

# 67<sup>th</sup> ANNUAL GENERAL MEETING

## Annual Report To the Membership

For the year ending March 31<sup>st</sup>, 2021



**JUNE 7, 2021 - 7:00 PM**

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# 67<sup>th</sup> 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 66th AGM held on June 10, 2020 pg. 1
- President and Executive Director's Report pg. 5
- Treasurer's Report pg. 7
  - Audited Financial Statements Year Ended March 31, 2021 pg. 8
  - Appointment of Auditors - Graham Mathew Professional Corp.
- Nominating Committee Report pg. 31
- Human Resources Report Pg. 32
- Community Participation Report Pg. 33
- Residential Services Report Pg. 35
- Announcements
- Adjournment

**NOTE:**

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

**Minutes of the 66<sup>th</sup> ANNUAL GENERAL MEETING of Community Living Cambridge** held on **Wednesday, June 10, 2020** via Zoom video conference platform, in accordance to Ontario Regulation 107/20 in response to the declared State of Emergency in Ontario at 7:00 pm

Present: Andrew Melchers (Chairperson), Heather Schmitz (Vice Chairperson), Akash Arya (Treasurer), Caitlin McIntyre, Blayne Rennick, Jane Hale-McDonald, Leander Wigboldus, Peter Tudisco, Maria Claydon, Terry Lake (Past President), Lawna Paulos (Secretary), Cindy Mackay-Musso (Interim Secretary), Laura Eckhardt

Regrets: Barry Ames, Darryl Law

Guest:

Minutes Taker: Grace Santos Gould

### **Introductions:**

Rick Jacques (new member of the Board) and Lawna Paulos E.D. were introduced and welcomed to the Board.

### **CALL TO ORDER & CONFLICT OF INTEREST DECLARATION:**

Andrew Melchers chaired the meeting.

The meeting was called to order at 7:02 pm and quorum established.

Terry Lake declared Conflict of Interest on agenda item, By-Law Past President.

### **Review and approval of minutes:**

#### 65th AGM held on June 11th, 2019

There were no corrections to the minutes of the 65th Annual General Meeting for Community Living Cambridge held Tuesday, June 11<sup>th</sup>, 2019, page 1 of 27.

#### **MOTION**

MOVED BY: Blayne Rennick

SECONDED BY: Maria Claydon

THAT The minutes of the 65<sup>th</sup> Annual General meeting held in June 11, 2019, Encl # 1, be accepted as presented.

#### **CARRIED**

### **President's Report:**

Andrew Melchers presented the "President and Executive Director's Report" verbatim for year ended March 31, 2020. The report was enclosed in the 66th AGM agenda that was distributed to members and staff during registration.

*Andrew Melchers called upon Akash Arya, Treasurer of the Board, to present the Annual Treasurer's report for year ending March 31, 2020.*

### **Treasurer's Report:**

Akash presented the Treasurer's report and condensed audited Financial Statement for year ended March 31, 2020, enclosed in the AGM agenda.

Akash thanked everyone for their dedication and support. He announced that this will be his last year as a member of the Board and noted what an incredible 7 years journey it was. He mentioned the agency funding grew from 7 million to 12.5 million.

**Appointment of Auditors:**

**MOTION**

MOVED BY: Blayne Rennick

SECONDED BY: Peter Tudisco

THAT the Proposed amendment to General Bylaw section 6.6 (e) – 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 be accepted as presented.

**CARRIED**

**MOTION**

MOVED BY: Akash Arya

SECONDED BY: Heather Schmitz

THAT the firm of Graham Mathew Professional Corporation be appointed as auditors for Community Living Cambridge for the fiscal year of April 1, 2020 through March 31, 2021 be accepted as presented.

**CARRIED**

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, 2020 to March 31, 2021.

**Amended By-Law re. Past President:**

**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:

The following were clarified:

- That the Past President has to stand as a Director to have voting rights.
- The Past President has the choice to do so, provided he or she wanted voting rights.
- There is no conflict if they reach their limit on term.
- The Past President does not automatically become a Director.

**Nominations Report:**

Andrew Melchers presented the Nominating Committee's report.

The Nominating Committee has met and has recommended the following members to the Board. This year's recommended slate for Board of Directors before you consisted of 6 Board members and 1 Past President

position, which recognized 6 open Board seats that may be filled throughout the year following the process identified in the agency by-laws.

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

**Slate of Officers**

President	Andrew Melchers
Vice President	Blayne Rennick
Vacant	Treasurer
Past President	Terry Lake

**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 Board Members were announced:**

Andrew Melchers announced the retiring Board Members. The following Board members stepping down from the Board after serving their various terms were:

- Peter Tudisco
- Leander Wigboldus
- Barry Ames
- Heather Schmitz
- Akash Arya

**MOTION**

MOVED BY: Andrew Melchers

SECONDED BY: Jane Hale-McDonald

THAT the Nominating Committee's recommendations for the 2020-2021 Terms of Office for the Community Living Cambridge Board of Directors be accepted as presented.

