

66th ANNUAL GENERAL MEETING

Annual Report To the Membership

For the year ending March 31st, 2020



JUNE 10, 2020, 7:00 PM



66th AGM AGENDA

Meeting will be held via ZOOM video conferencing in accordance to Ontario Regulation 107/20 in response to the declared State of Emergency in Ontario.

Community Living Cambridge

- Welcome & Introductions
- Call meeting to Order
- Review of Minutes from 65th AGM held on June 11th, 2019 pg. 1
- President's Report pg. 4
- Treasurer's Report pg. 5
 - Audited Financial Statements Year Ended Mar. 31, 2020 pg. 6
 - Appointment of Auditors - Graham Mathew Professional Corp.
- Amended By-Law re. Past President pg. 22
- Nominating Committee Report pg. 23
- Announcements
- Adjournment

NOTE:

The AGM Banquet has been postponed until the State of Emergency has been lifted.

***The Banquet is to be held at Paragon Banquet and Catering
15 International Village Dr, Cambridge, ON N1R 7M5***

MINUTES OF THE 65th ANNUAL GENERAL MEETING OF COMMUNITY LIVING CAMBRIDGE HELD ON TUESDAY, JUNE 11th, 2019 AT THE SUNBRIDGE HOTEL & CONFERENCE CENTRE, 200 HOLIDAY INN DRIVE, CAMBRIDGE, ONTARIO AT 7:00 P.M.

Dinner service began at 6pm.

The following Dignitaries attended:

- Allison Cann Communications Manager Energy+ Inc.
- MPP Belinda Karahalios Cambridge
- Evelina Turney, Constituency Assistant, Office of Belinda Karahalios, MPP Cambridge

Opening Remark:

At 6:52pm Terry Lake, Past President and Heather Schmitz Vice President of the Board started the evening off and called upon the following to provide greetings.

Greetings:

- Geoffrey Reekie, Executive Director (MSW, RSW) provided a short opening remark and thanked all for attending the 65th AGM.
- MPP Belinda Karahalios presented her greetings and expressed her delight to be part of the AGM. She awarded CLC with a certificate commemorating the agencies' milestone achievement of 65th anniversary.

The following Board Members attended:

Barry Ames, Akash Arya, Val Brooks, Irena Kramer, Terry Lake, Caitlin McIntyre, Blayne Rennick, Heather Schmitz, Leander Wigboldus and Jane Hale-McDonald

Larry Arndt from the Executive Committee was also in attendance.

Call to Order:

Heather Schmitz – Vice President of the Board called the meeting to order at 6:55pm and established quorum for members present.

Review and approval of minutes:

The minutes of the 64th Annual General Meeting for Community Living Cambridge held Tuesday, June 12th, 2018 enclosed in the agenda, distributed to the membership during AGM registration, was reviewed. There were no corrections noted.

MOVED BY: Heather Schmitz

SECONDED BY: Val Brooks

THAT the Minutes of the 64th Annual General Meeting for Community Living Cambridge held on Tuesday, June 12th, 2018 be accepted as presented.

CARRIED

President's Report:

Heather Schmitz presented and read the “President and Executive Director’s Report” for year ended March 31, 2019 on behalf of Board President Andrew Melchers. The report was enclosed in the 65th AGM agenda that was distributed to members and staff during registration.

Heather called upon Akash Arya, Treasurer of the Board, to present the Annual Treasurer’s report for year ending March 31, 2019.

Treasurer’s Report:

Akash read/presented the Treasurer’s report and condensed audited Financial Statement for year ended March 31, 2019, enclosed in the AGM agenda.

Akash requested from the membership a motion to ratify the Audited Financial Statement for the year ended March 31, 2019 be accepted as presented.

MOVED BY: Akash Arya

SECONDED BY: Blayne Rennick

THAT the Audited Financial Statements for the year ended March 31, 2019 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 appoint the firm of Graham Mathew Professional Corporation as the Auditors for CLC for the fiscal year of April 1, 2019 to March 31, 2020.

