produce a document with our findings, that will include recommendations and best practices for both service providers and funders as the need to provide services to youth in the TAY system continue to increase.

Behavioural Support Plan Successes

In the last 4 years, the Behavioural Support Plan Committee has worked closely with people served in the agency who are prescribed medications to decrease the effects of negative behaviors. The goal of this committee is to assist teams and to make recommendations to use techniques and resources that not only decrease and de-escalate challenging behaviors but also reduce or completely avoid the use of intrusive substances and medications to control them. Through the active involvement of the committee, action plans, and discussion panels, people supported in this role have systemically been reduced to a third the number of people who receive this type of medication since the committee was formed 6 years ago. Our goal to foster a culture in which de-escalation techniques, staff training and understanding of safety plans, prevail above indiscriminate and unnecessary use of intrusive measures.

New opportunities for growth

As new beginnings are in the horizon, our department continues to seek opportunities to grow, to be equipped to provide innovative and person centered, residential services in response to the ever new and challenging community needs in our region and particularly Cambridge.

Respectfully Submitted by
Lourdes Toro
Director, Program Development and Residential Services

COMMUNITY LIVING CAMBRIDGE

FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2019

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INDEPENDENT AUDITORS' REPORT

To the Members of
Community Living Cambridge

Opinion

We have audited the financial statements of **Community Living Cambridge** (the Organization), which comprise the statement of financial position as at March 31, 2019, and the statements of revenue and expenditure - combined operations, fund balances and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2019, and its financial performance and its cash flows for the year then ended in accordance with the reporting requirements of the Ministry of Community and Social Services.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting and Restriction on Use

We draw attention to note 2 to the financial statements, which describes the basis of accounting. The financial statements are prepared to assist the Organization to comply with the reporting requirements of the Ministry of Community and Social Services. As a result, the financial statements may not be suitable for another purpose. Our opinion is not modified in respect of this matter. Our report is intended solely for the Board of Directors and Members of **Community Living Cambridge** and the reporting requirements of the Ministry of Community and Social Services and should not be used by any other parties.

Responsibility of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the reporting requirements of the Ministry of Community and Social Services, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

INDEPENDENT AUDITORS' REPORT (CONTINUED)

Auditors' Responsibility for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Cambridge, Ontario
May 27, 2019

Chartered Professional Accountants, authorized to practise public
accounting by the Chartered Professional Accountants of Ontario

**FINANCIAL POSITION
MARCH 31, 2019**

	2019 \$	2018 \$
ASSETS		
Cash	209,277	
HST and other receivables	48,159	50,667
Fees receivable	3,225	25,034
Prepaid expenses	7,115	3,070
Current assets	267,776	78,771
Land	1,394,255	1,288,255
Buildings	4,427,883	4,142,328
Leasehold improvements	578,409	578,409
Furniture and equipment	510,583	524,853
Vehicles	462,872	567,503
Capital assets	7,374,002	7,101,348
Assets held for estate and bequest fund		
Cash and fixed income investments (note 6)	955,540	903,882
Replacement reserve investment	479,545	267,208
Receivable from Cambridge Rehabilitation Homes	34,040	47,200
Other assets	1,469,125	1,218,290
	9,110,903	8,398,409
LIABILITIES		
Bank advances, secured by general security agreement (note 10)		18,661
Accounts payable and accrued liabilities (note 3)	1,906,201	1,613,423
Current portion of long-term debt (note 8)	367,971	200,616
Current liabilities	2,274,172	1,832,700
Long-term debt (note 8)	270,888	381,927
	2,545,060	2,214,627
FUND BALANCES		
Operating fund	102,112	71,607
Estate and bequest fund	955,540	903,882
Bingo and Nevada fund	41,124	32,938
Capital asset fund	4,987,522	4,908,147
Replacement fund	479,545	267,208
	6,565,843	6,183,782
	9,110,903	8,398,409

APPROVED ON BEHALF OF THE BOARD:

_____ Director

_____ Director

**STATEMENT OF REVENUE AND EXPENDITURE
COMBINED OPERATIONS
YEAR ENDED MARCH 31, 2019**

	2019	2018
	\$	\$
Revenue		
Provincial subsidy (note 12)	13,884,378	13,254,310
Participant, membership and user fees	2,210,503	1,968,057
Product sales	12,420	46,269
Fund raising and miscellaneous	136,878	121,049
Gain on sale of capital assets	7,536	4,269
	16,251,715	15,393,954
Expenditure		
Salaries and benefits	13,075,393	12,491,630
Travel and training	151,552	132,906
Purchased services and supplies	1,347,679	1,005,406
Occupancy expenses	1,267,532	1,288,211
New furnishings and replacements	31,667	43,907
Vehicle operations	174,174	182,600
Personal needs	137,812	143,991
Other administrative shareable expenses	9,033	17,264
Non-shareable administrative and fund raising expenses	26,368	16,905
Incentive allowance		28,616
	16,221,210	15,351,436
Excess of revenue over expenditure for year	30,505	42,518

**STATEMENT OF FUND BALANCES
YEAR ENDED MARCH 31, 2019**

	2019 \$	2018 \$
Operating Fund (unrestricted)		
Balance, beginning of year	71,607	29,089
Excess (deficiency) of revenue over expenditure for year:		
Administrative operations	(135,816)	(66,004)
Fee for service	171,394	113,621
Employment supports	(3,316)	(197,241)
Community participation services and supports	(9,629)	189,640
Group living supports	(79,899)	(6,414)
Dedicated housing support	(3,658)	(6,048)
Respite program (day camp)	(165)	(581)
Children's residential services	(30,074)	(96,189)
Supported independent living	115,767	90,750
Job track		13,938
Specialized community support - children's services		(148)
Repairs and maintenance	(2,643)	(6,595)
Associate home program	4,549	8,814
Recreation programs	3,995	4,975
	30,505	42,518
Balance, end of year	102,112	71,607
Estate and Bequest Fund (note 6)		
Balance, beginning of year	903,882	894,138
Revenue for year	31,658	9,744
Donations received	20,000	
Balance, end of year	955,540	903,882
Bingo and Nevada Fund		
Balance, beginning of year	32,938	32,695
Revenue for year	32,131	24,953
Expenses for year	(23,945)	(24,710)
Balance, end of year	41,124	32,938

STATEMENT OF FUND BALANCES (CONTINUED)
YEAR ENDED MARCH 31, 2019

	2019 \$	2018 \$
Capital Asset Fund		
Balance, beginning of year	4,908,147	4,906,317
Ministry assistance to purchase assets	57,588	58,880
Gain on Disposal Brook Street	123,547	
Disposal of assets	(101,760)	(57,050)
Balance, end of year	4,987,522	4,908,147
Replacement Fund		
Balance, beginning of year	267,208	265,841
Revenue for year	2,337	1,367
Allocated funds during the year	210,000	
Balance, end of year	479,545	267,208

STATEMENT OF CASH FLOWS
YEAR ENDED MARCH 31, 2019

	2019 \$	2018 \$
Cash flows from operating activities:		
Excess of revenue over expenditure for year	30,505	42,518
Items not involving cash:		
Changes in non-cash working capital balances relating to operations (summarized below)	313,050	626,221
	343,555	668,739
Cash flows from investment and financing activities:		
Change in capital assets (net)	(272,655)	(18,443)
Receivable from Cambridge Rehabilitation Homes	13,160	12,649
Increase (decrease) in long-term debt	56,316	8,382
Change in Bingo and Nevada Fund	8,186	243
Change in Capital Asset Fund (net)	79,376	1,830
	(115,617)	4,661
Net change in bank advances	227,938	673,400
Bank advances, beginning of year	(18,661)	(692,061)
Bank advances, end of year	209,277	(18,661)
Summary of changes in non-cash working capital balances related to operations:		
HST and other receivables	2,508	49,040
Fees receivable	21,809	18,426
Prepaid expenses	(4,045)	4,339
Accounts payable and accrued liabilities	292,778	554,416
	313,050	626,221

**EXPLANATORY FINANCIAL NOTES
YEAR ENDED MARCH 31, 2019**

1. Incorporation

The Organization was incorporated as a charitable corporation without share capital by letters patent dated May 23, 1961 under the Laws of the Province of Ontario.

As Community Living Cambridge is a registered charity under the Income Tax Act, its income is not taxable and it is eligible to issue official income tax receipts for charitable donations.

2. Summary of Significant Accounting Policies

This summary of the major accounting policies is presented to assist the reader in evaluating the financial statements contained herein. These policies have not been and were not intended to be in accordance with Canadian generally accepted accounting principles but rather comply with the agreed reporting requirements of the Ministry of Community and Social Services and have been followed consistently in all material respects for the periods covered:

(a) Use of estimates

The preparation of these financial statements in conformity with the requirements of the Ministry of Community and Social Services requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the current period. These estimates are reviewed periodically and adjustments are made to income as appropriate in the year they become known.