**CARRIED**

- Darryl Law

Andrew stated, their dedication and unwavering support to all of us at Community Living Cambridge has had a tremendous and positive impact. Andrew thanked and wished them all the best!

**Approval of all Annual Reports April 1, 2019 – March 31, 2020:**

Reports for the following were reviewed:

- President & Executive Director's Report
- Treasurer Report
- Nomination Report
- Department Reports.
  - Human Resources
  - Community Participation Report
  - Program Development and Residential Services

**MOTION**

MOVED BY: Akash Arya

SECONDED BY: Caitlyn McIntyre

THAT the Annual Reports for April 1, 2019 – March 31, 2020 be accepted as presented.

**CARRIED**

**Closing remark:**

Geoffrey Reekie thanked the following:

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

**Adjournment:**

**MOTION**

MOVED BY: Heather Schmitz

SECONDED BY:

THAT the 66<sup>th</sup> Annual General Meeting for Community Living Cambridge be adjourned.

**CARRIED**

The meeting adjourned at 7:32 pm.

The 66<sup>th</sup> Annual General Meeting Banquet will be announced at a later date once the date has been determined and State of Emergency restrictions lifted.

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**Andrew Melchers – President**

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**Lawna Paulos – Executive Director**

## ***President & Executive Director's Report***

### ***Year Ended March 31, 2021***

### **2020-2021**

This past fiscal year started with Cindy Mackay-Musso as Interim Executive Director and once again the Board wishes to thank Cindy for helping CLC through a difficult transition. In Cindy's place, the Board of Directors selected Lawna Paulos to be the new Executive Director. Lawna started on June 1<sup>st</sup> and participated in her first board meeting that very same day, this set the pace for a very eventful year. Due to the pandemic, the Board had already started meeting via zoom and continue to do so. At this point, Lawna has not met the full Board in person but has managed to earn the trust and respect of the Board.

This has been a year unlike any other and CLC staff have done an incredible job stepping up to meet day to day challenges, stay on top of ever changing guidelines and weathering multiple outbreaks presented by COVID. Our team has pulled together admirably to navigate the rough waters of a pandemic and support individuals, families, caregivers, each other and the community during this difficult time.

Everyone has shown remarkable adaptability under immense stress, dealing with the importance of providing safe care and support, while also coping with the impact of the pandemic on their own families and lives. The Board would like to thank staff for their tremendous strength during this extremely difficult time.

Despite significant challenges, we used this time as an opportunity for learning and experimentation and we have become skilled at running group programs and engaging participants using a virtual model. The Passport team has also put significant effort into utilizing the expanded eligibility of Passport dollars to help our participants cope better with life during the pandemic.

Staff recruitment has continued throughout the year and we continually work on initiatives to bring in skilled and compassionate employees. We have established infrastructure to keep moving CLC forward and welcomed two new Directors to the leadership team.

During this past year and throughout the pandemic we have worked with our OPSEU partners to problem solve and develop strategies applying a commitment to a cooperative process that strengthens the employees and CLC.

### ***Finances and Budgets***

The detailed auditors report and financial results for the fiscal year ending March 31, 2021 is included within the Annual Report. A slightly negative year end was realized, but considering the challenges of the pandemic it is seen as a very positive result.

## ***Challenges***

The extraordinary circumstances of the pandemic have created spaces for us to reimagine how we can best serve our participants and the Cambridge community in the face of so much uncertainty and we will take what we've learned and use it to create adaptive, innovative programs and services that will strengthen CLC now and for years to come.

There has been a lot of change and a lot of progress over the last year and now, looking beyond the pandemic, the Board will be focusing on developing an updated Strategic Plan. Then, the task for CLC over the next few years will be to implement this plan.

***Respectfully Submitted,  
Andrew Melchers – President  
Lawna Paulos - Executive Director***



## ***Annual Treasurer's Report***

*Year Ended March 31, 2021*

During the 2020-21 fiscal year, Community Living Cambridge experienced financial pressures associated with the pandemic, including increased staffing and infection control expenses necessary to keep residents, participants and employees safe. Our funder, the Ministry of Children, Community and Social Services, provided additional funding to assist, resulting in a small deficit of \$62,726. We are grateful to the Ministry and the provincial government for their additional financial support during the year.

Despite the above challenges, Community Living Cambridge also committed to maintaining and increasing its assets through the sale of a property that was deemed unsustainable in the long term. We also invested in larger repairs and maintenance to increase the safety, accessibility and longevity of our Operations Centre, Adult Developmental Program and Employment Supports and Independent Living. We continue to assess our organizational assets for accessibility, sustainability and long-term value to support our organizational mission and vision for the people we support.

Community Living Cambridge continues to embrace the many challenges, including continued growth, increased maintenance and occupancy costs of our aging group homes, increased salaries and benefits costs, succession planning for key team members and pay equity. We foresee these challenges to be remediated through collaboration, careful planning and funding solutions.