MOVED BY: Akash Arya

SECONDED BY: Barry Ames

THAT the firm of Graham Mathew Professional Corporation be appointed as auditors for Community Living Cambridge for the fiscal year of April 1, 2019 through March 31, 2020.

CARRIED

Nominations Report:

Heather Schmitz presented the Nominating Committee’s report. The Nomination 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. There are 12 Board members and 1 Past President. One open Board seat was recognized which may be filled throughout the year, following the process identified in the agency by-laws. Heather 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:

Blayne Rennick Year 3/Term 2

Barry Ames Year 3/Term 2

Leander Wigboldus Year 3/Term2

Peter Tudisco Year 2/Term2

Maria Claydon Year 1/Term2

Caitlin McIntyre Year 2/Term 1

Darryl Law Year 2/Term 1

Directors First Term of Office

Jane Hale-McDonald Year1/Term1

Slate of Officers:

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

MOVED BY: Heather Schmitz

SECONDED BY: Blayne Rennick

THAT the Nominating Committee's recommendations for the 2019-2020 Terms of Office for the Community Living Cambridge Board of Directors be accepted as presented.

CARRIED

Retiring Board Members were announced:

Heather Schmitz and Terry Lake called upon Val Brooks and Irena Kramer to join them on the stage. Heather and Terry thanked Irena Kramer for serving 3 years and Val Brooks for serving six years in the Board. Both were recognized for their dedication and unwavering support to Community Living Cambridge that has had a tremendous and positive impact. Both members were presented with a gift, a small token of appreciation from the agency.

Heather called upon Geoffrey Reekie, Executive Director for closing remarks.

Closing remark:

Geoffrey Reekie thanked the following:

- Sunbridge Staff for the wonderful service
- Grace Santos Gould for organizing for organizing the event
- Volunteers: Sandra Goodwin, Christa Moniz and Jacklyn Daw for their assistance

Adjournment:

The meeting adjourned at 7:08pm.

MOVED BY: Heather Schmitz

SECONDED BY:

THAT the 65th Annual General Meeting for Community Living Cambridge be adjourned.

CARRIED.

The 65th Annual General Meeting will be announced at a later date.

Andrew Melchers – President

Geoffrey Reekie – Executive Director (MSW, RSW)

President & Executive Director's Report

Year Ended March 31, 2020

Each year the agency is met with new challenges and opportunities and this year has been one with many significant changes. In May our Executive Director, Denise Gruber retired. Denise was with CLC for over 35 years and Executive Director for the past seven of those years. She played an instrumental role in the formation of CLC as we know it today. She participated in the growth of our residential programs during the period of the closing of institutions for people with intellectual disabilities, oversaw the agency response to address the urgent need for residential programming for youth in care who had attained adulthood, and proactively encouraged and oversaw the transformation of ARC, the sheltered workshop, into a menu-driven centre for recreation and life skills programs. She leaves behind a healthy and vital agency that is equipped to meet any challenges in its future but takes with her a bit of our history.

In November 2019 CLC entered into its first ever collective agreement with OPSEU. This is a significant change for all of the agency that was well-supported by staff and will impact many of the ways we all do our work.

This year the Board was busy with normal Board and committee activities; however, finding a new Executive Director proved challenging. We hired a replacement for Denise Gruber, but unfortunately that did not work out. Cindy Mackay-Musso graciously agreed to come back out of retirement to act as interim Executive Director which gave the board the time needed to restart the hiring processes. The Board is tremendously thankful that Cindy agreed to act as Interim Executive Director and we are pleased that Cindy can now return to retirement since Lawna Paulos has joined CLC as Executive Director starting June 1st, 2020.