(b) Capital assets

Capital assets are recorded at cost and are not amortized for financial statement purposes. Certain minor equipment is expensed in the year of purchase. This is in accordance with the requirements of the Ministry of Community and Social Services.

(c) Donated materials and services

Donated materials and services, which would otherwise be paid for by the Organization, are recorded at fair value when determinable.

(d) Financial instruments

Investments are shown on the statement of financial position at their fair values at the year-end date, with changes in fair value recognized in the statement of revenue and expenditure. All other financial assets and liabilities are recorded at amortized cost less any discovered impairment.

(e) Allocation of expenditure

Certain indirect costs of the Organization which are not specifically attributable to one of the operating areas of the Organization are allocated to these operating areas based on formulae approved by the Province of Ontario (as noted on page 13, "Administrative Operations").

EXPLANATORY FINANCIAL NOTES
YEAR ENDED MARCH 31, 2019

2. Summary of Significant Accounting Policies (Continued)

(f) Fund accounting

To ensure observation of restrictions placed on the use of resources available to Community Living Cambridge, the accounts are maintained in accordance with the principles of fund accounting. The resources are classified for accounting and reporting purposes into the following funds which have been established according to their nature and purpose:

The **Operating fund**, accounts for all of the Organization's program delivery and administrative activities.

The **Estate and Bequest fund**, consists of estate funds and bequests received. This fund is internally restricted and interest earned during the year may be used to assist the recreation and volunteer program at the direction of the Board of Directors.

The **Bingo and Nevada fund**, consists of a trust account for funds received from the proceeds of bingo and Nevada ticket sales under license from the City of Cambridge. This fund is restricted for use in the Organization's programs by permission of the City of Cambridge.

The **Capital Asset fund**, includes the proceeds of major and minor capital grants received. These funds have been invested in land, buildings, equipment and other capital assets that are used in the operations of the Organization.

The **Replacement fund**, in fiscal 2011 the Board of Directors elected to establish a replacement fund. The purpose of the fund is to provide funds for replacement of capital items that are not funded by government funding sources.

(g) Revenue recognition

The Organization follows the deferral method of accounting for contributions.

Subsidies are recognized as income in the year they are earned.

Interest received on unrestricted funds is reported as income in the year it is earned.

Interest received on internally restricted funds (estate and bequest fund) is reported as an increase in the internally restricted fund balances.

Donations received, which are expendable by the Organization, are reported as income in the year in which they are received.

Income earned through user fees, contract or product sales are recognized when the service or product is provided and payment is reasonably assured.

EXPLANATORY FINANCIAL NOTES
YEAR ENDED MARCH 31, 2019

3. Accounts Payable and Accrued Liabilities

Accounts payable and accrued liabilities	1,895,856	1,613,423
Government remittances payable	10,345	
	1,906,201	1,613,423

4. Interfund Transfers

No amounts were transferred from the general fund to other funds in the current year. Internally restricted amounts are not available for any other purpose without approval of the board of directors.

5. Lease Arrangements

The Organization leases certain equipment, vehicles and building premises with these costs being subsidized by government grants. The Organization is committed to annual lease payments of approximately \$16,000 in 2020, \$5,000 in 2021 and \$4,000 in 2022 in 2022.

In addition, the Organization has various property lease commitments of approximately \$70,000 annually for each of the next five years. These leases can be cancelled by the Organization upon written notice.

6. Estate and Bequest Fund

The estate and bequest fund consisted of the following assets at year end:

	2019	2018
	\$	\$
Cash and investments	955,540	903,882

The investments are a mix of mutual funds and deposit notes with no specific maturity dates.

7. Capital Management

Community Living Cambridge has an investment policy that establishes the following as its core objectives:

- Adherence to statutory requirements for eligible investments;
- Preservation and security of capital;
- Maintenance of necessary liquidity; and
- Realizing a competitive rate of return.

The investment policy of Community Living Cambridge is directed toward the preservation and security of capital. Investments are undertaken in a manner that seeks to ensure preservation of capital within the overall investment portfolio. Investments are managed through Manulife Securities.