In closing, we wish to express our sincere gratitude and appreciation to all Community Living Cambridge staff for their commitment to supporting and empowering our residents and participants.

***Submitted by,  
Lorri Detta - Treasurer  
May 2021***

**DRAFT**

**MAY 27, 2021 12:21 PM**

**COMMUNITY LIVING CAMBRIDGE**

**FINANCIAL STATEMENTS  
YEAR ENDED MARCH 31, 2021**

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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, 2021, 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, 2021, 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.

**DRAFT**

**MAY 27, 2021 12:21 PM**

Cambridge, Ontario

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

**FINANCIAL POSITION  
MARCH 31, 2021**

	2021 \$	2020 \$
<b>ASSETS</b>		
Cash (note 9)	49,648	35,035
HST and other receivables	627,819	93,519
Fees receivable	7,644	19,849
Prepaid expenses	22,587	20,288
<b>Current assets</b>	<b>707,698</b>	<b>168,691</b>
Land	1,745,859	1,745,859
Buildings	5,328,805	5,343,114
Leasehold improvements	578,409	578,409
Furniture and equipment	510,583	510,583
Vehicles	455,554	467,851
<b>Capital assets</b>	<b>8,619,210</b>	<b>8,645,816</b>
Assets held for estate and bequest fund		
Cash and fixed income investments (note 6)	1,072,821	921,648
Replacement reserve investment	283,548	362,346
<b>Other assets</b>	<b>1,356,369</b>	<b>1,283,994</b>
	<b>10,683,277</b>	<b>10,098,501</b>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities (note 3)	2,539,713	2,271,947
Current portion of long-term debt (note 8)	121,005	125,289
<b>Current liabilities</b>	<b>2,660,718</b>	<b>2,397,236</b>
Long-term debt (note 8)	1,139,453	1,269,822
	<b>3,800,171</b>	<b>3,667,058</b>
<b>FUND BALANCES</b>		
Operating fund	58,753	56,478
Estate and bequest fund	1,072,821	921,648
Bingo and Nevada fund	50,702	44,692
Capital asset fund	5,417,282	5,046,279
Replacement fund	283,548	362,346
	<b>6,883,106</b>	<b>6,431,443</b>
	<b>10,683,277</b>	<b>10,098,501</b>

**APPROVED ON BEHALF OF THE BOARD:**

\_\_\_\_\_ Director

\_\_\_\_\_ Director

**STATEMENT OF REVENUE AND EXPENDITURE  
COMBINED OPERATIONS  
YEAR ENDED MARCH 31, 2021**

	2021 \$	2020 \$
<b>Revenue</b>		
Provincial subsidy (note 11)	17,019,520	14,184,924
Participant, membership and user fees	1,764,779	2,491,542
Product sales		4,433
Fund raising and miscellaneous	141,718	113,331
Gain on sale of capital assets	( 11,497)	
	<b>18,914,520</b>	<b>16,794,230</b>
<b>Expenditure</b>		
Salaries and benefits	15,417,505	13,874,947
Travel and training	122,442	173,497
Purchased services and supplies	1,583,205	1,299,850
Occupancy expenses (note 5)	1,316,380	1,075,816
New furnishings and replacements	50,304	16,441
Vehicle operations	180,777	196,953
Personal needs	121,717	132,582
Other administrative shareable expenses	68,684	18,904
Non-shareable administrative and fund raising expenses	51,231	50,874
	<b>18,912,245</b>	<b>16,839,864</b>
<b>Excess (deficiency) of revenue over expenditure for year</b>	<b>2,275</b>	<b>( 45,634)</b>

STATEMENT OF FUND BALANCES  
YEAR ENDED MARCH 31, 2021

	2021 \$	2020 \$
<b>Operating Fund (unrestricted)</b>		
Balance, beginning of year	56,478	102,112
Excess (deficiency) of revenue over expenditure for year:		
Administrative operations	( 55,361)	( 233,646)
Fee for service	( 113,154)	221,460
Employment supports	( 53,111)	( 9)
Community participation services and supports	325,430	( 38,778)
Group living supports	( 758,992)	( 7,451)
Dedicated housing support	( 12,260)	( 15,496)
Respite program (day camp)	13,596	( 611)
Children's residential services	( 205,428)	( 573)
Supported independent living	769,209	20,702
Specialized community support - children's services	24,468	NIL
Associate home program	66,102	8,868
Recreation programs	1,776	( 100)
	2,275	( 45,634)
<b>Balance, end of year</b>	<b>58,753</b>	<b>56,478</b>
<b>Estate and Bequest Fund (note 6)</b>		
Balance, beginning of year	921,648	955,540
Net gain (net loss) for year	151,173	( 33,892)
<b>Balance, end of year</b>	<b>1,072,821</b>	<b>921,648</b>
<b>Bingo and Nevada Fund</b>		
Balance, beginning of year	44,692	41,124
Revenue for year	17,505	37,346
Expenses for year	( 11,495)	( 33,778)
<b>Balance, end of year</b>	<b>50,702</b>	<b>44,692</b>