Finances and Budgets

The detailed auditors report and financial results for the fiscal year ending March 31, 2020 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
Cindy Mackay-Musso – Interim Executive Director

Annual Treasurer's Report

Year Ended March 31, 2020

Community Living Cambridge (the "Organization") strives to provide excellence in support services for those with developmental disabilities. This is achieved through the receipt of funding from the Ministry of Community and Social Services and fee for service programs. The continued dedication of the management team and staff allow the opportunity to maximize funding to provide a positive participant experience.

During the 2019-2020 fiscal year, the Organization had a deficiency of revenues over expenditures in the amount of \$45,633. This deficiency was a result of various factors including sustained occupancy costs and an increase in salaries and benefits required to operate group homes and day programs.

The Organization purchased two residential houses during the fiscal year to maintain the residential needs of its participants. The purchase of these houses resulted in an increase in capital assets of \$1,266,835 net of associated outstanding mortgages of \$843,128.

The Organization faces uncertainty and challenges in the short-term and long-term. These challenges include increasing operating costs, aging group homes requiring repairs and maintenance and the economic devastation from Covid-19. Group homes and day programs involve high risk participants. Special care is required to ensure the safety of current and future participants. These requirements will inherently increase operating costs for the short and intermediate future. We remain optimistic in finding solutions to meet and exceed participant needs.

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

Submitted by:
Akash Arya – Treasurer
June 2020

COMMUNITY LIVING CAMBRIDGE

FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2020

| | Page |
|--|---------|
| Independent Auditors' Report | 1 - 2 |
| Financial Statements | |
| Financial Position | 3 |
| Statement of Revenue and Expenditure - Combined Operations | 4 |
| Statement of Fund Balances | 5 - 6 |
| Statement of Cash Flows | 7 |
| Explanatory Financial Notes | 8 - 12 |
| Organization Directory | 13 - 14 |

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, 2020, 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, 2020, 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 25, 2020

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

**FINANCIAL POSITION
MARCH 31, 2020**

| | 2020 \$ | 2019 \$ |
|---|-------------------|------------------|
| ASSETS | | |
| Cash (note 9) | 35,035 | 209,277 |
| HST and other receivables | 93,519 | 48,159 |
| Fees receivable | 19,849 | 3,225 |
| Prepaid expenses | 20,288 | 7,115 |
| Current assets | 168,691 | 267,776 |
| Land | 1,745,859 | 1,394,255 |
| Buildings | 5,343,114 | 4,427,883 |
| Leasehold improvements | 578,409 | 578,409 |
| Furniture and equipment | 510,583 | 510,583 |
| Vehicles | 467,851 | 462,872 |
| Capital assets | 8,645,816 | 7,374,002 |
| Assets held for estate and bequest fund | | |
| Cash and fixed income investments (note 6) | 921,648 | 955,540 |
| Replacement reserve investment | 362,346 | 479,545 |
| Receivable from Cambridge Rehabilitation Homes | | 34,040 |
| Other assets | 1,283,994 | 1,469,125 |
| | 10,098,501 | 9,110,903 |
| LIABILITIES | | |
| Accounts payable and accrued liabilities (note 3) | 2,271,946 | 1,906,201 |
| Current portion of long-term debt (note 8) | 125,289 | 367,971 |
| Current liabilities | 2,397,235 | 2,274,172 |
| Long-term debt (note 8) | 1,269,822 | 270,888 |
| | 3,667,057 | 2,545,060 |
| FUND BALANCES | | |
| Operating fund | 56,479 | 102,112 |
| Estate and bequest fund | 921,648 | 955,540 |
| Bingo and Nevada fund | 44,692 | 41,124 |
| Capital asset fund | 5,046,279 | 4,987,522 |
| Replacement fund | 362,346 | 479,545 |
| | 6,431,444 | 6,565,843 |
| | 10,098,501 | 9,110,903 |

APPROVED ON BEHALF OF THE BOARD:

_____ Director

_____ Director

The explanatory financial notes form an integral part of these financial statements.