**EXPLANATORY FINANCIAL NOTES
YEAR ENDED MARCH 31, 2019**

	2019 \$	2018 \$
8. Long-Term Debt		
2.35% First mortgage, secured by properties on Elliott and Mercer Streets, payable in monthly instalments of \$1,411 including principal and interest, and maturing July 2019	69,717	84,828
2.35% First mortgage, secured by properties on Churchill, Eleanor and Cooper Streets, payable in monthly instalments of \$2,398 including principal and interest, and maturing July 2019	263,926	286,246
4.29% First mortgage, secured by property on Stirling MacGregor Drive, payable in monthly instalments of \$1,139 including principal and interest, and maturing October 2023	133,500	
4.317% Term loan to finance the acquisition of property on Saginaw Parkway in Cambridge, secured by general security agreement, payable \$1,063 bi-weekly including principal and interest maturing March 2024	123,523	145,469
4.55% Vehicle loans, payable in monthly instalments of \$1,703 including principal and interest, and maturing September 2021	48,193	66,000
	638,859	582,543
Current portion due within one year	367,971	200,616
	270,888	381,927

Long-term debt principal repayments to be made during the next five years are as follows:

2020	367,971
2021	38,526
2022	29,955
2023	20,859
2024	181,548
	638,859

9. Comparative Figures

Certain comparative figures have been reclassified to conform to current year presentation.

10. Bank Facility

The Organization has an operating loan with its bank with a limit of \$1,500,000. Payments are interest only monthly at prime plus 1%. The loan is secured by a general security agreement on all of the assets of the Organization.

At year end a balance of \$35,000 (\$120,000 in 2018) was outstanding on the loan.

EXPLANATORY FINANCIAL NOTES
YEAR ENDED MARCH 31, 2019

11. Financial Instruments

The entity is exposed to various risks through its financial instruments. The following analysis provides a measure of the entity's risk exposure and concentrations at the year end date.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The entity is exposed to this risk mainly in respect of its long-term debt, bank advances and accounts payable.

Trade accounts payable and accrued liabilities are generally repaid within 30 days.

Credit risk

The entity is exposed to credit risk with respect to the HST and other receivables. The entity assesses, on a continuous basis, amounts receivable on the basis of amounts it is virtually certain to receive based on their estimated realizable value, and the entity virtually never has any bad debts.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The entity is mainly exposed to interest rate risk.

Interest rate risk

The entity is exposed to interest rate risk on its fixed and floating interest rate financial instruments. Fixed-rate instruments subject the entity to a fair value risk while the floating-rate instruments subject it to a cash flow risk. The entity is exposed to this type of risk as a result of investments in bonds, bank advances and long-term debt. The risk associated with investments is reduced to a minimum since these assets are invested in stable securities.

12. Economic Dependence

The Organization receives annual subsidies from the Government of Ontario to assist with offsetting the amount of costs incurred by the Organization. The Organization is dependent on receiving these annual subsidies to fund its operations.

**ORGANIZATION DIRECTORY
YEAR ENDED MARCH 31, 2019**

Board of Directors

Chairperson	Andrew Melchers (President)
	Heather Schmitz (Vice-President)
	Akash Arya (Treasurer)
	Terry Lake (Past President)
	Val Brooks
	Leander Wigboldus
	Peter Tudisco
	Blayne Rennick
	Barry Ames
	Irena Retskaya Kramer
	Maria Claydon
	Darryl Law
	Caitlin McIntyre

Slate of Officers

President	Andrew Melchers
Vice President	Heather Schmitz
Treasurer	Akash Arya
Past President	Terry Lake
Secretary	Denise Gruber (ex officio)

Executive Committee

Chairperson	Andrew Melchers
Members	Terry Lake
	Heather Schmitz
	Akash Arya
	Blayne Rennick
	Peter Tudisco
	Larry Arndt (ex officio)
	Denise Gruber (ex officio)
	Cindy Mackay-Musso (ex officio)

Asset Leveraging Committee

Chairperson	Andrew Melchers
Members	Blayne Rennick
	Peter Tudisco
	Maria Claydon
	Denise Gruber (ex officio)
	Cindy Mackay-Musso (ex officio)

**ORGANIZATION DIRECTORY
YEAR ENDED MARCH 31, 2019**

Nominations Committee

Chairperson	Heather Schmitz
Members	Andrew Melchers Val Brooks Irena Retskaya Kramer Denise Gruber (ex officio)

Strategic Plan Reporting Committee

Chairperson	Caitlin McIntyre
Members	Andrew Melchers Barry Ames Denise Gruber (ex officio)

Executive Director Annual Performance Review Committee

Chairperson	Irena Retskaya Kramer
Members	Blayne Rennick Caitlin McIntyre Terry Lake