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**Capital Asset Fund**

Balance, beginning of year	5,046,279	4,987,522
Ministry assistance to purchase assets	60,761	58,757
Gain on disposal Glamis Road	310,242	

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<b>Balance, end of year</b>	<b>5,417,282</b>	<b>5,046,279</b>
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**Replacement Fund**

Balance, beginning of year	362,346	479,545
Revenue for year		
Expenditures during the year	( 78,798)	( 117,199)

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<b>Balance, end of year</b>	<b>283,548</b>	<b>362,346</b>
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	2021 \$	2020 \$
<b>Cash flows from operating activities:</b>		
Excess (deficiency) of revenue over expenditure for year	2,275	( 45,634)
Items not involving cash:		
Changes in non-cash working capital balances relating to operations (summarized below)	( 256,626)	290,588
	( 254,351)	244,954
<b>Cash flows from investment and financing activities:</b>		
Change in capital assets (net)	26,605	( 1,271,814)
Receivable from Cambridge Rehabilitation Homes		34,040
Increase in long-term debt	( 134,653)	756,252
Change in Bingo and Nevada Fund	6,010	3,568
Change in Capital Asset Fund (net)	371,003	58,757
	268,965	( 419,197)
<b>Net change in cash</b>	<b>14,614</b>	<b>( 174,243)</b>
Cash (bank advances), beginning of year	35,034	209,277
<b>Cash, end of year</b>	<b>49,648</b>	<b>35,034</b>
<b>Summary of changes in non-cash working capital balances related to operations:</b>		
HST and other receivables	( 534,300)	( 45,360)
Fees receivable	12,205	( 16,624)
Prepaid expenses	( 2,299)	( 13,173)
Accounts payable and accrued liabilities	267,768	365,745
	( 256,626)	290,588

## **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").

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## 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.

	2021 \$	2020 \$
<b>3. Accounts Payable and Accrued Liabilities</b>		
Accounts payable and accrued liabilities	2,539,713	2,244,980
Government remittances payable	NIL	26,967
	<b>2,539,713</b>	<b>2,271,947</b>

#### 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 \$41,000 in 2022, \$33,000 in 2023, \$17,000 in 2024 and \$6,000 in 2025.

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	1,072,821	921,648
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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.

	2021 \$	2020 \$
<b>8. Long-Term Debt</b>		
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	406,722	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	394,613	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	37,592	53,255
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	217,731	241,096
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	116,875	125,371
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	76,839	102,693
4.55% Vehicle loans, payable in monthly instalments of \$1,703 including principal and interest, and maturing September 2021	10,086	29,568
	<b>1,260,458</b>	<b>1,395,111</b>
Current portion due within one year	<b>121,005</b>	<b>125,289</b>
	<b>1,139,453</b>	<b>1,269,822</b>

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

2022	121,005
2023	116,361
2024	195,822
2025	827,270
	<b>1,260,458</b>

## **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 \$270,000 (\$205,000 in 2020) 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.

	2021 \$	2020 \$
<b>ADMINISTRATIVE OPERATIONS</b>		
<b>Revenue</b>		
Fund raising and miscellaneous	141,718	113,331
Allocated administrative recovery	1,234,924	671,532
Gain on sale of capital assets	( 11,497)	
	<b>1,365,145</b>	<b>784,863</b>
<b>Expenditure</b>		
Salaries and benefits	810,249	713,035
Travel and training	13,462	32,547
Purchased services and supplies	296,433	65,501
Occupancy expenses	179,697	137,410
New furnishings and replacements	750	238
Other administrative shareable expenses	68,684	18,904
Bank fees and interest	51,231	50,874
	<b>1,420,506</b>	<b>1,018,509</b>
<b>Deficiency of revenue over expenditure for year</b>	<b>( 55,361)</b>	<b>( 233,646)</b>

#### FEE FOR SERVICE

<b>Revenue</b>		
Membership and user fees	152,508	861,895
<b>Expenditure</b>		
Salaries and benefits	213,563	260,511
Travel and training	689	14,889
Purchased services and supplies	51,410	365,035
	<b>265,662</b>	<b>640,435</b>
<b>Excess (deficiency) of revenue over expenditure for year</b>	<b>( 113,154)</b>	<b>221,460</b>



	2021 \$	2020 \$
<b>EMPLOYMENT SUPPORTS</b>		
<b>Revenue</b>		
Provincial subsidy	322,092	322,089
<b>Expenditure</b>		
Salaries and benefits	335,128	291,596
Travel and training	4,808	5,293
Purchased services	339	9,438
Occupancy expenses	5,940	5,775
Allocated administration	28,988	9,996
	375,203	322,098
<b>Deficiency of revenue over expenditure for year</b>	<b>( 53,111)</b>	<b>( 9)</b>

