



2022

A N N U A L
REPORT

**For the year ending
March 31, 2022**

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About Us



The Community Living Cambridge of today sprang from humble beginnings in 1954 led by a group of concerned parents in the Galt, Hespeler, and Preston area (now Cambridge). Since then, the agency has grown from a small school and a handful of children to a thriving agency providing a wide range of individualized services to meet the needs of adults with developmental disabilities.

Annual Report - Board Chair & Executive Director

“When will this be over?”, was likely the most repeated phrase over the past year. This time has tested all of us – our ingenuity, our skill, our patience, our leadership, and, most of all, our resilience. We have all managed challenges on the home front while coming to a workplace full of uncertainty, change, and sometimes fear as the pandemic stretched from weeks, into months, into a year and beyond. The impact has been worldwide and unfortunately, touched everything and everyone.

The challenges faced could fill a book or a volume of books, and time and time again, our staff were called upon to do extraordinary things. Never has so much been asked and yet never have we been so grateful for the truly remarkable unwavering commitment of our teams to pull together and provide the best and safest care to the individuals we support.

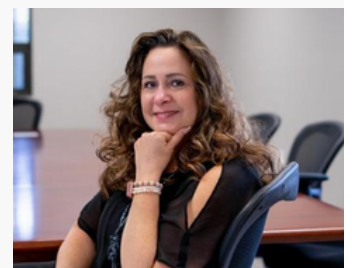
There have been highlights over the past year as we completed our *Together We Will* Strategy 2021-2026 which will serve as our guiding document and motivate us as we look to the future.

We are eager to grow and enhance housing, programs and supports for the hundreds of people sitting on waitlists, in addition to building on our decades of success to drive service excellence and strengthen our foundation.

Thank you to all those who have gone above and beyond this past year at the side of the people we support and behind the scenes.



Andrew Melchers
Board Chair



Lawna Paulos
Executive Director

Annual Report - Treasurer

During the 2021-22 fiscal year, Community Living Cambridge continued to experience operational 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 surplus of \$7,331. We are grateful to the Ministry and the provincial government for their additional financial support during the year.

Despite the challenges, Community Living Cambridge also committed to maintaining and improving its assets for the long term. We invested in larger repairs and maintenance to increase the safety, accessibility and longevity of our Group Homes, Operations Centre, Adult Developmental Program and Employment Supports and Supported 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
Ibrahim Ahmed, June 2022



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, 2022, 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, 2022, and its financial performance and its cash flows for the year then ended in accordance with the reporting requirements of the Ministry of Children, Community and Social Services.

Annual Report - Human Resources

While the organization continued to navigate the challenges presented by the pandemic, we also had the opportunity to focus on building the foundation of Human Resources and transforming the services provided to employees.

Over the year, the Human Resources department has changed to align with the growing needs of the Agency. We are excited to welcome Amy Sproule-Jones, Senior Manager of Labour Relations; Sydney Thain, Scheduler; Christine Nguyen, Human Resources Coordinator; and Gurreet Deol, Recruiter.

The focus of the HR team this past year was improving payroll processing, standardizing work schedules, streamlining policies and procedures, expanding recruitment outreach, establishing labour relation practices, developing leadership skills, auditing HR information, and implementing a new HRIS. We are now prioritizing preparation for the next round of negotiations expected to begin in the fall of 2022, centralizing vacation submissions, and completing the work of standardizing the work schedules in Group Living. To date, 60% of the Group Living programs have standardized shifts and hours.





The emphasis of this coming year will be executing the objectives of the strategic plan to strengthen our foundation. The team will be building the foundation to promote a learning and mentoring culture and improve employee retention and engagement. As well, the team continues on the journey of implementing technology to provide all employees with real-time data for the information and services they need.

We would be remiss if we did not acknowledge all the employees who have shown continued dedication this past year to provide outstanding and creative supports to individuals. Among the dedicated employees, CLC is honoured to recognize 30 people for reaching service milestones of between 5 and 40 years.

There were 3 employees celebrating 25 years of employment: **Teresa Reis**, **Marcey Martin**, and **Boguslaw Szczesny**.

Celebrating 30 years of service are **Kerri Galvao** and **Christine Hood**.

Celebrating 35 years of service are **Claude Cloutier**, **Heather Legue**, and **Franco Spina**.

Huge congratulations to **Brenda McLean** for reaching the milestone of 40 years.

We would also like to acknowledge and thank the following employees who have retired in the past year:

Mary Dutkewicz, Program Manager, retired after 38 years of service;

Janice Aubin, retired after 28 years of service;

Laurie Gleiser, Human Resources Clerk, retired after 17 years of service;

Greg Brohman, Program Aide, retired after 11 years of service;

Anna Cichorzewski, Night Coordinator, retired after 32 years of service;

Edith Degraaf, Direct Support Worker, retired after 5 years of service.

Respectfully Submitted,
Miriam Bugeja
Director of Human Resources



Annual Report - Community Participation Supports

The 2022 fiscal year was another of change and growth for Community Participation Supports (CPS), with most of the year spent navigating staffing shortages, participant needs, program re-openings, and multiple COVID pandemic waves.