**STATEMENT OF REVENUE AND EXPENDITURE
COMBINED OPERATIONS
YEAR ENDED MARCH 31, 2020**

| | 2020 \$ | 2019 \$ |
|---|-------------------|-------------------|
| Revenue | | |
| Provincial subsidy (note 11) | 14,184,924 | 13,884,378 |
| Participant, membership and user fees | 2,491,542 | 2,210,503 |
| Product sales | 4,433 | 12,420 |
| Fund raising and miscellaneous | 113,332 | 136,878 |
| Gain on sale of capital assets | | 7,536 |
| | 16,794,231 | 16,251,715 |
| Expenditure | | |
| Salaries and benefits | 13,874,947 | 13,075,393 |
| Travel and training | 173,497 | 151,552 |
| Purchased services and supplies | 1,299,850 | 1,347,679 |
| Occupancy expenses (note 5) | 1,075,816 | 1,267,532 |
| New furnishings and replacements | 16,441 | 31,667 |
| Vehicle operations | 196,953 | 174,174 |
| Personal needs | 132,582 | 137,812 |
| Other administrative shareable expenses | 18,904 | 9,033 |
| Non-shareable administrative and fund raising expenses | 50,874 | 26,368 |
| | 16,839,864 | 16,221,210 |
| Excess (deficiency) of revenue over expenditure for year | (45,633) | 30,505 |

**STATEMENT OF FUND BALANCES
YEAR ENDED MARCH 31, 2020**

| | 2020 \$ | 2019 \$ |
|---|----------------|----------------|
| Operating Fund (unrestricted) | | |
| Balance, beginning of year | 102,112 | 71,607 |
| Excess (deficiency) of revenue over expenditure for year: | | |
| Administrative operations | (233,645) | (135,816) |
| Fee for service | 221,460 | 171,394 |
| Employment supports | (9) | (3,316) |
| Community participation services and supports | (38,778) | (9,629) |
| Group living supports | (7,451) | (79,899) |
| Dedicated housing support | (15,496) | (3,658) |
| Respite program (day camp) | (611) | (165) |
| Children's residential services | (573) | (30,074) |
| Supported independent living | 20,702 | 115,767 |
| Associate home program | 8,868 | 4,549 |
| Recreation programs | (100) | 3,995 |
| Repairs and maintenance | | (2,643) |
| | (45,633) | 30,505 |
| Balance, end of year | 56,479 | 102,112 |
| Estate and Bequest Fund (note 6) | | |
| Balance, beginning of year | 955,540 | 903,882 |
| Net gain (net loss) for year | (33,892) | 31,658 |
| Donations received | | 20,000 |
| Balance, end of year | 921,648 | 955,540 |
| Bingo and Nevada Fund | | |
| Balance, beginning of year | 41,124 | 32,938 |
| Revenue for year | 37,346 | 32,131 |
| Expenses for year | (33,778) | (23,945) |
| Balance, end of year | 44,692 | 41,124 |

STATEMENT OF FUND BALANCES (CONTINUED)
YEAR ENDED MARCH 31, 2020

| | 2020 \$ | 2019 \$ |
|--|------------------|------------------|
| Capital Asset Fund | | |
| Balance, beginning of year | 4,987,522 | 4,908,147 |
| Ministry assistance to purchase assets | 58,757 | 57,588 |
| Gain on Disposal Brook Street | | 123,547 |
| Disposal of assets | | (101,760) |
| Balance, end of year | 5,046,279 | 4,987,522 |
| Replacement Fund | | |
| Balance, beginning of year | 479,545 | 267,208 |
| Revenue for year | | 2,337 |
| Allocated funds during the year | | 210,000 |
| Expenditures during the year | (117,199) | |
| Balance, end of year | 362,346 | 479,545 |