#### COMMUNITY PARTICIPATION SERVICES AND SUPPORTS

<b>Revenue</b>		
Provincial subsidy	1,969,215	1,916,410
Product sales		4,433
	1,969,215	1,920,843
<b>Expenditure</b>		
Salaries and benefits	1,166,883	1,764,579
Travel and training	12,768	10,911
Purchased services and supplies	46,300	39,447
Occupancy expenses	327,259	119,760
New furnishings and replacements	453	214
Vehicle operations	5,608	7,718
Allocated administration	84,514	16,992
	1,643,785	1,959,621
<b>Excess (deficiency) of revenue over expenditure for year</b>	<b>325,430</b>	<b>( 38,778)</b>

	2021 \$	2020 \$
<b>GROUP LIVING SUPPORTS</b>		
<b>Revenue</b>		
Provincial subsidy	11,098,303	8,717,919
Participant fees	1,355,928	1,344,879
	12,454,231	10,062,798
<b>Expenditure</b>		
Salaries and benefits	10,557,696	8,175,477
Travel and training	59,186	81,184
Purchased services and supplies	998,455	595,528
Occupancy expenses	448,521	466,074
New furnishings, replacements and one-time funding expenditures	47,563	14,313
Vehicle operations	160,239	149,063
Personal needs	115,778	121,270
Allocated administration	825,785	467,340
	13,213,223	10,070,249
<b>Deficiency of revenue over expenditure for year</b>	<b>( 758,992)</b>	<b>( 7,451)</b>

#### DEDICATED HOUSING SUPPORT

<b>Revenue</b>		
Provincial subsidy	49,968	50,269
Participant fees	35,234	37,920
	85,202	88,189
<b>Expenditure</b>		
Occupancy expenses	50,528	52,587
Allocated administration	5,003	4,992
Mortgage interest	41,931	46,106
	97,462	103,685
<b>Deficiency of revenue over expenditure for year</b>	<b>( 12,260)</b>	<b>( 15,496)</b>

	2021 \$	2020 \$
<b>RESPITE PROGRAM (DAY CAMP)</b>		
<b>Revenue</b>		
Provincial subsidy	13,596	13,590
Membership and user fees		15,120
	<b>13,596</b>	<b>28,710</b>
<b>Expenditure</b>		
Salaries and benefits - Respite		25,118
Purchased services and supplies		4,011
Travel and training		192
		<b>29,321</b>
<b>Excess (deficiency) of revenue over expenditure for year</b>	<b>13,596</b>	<b>( 611)</b>

<b>CHILDREN'S RESIDENTIAL SERVICES</b>		
<b>Revenue</b>		
Provincial subsidy	906,594	906,594
Participant fees	108,226	98,016
	<b>1,014,820</b>	<b>1,004,610</b>
<b>Expenditure</b>		
Salaries and benefits	1,035,962	827,360
Travel and training	1,290	1,856
Purchased services and supplies	47,684	33,606
Occupancy expenses	31,580	64,202
New furnishings and replacements	1,270	196
Personal needs	5,939	11,243
Vehicle operations	14,930	19,464
Allocated administration	81,593	47,256
	<b>1,220,248</b>	<b>1,005,183</b>
<b>Deficiency of revenue over expenditure for year</b>	<b>( 205,428)</b>	<b>( 573)</b>

	2021 \$	2020 \$
<b>SUPPORTED INDEPENDENT LIVING</b>		
<b>Revenue</b>		
Provincial subsidy	2,195,136	1,793,432
Participant fees	46,753	59,024
	<b>2,241,889</b>	<b>1,852,456</b>
<b>Expenditure</b>		
Salaries and benefits	1,001,099	1,416,009
Travel and training	29,270	24,419
Purchased services and supplies	26,541	61,729
Occupancy costs	229,657	182,514
New furnishings and replacements	268	1,350
Personal needs		69
Vehicle operations		20,708
Allocated administration	185,845	124,956
	<b>1,472,680</b>	<b>1,831,754</b>
<b>Excess of revenue over expenditure for year</b>	<b>769,209</b>	<b>20,702</b>

#### **SPECIALIZED COMMUNITY SUPPORT - CHILDREN'S SERVICES**

<b>Revenue</b>		
Provincial subsidy	205,116	205,120
<b>Expenditure</b>		
Salaries and benefits	180,648	205,120
<b>Excess of revenue over expenditure for year</b>	<b>24,468</b>	<b>NIL</b>

	2021 \$	2020 \$
<b>REPAIRS AND MAINTENANCE</b>		
<b>Revenue</b>		
<b>Expenditure</b>		
<b>Excess of revenue over expenditure for year</b>	<b>NIL</b>	<b>NIL</b>

<b>ASSOCIATE HOME PROGRAM</b>		
<b>Revenue</b>		
Provincial subsidy	257,724	257,728
Participant fees	66,130	74,688
	<b>323,854</b>	<b>332,416</b>
<b>Expenditure</b>		
Salaries and benefits	116,277	194,285
Travel and training	969	2,190
Purchased services and supplies	116,043	125,555
Occupancy expenses	1,267	1,388
New furnishings and replacements		130
Allocated administration	23,196	
	<b>257,752</b>	<b>323,548</b>
<b>Excess of revenue over expenditure for year</b>	<b>66,102</b>	<b>8,868</b>