In early 2022 following the retirement announcement of a long-service CPS Manager, the team embarked on a process that ultimately helped redefine CLC's "CPS".

Historically, the term "CPS" has only ever represented the day programs – Franklin, ADP, and/or Seniors.

Given the organizational changes and development over the past few years, CPS has become much more. It is now an entire compliment of outward facing supports and services including: housing, recreation & leisure (e.g., day supports), health & wellness, training and development (e.g., employment), and community inclusion and belonging.

All newly defined CPS supports and services are accessible to individuals living with CLC and those living in the community either independently or with their families.

Despite all the changes, brought on by the pandemic and the departmental restructure, the CPS team continued to explore new and exciting program opportunities for supported individuals as well as ways to engage more meaningfully with the broader Cambridge community.

What follows is a brief synopsis of each support area and their respective journey from April 2021 through March 2022.

Housing Supports inside CPS includes the Associate Home Program (AHP) and the Independent Living Choices (ILC) Program, which supports 58 people living in the community (8 & 50 respectively).

The Associate Home Program is so unique in that it combines a community-based living environment with a family and a supported individual. Members of the Cambridge community have opened their homes, families and hearts to individuals supported by CLC for years – some going on 20! A goal for this upcoming year will be to explore the AHP program in more detail to better understand how to move forward.

In the summer of 2021, the ILC Program launched *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 a more independent living opportunity.

This program has supported a few individuals to date who have either already moved, or will soon be moving, into an independent living situation of their choosing. *The 219* will also be the home of *Stepping Out*, which is a 10-day training program designed to help identify what independent living skills an individual currently has and which are still requiring development, related specifically to health and medical, self-care, financial and budgeting, employment, domestic and household skills, etc. Following the assessment period, the supported individual will receive a detailed summary of their readiness for independent living and areas for continued support.

Recreation & Leisure (Day) Supports have been the most impacted CPS program during the pandemic – being shuttered completely in the early days, to re-opened virtually – a platform completely new to CLC, to riding the many COVID waves and pivoting between in-person and virtual programming for over a year all with extra precautions and enhanced safety measures in place.

While frustrating and disheartening, the disruptions of the past two years have done some good. It allowed the time and space for CLC to better understand and work within the broader Day Supports Transition that is happening across the Developmental Services sector.



MCCSS and their 2019 Journey to Belonging document has outlined the way forward for offering supports and service to individuals in a more person-centered and directed way.

Previous to the pandemic, CLC's Day Supports did not align. The onset of COVID provided a natural circuit breaker to re-evaluate how to better support individuals given the sector's changing landscape. The safety measures and guidelines for COVID forced smaller groups, more focused time together to allow for better sanitizing and cleaning, and ensured the creation of cohorts based on interest rather than staffing schedules.

While there are still tweaks to be made there have been really impactful, positive changes – the Franklin and Hespeler Centers are buzzing, supported individuals are attending new innovative programs, and peer groups are expanding as folks are connecting with people who are interested in the same things they are!

Going forward, there is certainly a lot more work to be done to refine this new era of Day Supports at CLC, but it's moving in the right direction. CLC is continuing to create space, at home or in the community, for people to do the things they want to do with the people they want to do it with!

Training and Development (Employment) Supports is another area that has been significantly impacted by the pandemic. Like many others, supported individuals lost their employment, or had volunteer placements cancelled, in the early part of the pandemic.

The Employment team, who were redeployed originally, have been recalled and are working tirelessly to reconnect with the supported individuals receiving employment supports. They are also working to reconnect with employers, and the major educational institutions in the community, to create partnerships with CLC that will advocate for, and enhance, the inclusion of supported individuals.

As a part of the bigger CPS restructuring, a new Employment Supports Manager was appointed in March of 2022. As a job coach with CLC for more than 18 years, she brings a passion and enthusiasm to support individuals with training, employment, education, volunteerism, etc. The overarching goal for her and the team is to create a robust program for supported individuals that will help them pursue their goals related to competitive employment, training, volunteerism and educational opportunities.

Inclusion Supports which primarily oversees the Passport Services offered by CLC, had a successful year despite the setbacks created by another pandemic year. CLC maintains more than 200 Passport contracts, totalling close to \$1.2 million dollars of available funding for supported individuals. CLC offers a number of options for individuals to use their Passport funding including expense processing, providing community support workers, and program-related fees for CLC-run programming. During 2021, the two primary services utilized were expense processing and CLC program-fees. PassportONE, the regulatory body that governs the Passport program, continued to honor the expanded list of admissible expenditures (e.g., technology, media subscriptions, etc.) to ensure individuals could continue to connect in a way that was both meaningful and safe for them.

Supported individuals were also able to use their passport dollars for in-house programming offered at the Franklin and Hespeler Centre. Fall 2021 saw the largest return to in-person programming with over 200 registrations between the two Centre's!

During this past year, there have been highs and lows, and everything in between. Throughout it all, what remains constant and steadfast is the dedicated and resilient group of staff. None of what is accomplished each year is possible without them. Support is what we do, and that is what they do best.