**STATEMENT OF CASH FLOWS
YEAR ENDED MARCH 31, 2020**

| | 2020 | 2019 |
|--|-------------------|----------------|
| | \$ | \$ |
| Cash flows from operating activities: | | |
| Excess (deficiency) of revenue over expenditure for year | (45,633) | 30,505 |
| Items not involving cash: | | |
| Changes in non-cash working capital balances relating to operations (summarized below) | 290,588 | 313,050 |
| | 244,955 | 343,555 |
| Cash flows from investment and financing activities: | | |
| Change in capital assets (net) | (1,271,814) | (272,655) |
| Receivable from Cambridge Rehabilitation Homes | 34,040 | 13,160 |
| Increase in long-term debt | 756,252 | 56,316 |
| Change in Bingo and Nevada Fund | 3,568 | 8,186 |
| Change in Capital Asset Fund (net) | 58,757 | 79,376 |
| | (419,197) | (115,617) |
| Net change in cash | (174,242) | 227,938 |
| Cash (bank advances), beginning of year | 209,277 | (18,661) |
| Cash, end of year | 35,035 | 209,277 |
| Summary of changes in non-cash working capital balances related to operations: | | |
| HST and other receivables | (45,360) | 2,508 |
| Fees receivable | (16,624) | 21,809 |
| Prepaid expenses | (13,173) | (4,045) |
| Accounts payable and accrued liabilities | 365,745 | 292,778 |
| | 290,588 | 313,050 |

EXPLANATORY FINANCIAL NOTES
YEAR ENDED MARCH 31, 2020

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, 2020

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, 2020**

| | 2020 \$ | 2019 \$ |
|--|------------------|------------------|
| 3. Accounts Payable and Accrued Liabilities | | |
| Accounts payable and accrued liabilities | 2,244,979 | 1,895,856 |
| Government remittances payable | 26,967 | 10,345 |
| | 2,271,946 | 1,906,201 |

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 \$44,000 in 2021, \$32,000 in 2022, \$23,000 in 2023 and \$7,000 in 2024.

In addition, the Organization has various property lease commitments of approximately \$50,000 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:

| | | |
|----------------------|---------|---------|
| Cash and investments | 921,648 | 955,540 |
|----------------------|---------|---------|

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, 2020**

| | 2020 \$ | 2019 \$ |
|--|------------------|------------|
| 8. Long-Term Debt | | |
| Prime plus 1% First mortgage, secured by property on Albert Street payable in monthly instalments of \$2,859 including principal and interest and maturing July 2024 | 426,403 | |
| 3.74% First mortgage, secured by property on Fairview Road, payable in monthly instalments of \$3,101 including principal and interest and maturing September 2024 | 416,725 | |
| 4.00% First mortgage, secured by properties on Elliott and Mercer Streets, payable in monthly instalments of \$1,458 including principal and interest, and maturing June 2023 | 53,255 | 69,717 |
| 2.38% First mortgage, secured by properties on Churchill, Eleanor and Cooper Streets, payable in monthly instalments of \$2,400 including principal and interest, and maturing July 2024 | 241,096 | 263,926 |
| 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 | 125,371 | 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 | 102,693 | 123,523 |
| 4.55% Vehicle loans, payable in monthly instalments of \$1,703 including principal and interest, and maturing September 2021 | 29,568 | 48,193 |
| | 1,395,111 | 638,859 |
| Current portion due within one year | 125,289 | 367,971 |
| | 1,269,822 | 270,888 |

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

| | |
|------|------------------|
| 2021 | 125,289 |
| 2022 | 121,005 |
| 2023 | 116,361 |
| 2024 | 195,822 |
| 2025 | 836,634 |
| | 1,395,111 |

EXPLANATORY FINANCIAL NOTES
YEAR ENDED MARCH 31, 2020

9. 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 \$205,000 (\$35,000 in 2019) was outstanding on the loan.

10. 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.

11. 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.