	2021 \$	2020 \$
<b>RECREATION PROGRAMS</b>		
<b>Revenue</b>		
Provincial subsidy	1,776	1,773
	1,776	1,773
<b>Expenditure</b>		
Salaries and benefits		1,857
Travel and training		16
		1,873
<b>Excess (deficiency) of revenue over expenditure for year</b>	<b>1,776</b>	<b>( 100)</b>

**Board of Directors**

Chairperson

Andrew Melchers (Chair)  
Blayne Rennick (Vice-Chair)  
Lorri Detta (Treasurer)  
Terry Lake (Past President)  
Maria Claydon  
Jane Hale-McDonald  
Caitlin McIntyre  
Ibrahim Ahmed  
Rick Jacques

**Slate of Officers**

Chairperson

Andrew Melchers

Vice-Chair

Blayne Rennick

Treasurer

Lorri Detta

Past President

Terry Lake

Secretary

Lawna Paulos (ex officio)

**Executive Committee**

Chairperson

Andrew Melchers

Members

Terry Lake  
Jane Hale-McDonald  
Lorri Detta, Treasurer  
Larry Arndt (ex officio)  
Lawna Paulos (ex officio)

**Asset Leveraging Committee**

Chairperson

Andrew Melchers

Members

Rick Jacques  
Maria Claydon  
Terry Lake  
Lawna Paulos (ex officio)

**Nominations Committee**

Chairperson

Jane Hale-McDonald

Members

Andrew Melchers  
Terry Lake  
Miriam Bugeja (ex officio)

**Strategic Planning Reporting Committee**

Chairperson

Blayne Rennick

Members

Andrew Melchers  
Terry Lake  
Rick Jacques  
Lawna Paulos (ex officio)  
Troy Heath (ex officio)

## **Fundraising Committee**

Chairperson  
Members

Caitlin McIntyre  
Andrew Melchers  
Rick Jacques  
Ibrahim Ahmed  
Lorri Detta

## **Executive Director Annual Performance Review Committee**

Chairperson  
Members

Jane Hale-McDonald  
Andrew Melchers  
Blayne Rennick



## NOMINATIONS REPORT 2021

The following is the proposed Board of Directors for the year 2021-2022:

### **Slate of Officers**

<i>President</i>	<i>Andrew Melchers</i>
<i>Vice President</i>	<i>Blayne Rennick</i>
<i>Treasurer</i>	<i>Lorri Detta</i>
<i>Past President</i>	<i>Terry Lake</i>

### **Board Members Currently Serving Their Term of Office**

Maria Claydon	Year 2/Term 2
Jane Hale-McDonald	Year 2/Term 1
Richard (Rick) Jacques	Year 1/Term 2
Terry Lake	Year 1/Term 2

### **Directors First Term of Office**

Lorri Detta	Year 1/Term 1
Ibrahim Ahmed	Year 1/Term 1

### **Retiring from the Board**

Caitlin McIntyre

This Proposed Slate of Directors recognizes four 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 five Directors.

## ***Annual Report for Human Resources***

***Year Ended March 31, 2020***

While the pandemic may have created stagnate realities in our day-to-day activities, there are many new and dynamic situations at Community Living Cambridge. The past year can be summarized by the terms of growth, evaluation, standardization, and development while navigating the uncertainties of a global pandemic.

Growth occurred with the addition of three new roles in the Human Resources group. We are excited to welcome to the team Iona Thompson as the Manager of Recruitment & Training; Corrie-ann Snow as the Manager of Workforce Planning, and Jamie Hall as Manager of Human Resources.

With the HR team in place, the focus has been evaluating the current state of business processes and systems to identify ways to increase automated practices, decrease paper-based forms, reduce hours of payroll processing and improve real-time access to data. Along with completing current state process maps, the team undertook a HRIS needs and gap analysis.

Work continued on standardizing schedules. To date, the process of standardizing shifts and hours has been completed for 25% of the group homes. Along with standardizing schedules, we implemented a centralized process for vacation requests and monitoring to ensure all employees take time off as needed.

Similar to many other organizations, we needed to develop new methods to deliver essential training and to connect with people. We now facilitate essential certification classes such as Non-Violent Crisis Intervention and documentation on a virtual platform. We developed standard processes to deal with various aspects of outbreak that include frequent communications from the Pandemic Committee, staffing plans and practices for homes, and resources to support staff affected by Covid-19.

Although we remain in the midst of a pandemic, the focus of our planning is how residential programs will evolve to provide supports and staffing post pandemic. The emphasis of this coming year will be continuing with improving processes, policies and procedures, preparing for the next round of collective bargaining, and implementing strategic objectives.

We would be remiss if we did not acknowledge all the employees who have shown ongoing dedication this past year to provide outstanding and creative supports to participants. Among the dedicated employees, CLC is honoured to recognize 38 people for reaching service milestones of between 5 and 35 years. There were 2 employees celebrating 25 years of employment: Teresa Feliciano and Sandra Dixon. Celebrating 30 years of service were Anna Cichorzewski, Carla Chippindale, Sandra Lange, Janice Hamilton, Karen Bickford and Kelly Wylie. Huge congratulations to Angele Faucher for reaching the milestone of 35 years.

We would also like to acknowledge and thank the following employees who have retired in the past year: Mercedes Sanchez, Residential Counselor, retired January 2021 with 18 years of service; and Dawn Duncan, Night Coordinator, retired April 2021 after 19 years of service.

On a final note, we welcomed two new directors to the leadership team: Christine Heath, Director of Residential Supports and Troy Heath as Director of Operations and Finance.

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

## ***Annual Report for Community Participation Supports***

### ***Year Ended March 31, 2020***

The 2021 fiscal year was one of challenge, change and growth for Community Participation Supports (CPS). Coming off a successful 2020, the onset of the COVID-19 pandemic halted all programs and services offered through CPS. On March 13, 2020 CLC made the tough decision to close all day and community programs. Most staff, including a few Managers, were reallocated to support the 24/7 operation of the group homes. For most of March, April and May all focus was on the safety and wellbeing of the staff and participants inside the group homes. As the early lockdown measures began to loosen in late May 2020, CPS started to explore the possibilities of reopening various programs and services, both in-person and virtually. What follows is a brief synopsis of each program area and their respective services offered from June 2020 through March 2021.

The **Franklin Centre** experienced the most change during 2020 as it moved from outdoor only programming in June, to small indoor/outdoor camps from July through October, to completely virtual from October through to present day. The Franklin team was dispersed in March to support staffing in the group homes, and only 5 staff have been recalled to date. In May of 2020, program planning was underway and included the creation of a community garden and camp-style programming weeks for both community and residential participants. Following strict safety measures from MCCSS and the Government of Ontario's Camp Guidelines, the community/residential cohorts were separated and capped at 6-8 participants, and increased cleaning/sanitizing measures were put into place. When the Region of Waterloo was moved into the Red Zone in November 2020, programming was moved to a virtual platform which continues to present day. This platform was completely new to everyone, but has become incredibly successful and continues to engage 50 plus participants per week.

**Inclusion Supports**, which is primarily the Passport Services offered by CLC, had a successful year despite the setbacks created by the pandemic. CLC now supports more than 200 residential and community individuals, totalling close to \$1.2million dollars of available funding for participants. CLC offers three services with respect to Passport funding: expense processing, providing community support workers, and membership fees for CLC-run programming. During 2020, the primary service offered was expense processing for participants, given the many closures throughout the year. PassportONE expanded its list of admissible expenditures (e.g., technology, media subscriptions, etc.) to help individuals feel connected from the safety of their homes. Individuals were able to use some of their passport dollars for the programming offered through the Franklin Centre. Throughout the year, there was also significant internal work completed to streamline the program's administrative tasks including: an automated process to reduce dual entry into Sage and PassportONE, a revamped process map to eliminate unnecessary admin tasks, and the development of a new decentralized model that will encourage more spending per individual.

**ADP (and Seniors)**, was shuttered with all other day programs in March 2020. The folks who attend the Adult Development Program and the Seniors Program are some of the most vulnerable that CLC supports, so their health and safety was of the utmost importance. CPS programming staff was placed inside North Lodge, to support daily programming needs and continue a similar routine for those individuals. In late August some staff organized a Senior's Social every Friday, providing those individuals with an opportunity to reconnect over coffee and treats. The pandemic provided a really unique opportunity for CLC to completely renovate the ADP building. While a functional space, it was not completely accessible and

lacked some key amenities that would ensure those with varying needs would be able to attend programming barrier free. With the help of a \$10,000 grant from ESDC (Enabling Accessibility Fund – Community Accessibility), the space has been completely updated and now includes two brand new accessible washrooms that ensure those attending programming have access to washrooms that meet their needs and maintain their dignity as an individual.

**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 generally supports 125 individuals from both residential and community. However, as a result of workplace closures, many participants were forced to take leaves and volunteer opportunities were cancelled. The Community Networks group supported approximately 50 individuals, with 2 staff throughout most of the year. The other staff were reallocated to group homes for additional supports. The goal for this group is to slowly reconnect everyone to secure stable employment and volunteer opportunities.

Outside of the four key program areas, a goal for CPS is to develop a robust **student placement and volunteer program**. Much of this work was postponed for most of 2020, however will slowly begin to resurface as CPS plans for a grand re-opening in the fall of 2021. 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. This will continue through 2021, with the help of Convex Studio Ltd.