12. Uncertainty Regarding COVID-19

As the COVID-19 pandemic continues to impact the economy, it could result in a significant negative impact on the Organization's operations. As of the time of authorization of these financial statements, it is not possible to estimate the length and severity of these developments and their impact on the financial results and operations of the Organization.

**ORGANIZATION DIRECTORY
YEAR ENDED MARCH 31, 2020**

Board of Directors

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

Slate of Officers

| | |
|----------------|---------------------------------|
| President | Andrew Melchers |
| Vice President | Heather Schmitz |
| Treasurer | Akash Arya |
| Past President | Terry Lake |
| Secretary | Cindy Mackay-Musso (ex officio) |

Executive Committee

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

Asset Leveraging Committee

| | |
|-------------|---------------------------------|
| Chairperson | Andrew Melchers |
| Members | Blayne Rennick |
| | Peter Tudisco |
| | Maria Claydon |
| | Terry Lake |
| | Cindy Mackay-Musso (ex officio) |
| | Laura Eckhardt (ex officio) |

**ORGANIZATION DIRECTORY
YEAR ENDED MARCH 31, 2020**

Nominations Committee

| | |
|-------------|--|
| Chairperson | Heather Schmitz |
| Members | Andrew Melchers Jane Hale-McDonald Cindy Mackay-Musso (ex officio) |

Strategic Plan Reporting Committee

| | |
|-------------|--|
| Chairperson | Caitlin McIntyre |
| Members | Andrew Melchers Barry Ames Cindy Mackay-Musso (ex officio) |

Fundraising Committee

| | |
|-------------|---|
| Chairperson | Caitlyn McIntyre |
| Members | Barry Ames Darryl Law Andrew Melchers Leander Wigboldus (Event) Cindy Mackay-Musso (ex officio) |

Executive Director Annual Performance Review Committee

| | |
|-------------|---|
| Chairperson | Andrew Melchers |
| Members | Blayne Rennick Heather Schmitz Jane Hale-McDonald |

Joint Health and Safety Committee

| | |
|----------------|--|
| Co-Chairperson | Cindy Mackay-Musso - Mgmt. Rep. |
| Co-Chairperson | Sonya Clarke - Worker Rep. |
| Members | Miriam Bugeja - Mgmt. Rep. Winston Reid - Mgmt. Rep. Sarah Knott - Worker Rep. Judy Keels - Worker Rep. |

Executive Group Working Committee - E.D. Search

| | |
|-------------|---|
| Chairperson | Andrew Melchers |
| Members | Heather Schmitz Blayne Rennick Jane Hale-McDonald Terry Lake |

Current General Bylaw section 6.6 (e)

(e) Past President – The Past-President shall be the person who served as President during the most recent election year and shall have those powers and perform those duties which are assigned to the Past-President by the board and/or the President, including:

Proposed amendment to General Bylaw section 6.6 (e)

(e) **Immediate** Past President – The **Immediate Past-President** shall be the person who served as President **during the term prior to the current President** and shall have those powers and perform those duties which are assigned to the Immediate Past-President by the board and/or the President, including:

NOMINATIONS REPORT 2020

The following is the proposed Board of Directors for the year 2020-2021:

Slate of Officers

| | |
|-----------------------|------------------------|
| <i>President</i> | <i>Andrew Melchers</i> |
| <i>Vice President</i> | <i>Blayne Rennick</i> |
| <i>Treasurer</i> | |
| <i>Past President</i> | <i>Terry Lake</i> |

Board Members Currently Serving Their Term of Office

| | |
|--------------------|---------------|
| Maria Claydon | Year 2/Term 2 |
| Caitlin McIntyre | Year 3/Term 1 |
| Jane Hale-McDonald | Year 2/Term 1 |

Directors First Term of Office

| | |
|------------------------|---------------|
| Richard (Rick) Jacques | Year 1/Term 1 |
| Terry Lake | Year1/Term 1 |

Retiring from the Board

Barry Ames
Leander Wigboldus
Peter Tudisco
Heather Schmitz
Akash Arya
Darryl Law

This Proposed Slate of Directors recognizes 6 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, 2020

Dynamic, growth and change continues to describe the culture of Community Living Cambridge. In this past year, we expanded again to open a new program that provides supports to young men with Autism, creating 9 fulltime and part time direct support roles. We also ratified our first collective agreement with OPSEU on November 4, 2020. The term of the agreement expires March 31, 2022. In the past year, we welcomed two new directors: Amy Valletta, Director of Community Participation Supports, and Laura Eckhardt, Director of Finance.

The focus of this coming year will continue with reviewing processes, policies and procedures to align with the provisions in the collective agreement and with organizational growth. Talent management remains a priority as we look at ways to address staff shortages and to deliver leadership development training. At the forefront of organizational planning will be how Agency programs will need to evolve as a result of COVID-19.

This past year CLC recognized 36 employees for reaching service milestones of between 5 and 35 years. Everyone was invited to lunch at the Hilton Garden Inn on March 12. There were 5 employees celebrating 25 years of employment: Genine McLaren, Christa Moniz, Janice Aubin, Cindy Gamble, Brenda Shantz. Celebrating 30 years of service were Alan Darkes, Pam Singh and Caroline Wolfe. Huge congratulations to Mary Dutkewicz for reaching the milestone of 35 years. This year's lunch also included 9 employees with perfect attendance for 2019 and 11 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 will retire soon: Sandra Speckeen, Residential Manager, retired June 2019 with 37 years of service; Betty Balmakoon, Direct Support Worker, retired June 2019 after 18 years of service; Cindy MacKay-Musso, Director of Finance, retired October 2019 with 9 years of service; Joanne Owens, Manager of Administration with 29 years of service retiring this summer; Susan Edwards, Night Coordinator with 23 years of service retiring August.

On a final note, we are excited to welcome Lawna Paulos as the new Executive Director. We look forward to working under her leadership as we navigate through uncharted territory of post-COVID operations and explore new opportunities to expand CLC's footprint in our community and in Development Services.

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

Annual Report for Community Participation Supports

Year Ended March 31, 2020

The 2020 fiscal year was another busy one for Community Participation Supports. The CPS team continues to explore new and exciting program opportunities for participants, as well as ways to engage more meaningfully with the broader Cambridge community.

The search for a new CPS Director began in May 2019. Amy Valletta was the successful candidate, and she joined the organization in July 2019. The CPS department continues to explore the possibilities of program modernization in each of its key four areas: Franklin Centre, Inclusion Supports, ADP (and Seniors), and Community Networks. Community Participation Support Fees continued to be collected on a monthly basis, \$210 for full-time and \$140 for part-time participants. A joint CPS and Finance Department cost analysis is underway to evaluate the programs and their financial stability long term.

The **Franklin Centre** continues to be a fast-paced, social hub offering programming and experiences that foster one's social, emotional, and physical wellbeing. The team, which includes a full time Manager as well as 7 full-time facilitators and 2 part-time aides, are supporting approximately 115 participants from both the residential program and the community. A Franklin Centre highlight from this year was the creation of the float for the Santa Clause Parade, completed in partnership with AMJ Campbell. Built by CLC participants, staff and volunteers over the course of 6 months, the Nightmare Before Christmas themed float sent a message to be proud of who you are and the gifts you offer to those around you! The 2019 float won *Best Community Entry* again!

Inclusion Supports had another successful year. With changes to the government's Passport initiative, there was a dramatic increase in the TPA contracts, and CLC now supports more than 160 individuals totaling over \$1million dollars. The 2019 Fundayz camp was another success, as it welcomed 19 individuals over the course of six weeks. Campers enjoyed a variety of activities geared towards social and emotional development, as well as promoting community engagement and inclusion. This camp is possible thanks to the HSDC Summer Student Grants Program, which provides financial resources to support the cost of additional staffing and program planning.