Lastly, in the fall of 2020 a portfolio redesign meant that CPS was now the home of both Independent Living Choices (ILC) and the Associate Home Program. ILC supports 47 people, who live independently in the community and AHP supports 8 individuals, living with 7 community families. A focus for 2021 inside ILC is to develop and launch *The 219*, a program for transitional age youth coming into service designed to help them to build the skills, tools, and knowledge they require to launch into an independent living opportunity. *219* will also eventually be the home of *Stepping Out*, which is a program where individuals come to a safe living environment for a designated period of time to identify what independent living skills are present and which are still developing (e.g., related to health and medical, self-care, financial and budgeting, employment, domestic and household skills, etc.). At the end of the assessment period, individuals and their families will receive a detailed summary of one's readiness for independent living and areas for continued support.

This past year has been nothing short of challenging, and at times rather tragic. However, in the quiet moments there have been instances of beauty to celebrate: the resilience and dedication of the entire staff team to keep themselves, each other and the individuals supported safe for more than 15 months has been nothing short extraordinary; the gap between staff and programs groups, that at one time felt unconquerable, has started to close; and finally the subtle air of excitement about what's possible for CLC in the years to come.

*Respectfully submitted,*  
*Amy Valletta*  
*Director, Community Participation Supports*

## ***Annual Report for Residential Services***

### ***Year Ended March 31, 2021***

#### **Residential Program News**

Christine Heath joined Community Living Cambridge as The Director of Residential Supports in August 2020. Community Living Cambridge continued to navigate and adapt new methods of operations seamlessly and with efficiency through the Covid-19 Pandemic. The Front Line Staff, Managers and Directors are acknowledged and credited for their hard work and diligence in ensuring the health and safety of Participants and Staff. While working through a Pandemic, Community Living Cambridge rose to the challenge and ensured Participants and their families were able to maintain contact while following guidelines and processes, keeping in mind that every decision made was for the betterment of the Participants, their families, and the Staff.

In February 2021, Community Living Cambridge experienced an Outbreak at the North Lodge Residence. The heart of Community Living Cambridge shone as all members worked together to ensure Participants and Staff at North Lodge felt supported. A Pandemic Committee was initiated and met daily during the Outbreak to review and discuss best practice to contain the Outbreak and to ensure open and transparent communication to all members of Community Living Cambridge. Procedures were put in place to obtain staffing, offer hotel rooms for Staff to isolate from their families, daily Zoom calls with isolated Staff, daily medical support to North Lodge Participants, and an IPAC assessment with Public Health. A Purple Heart Campaign was developed to demonstrate to Participants and Staff of North Lodge that all of Community Living Cambridge stood by them. Participants and Staff from each home showed their creativity in the design of purple hearts that were proudly displayed on the doors and windows of North Lodge. As an Organization, we learned and grew from this experience. Ontario Health Team recognized and commended Community Living Cambridge by extending an invitation to present to community partners the methods that were implemented and adhered to in order to best manage the Outbreak while consistently recognizing the needs of both Participants and Staff. Since February, Community Living Cambridge has experienced other Outbreaks on a much smaller scale. The experience with North Lodge provided the Teams with the confidence and ability to work through the Outbreaks with minimal disruption; each time learning and growing together as an Organization.

#### **Program Development**

As we continue to operate during the Pandemic, the focus this Fiscal Year for Residential has been to review current needs of the Participants and the homes. The lens on current practices presents opportunities for future planning and growth as we come out of the Pandemic. The goal of this year was to review the Participants in each home as well as the overall structure of the homes to address any needs at the forefront. Through discussions with family members, Front Line Staff and Managers, decisions were made to complete internal moves for some of the Participants. The purpose of these moves was to ensure each Participant has the opportunity to live in a home which best suits their care needs. We continue to look at other innovative ways to meet the needs of the individuals we support, such as looking into more accessible homes or explore funding opportunities to modify existing homes through the applications for Capital Funding. The long term goal of Residential Services is to provide housing that allows Participants to 'age in place' and decrease the need for accessibility that historically has only been provided in a Long Term Care setting. We continue to look at ways to develop and grow while respecting and honouring the past, while looking and moving forward for future development of Community Living Cambridge Residential Programs.

### **New Opportunities for Growth**

This year we introduced three new positions to the Community Living Cambridge Team. The On-Call Manager position was developed to provide the Residential Managers with more of a work/life balance through the redirection of calls received in the evenings and weekends. In addition, the Managers of Specialized Services; Behavioural Supports and Health and Wellbeing were created in order to respond to the needs of Participants from an internal source resulting in a more efficient, cost effective and streamlined process. The addition of these positions created internal ongoing support resulting in a decrease in Emergency Room visits and overall enhancement in Participants' quality of life.

The creation and introduction of new positions enables the Management Team to express their interests and take on additional projects such as the participation in the new Committees of: Diversity, Equity and Inclusion, Training and Development, or Social Committee. Community Living Cambridge also continues to value the Front Line Staff through an invitation to participate in Committees and training in order to provide both personal and professional growth opportunities.

As we anticipate the conclusion of the Pandemic, Residential Services continues to review and enhance the lives of the Participants of Community Living Cambridge with the future state of growth and development to provide more opportunities to the community as a whole.

***Respectfully submitted,  
Christine Heath  
Director, Residential Supports***