ADP (and Seniors), which is led by Manager Kerri Galvao, provides programming to approximately 45 individuals. Kerri also oversees the **Recreation program** of CLC, which organizes and offers outings and experiences to CLC participants. This year there were 20 day trips and events including the Toronto Zoo, the CNE, a Blue Jays Game, Harlem Globetrotters, shows at the Hamilton Family Theatre and Bingemans, as well as three holiday-themed dances. These 20 events, and 3 dances, had more than 1000 participants in attendance!

Community Networks supports the development of a participants' skills and abilities and fosters independence, with the goal of procuring competitive employment, training, volunteer, or educational opportunities. This program supports 125 individuals from both residential and community, with a fairly even split between those volunteering and working. The goal for Community Networks is to explore the

ways in which the supports and services can be offered to more individuals, as well as continued engagement with employers in Cambridge.

Outside of the four key program areas, CPS continues to develop a robust **student placement and volunteer program**. The initial planning phases have begun, which includes evaluating the organizational philosophy about volunteers and student placements, as well as enhancing current opportunities and creating new ones. There has also been continued development of **CLC's social media** platforms to create awareness, enhance brand recognition, as well as promote volunteerism and support the fund development strategy.

Lastly, and in addition to the aforementioned updates related specifically to CPS, CLC secured a new scheduling software, Staff Schedule Care. This workforce management tool is designed to support the following processes: master scheduling and shift-filling, time cards and time banks accruals, payroll, and maintaining all HR personnel information. A benefit to this software is that it is specifically designed to work within the parameters of an organization's collective agreement. The software implementation was initiated in December 2019 and is still on going.

Respectfully submitted,
Amy Valletta
Director, Community Participation Supports

Annual Report for Program Development and Residential Services

March 31st 2019 to April 1st 2020

Residential Programs News

2019 proved to be another challenging year for the agency with many moments of uncertainty and change without losing sight of our goals and commitment to grow and to deliver quality supports to people. Last year we welcomed 10 new participants to our residential services, increasing capacity by 3, purchased two properties and re-purposed Wauchop Ave Program in order to provide specialized services.

By the end of 2019, we had a house fire at one of our group homes, resulting only in property damage and no serious injuries to people supported nor to staff members. Through the extraordinary team work and agency support, people were successfully supported and in a few weeks was able to go back to their beautifully renovated home. I have enormous gratitude to all who assisted in this task, whether providing ideas, making sudden changes possible or making room to support displaced people in their programs with limited notice or resources, but particularly to **Residential Manager Sue Ashworth and Maintenance Manager Winston Reid** for rising above the storm, for the extraordinary hours of work they put in, and for their resilience and commitment to deal with the challenge the best way they could.

Not long after that, the COVID-19 pandemic took us by storm and, with endless hours of work, we focused on responding timely and with efficiency to the minute by minute new challenge, in order to prepare for a possible outbreak at the same time, developing protocols in place to prevent it. That itself is a testament to the agency's resilience and sense of duty. As of the day of this report we do not have any positive cases amongst the people we support nor agency staff. And we are working to the best of our abilities to keep it that way.

Compliance reviews

In the midst of all this, in the month of February we were inspected by the Ministry of Community and Social Services, the agency achieved 96.5% during compliance and 100% by the end of it.

Program Development

Due to the pandemic, all program development projects have been put on hold, providing a great opportunity for reflection, to acknowledge all the lessons learned during the last few months. As we work towards a new post pandemic normal, program development will go back to be front and center in our evolving planning and delivering of services.

New opportunities for growth

With new beginnings in the horizon again, our department continues to seek opportunities to grow, provide inclusive and person-centered services in response to the challenging community needs in our region and particularly Cambridge.

Respectfully Submitted by
Lourdes Toro
Director, Program Development and Residential Services
May 2020