Respectfully submitted,
Amy Valletta
Director, Community Participation
Supports



Annual Report - Group Living Program



In July 2021, Community Living Cambridge removed the term Residential from all job titles and programs. The rebranding from *Residential Services* to *Group Living* and *Residents* to *Individuals Supported* aligns with the Reconciliation to maintain a mutually respectful relationship between Indigenous and non-Indigenous peoples in this country. It was important for Community Living Cambridge to be a part of Reconciliation by identifying and changing any unjust or harmful use of language, policies and/or practices specific to Indigenous culture and history.

As Ontario continued to feel the impact of the COVID waves, Group Living navigated through the Pandemic highs with knowledge and expertise. The Managers and Staff are acknowledged and credited again for the dedication and willingness to ensure the safety of the Individuals Supported. The Group Living Teams diligently followed Infection Prevention and Control measures enduring lengthy wear of PPE, resulting in decreased COVID positive cases in the homes.

Another accomplishment to highlight that reflects the attentiveness of the Managers and Staff is the **98.8% success rate** the Group Living Program obtained during the Ministry Compliance review in February 2022.

Program Development

Throughout the year, Community Living Cambridge Group Living Program underwent growth and improvement. The focus continues to ensure Individuals Supported are living in homes that best meet their personal needs and personalities. This resulted in a number of successful internal moves and the development of new friendships.

Community Living Cambridge continues to sit at the sector tables to review Developmental Services Ontario (DSO) community needs and strive to address housing solutions to decrease the waitlist. This resulted in Community Living Cambridge reviewing current homes to determine the capacity to build new suites. Community Living Cambridge was granted funds through the Ministry Multi-Year Residential Planning (MYRP) to complete four new units.

In addition to new builds, the homes will undergo accessibility audits to determine the modification requirements to increase accessibility. A number of renovations occurred in the homes to refresh and update the living environment. Group Living continues to focus on the Strategic Plan of Individuals Supported aging in place and decreasing the need for Individuals Supported to move to Long Term Care facilities.

Jo-Anna Arbogast, Jennifer Mousley and Doug Cann-Dorey joined the Group Living Management Team during the 2021-2022 Fiscal Year. The newest members of the team bring both a wealth of Community Living Cambridge historical knowledge as well as insight into areas for future planning and improvement.





Partnerships and Looking Forward

Through the establishment of partnerships, Group Living continues to explore resources available to provide the highest level of care to the Individuals Supported.

The AwakeLab project with a focus on technology aiding both Individuals Supported and Staff to determine and mitigate escalations was relaunched in the Fall of 2021.

The Cambridge Mobile Food Bank and Group Living Program partnership provides Individuals Supported the opportunity to purchase local fresh produce with an outing into the community.

The Group Living Program will continue to concentrate on both current and future Individuals Supported. The Respite Program and accommodations will be examined in order to provide a program that encompasses and addresses the needs of the community.

The focus on the development and establishment of hybrid housing with mid-level supports will continue in the Group Living Program. The ultimate objective of the Group Living Team is and will continue to be providing Individuals Supported a place that everyone is proud to call home.

Respectfully submitted,
Christine Heath
Group Living Program Director

Annual Report - Operations and Finance

Over the last year, the Operations and Finance team has been reimagined and incredibly busy assisting and supporting the agency through unprecedented changes.

Ann Prawl (Controller) now manages the finance team with Yissel Barrios Cruz recently returning from maternity leave as the Manager of Finance and Administration and a new AP/AR clerk Simerjit Teja. Jen Mertz of the Passport team now reports to finance to help better support the agency side of the passport finances. We also welcomed back Jen Tacoma as the programs service clerk, covering the reception area of the operations centre.

Winston Reid continues to manage the operations team with his historical excellence. The one-person team of Joe Sousa had an incredibly busy year and they continually support the group homes with a smile.

The finance team spent the year focused on process improvement and supporting the extensive operations projects throughout the year. Process improvements included improving the VISA process and updating the finance policies. With COVID funding creating ongoing challenges, the team managed to ensure the agency finished the year with a small surplus even with the significant number of projects and funding challenges.



The operations team oversaw and coordinated over \$1,000,000 worth of projects throughout the year!

These included 18 group homes being renovated (everything from furnace replacements to complete wall-to-wall renovations). With the MYRP renovations, it will allow the agency to support additional individuals going forward. Noticeable improvements were also made to the Franklin Centre and Operations Centre during this time.

One of the bigger projects of the year was the selection and implementation of the agency's new HRIS, WorkZoom. Working closely with HR, the finance team has helped lay the foundation for the new system to significantly improve the payroll process, scheduling, vacation management, expense claims and overall policy enhancement. The new system is expected to go live in July 2022.

We were also excited to supply managers and staff with the tools to perform their daily duties. Managers' cell phones were upgraded to iPhones to allow easier communication with their staff and all group homes and SIL staff were provided Aware 360 devices for personal safety.

The upcoming year will see more group home/SIL renovations, the full implementation of Workzoom and another balanced budget. In other words, another very busy and exciting year ahead!

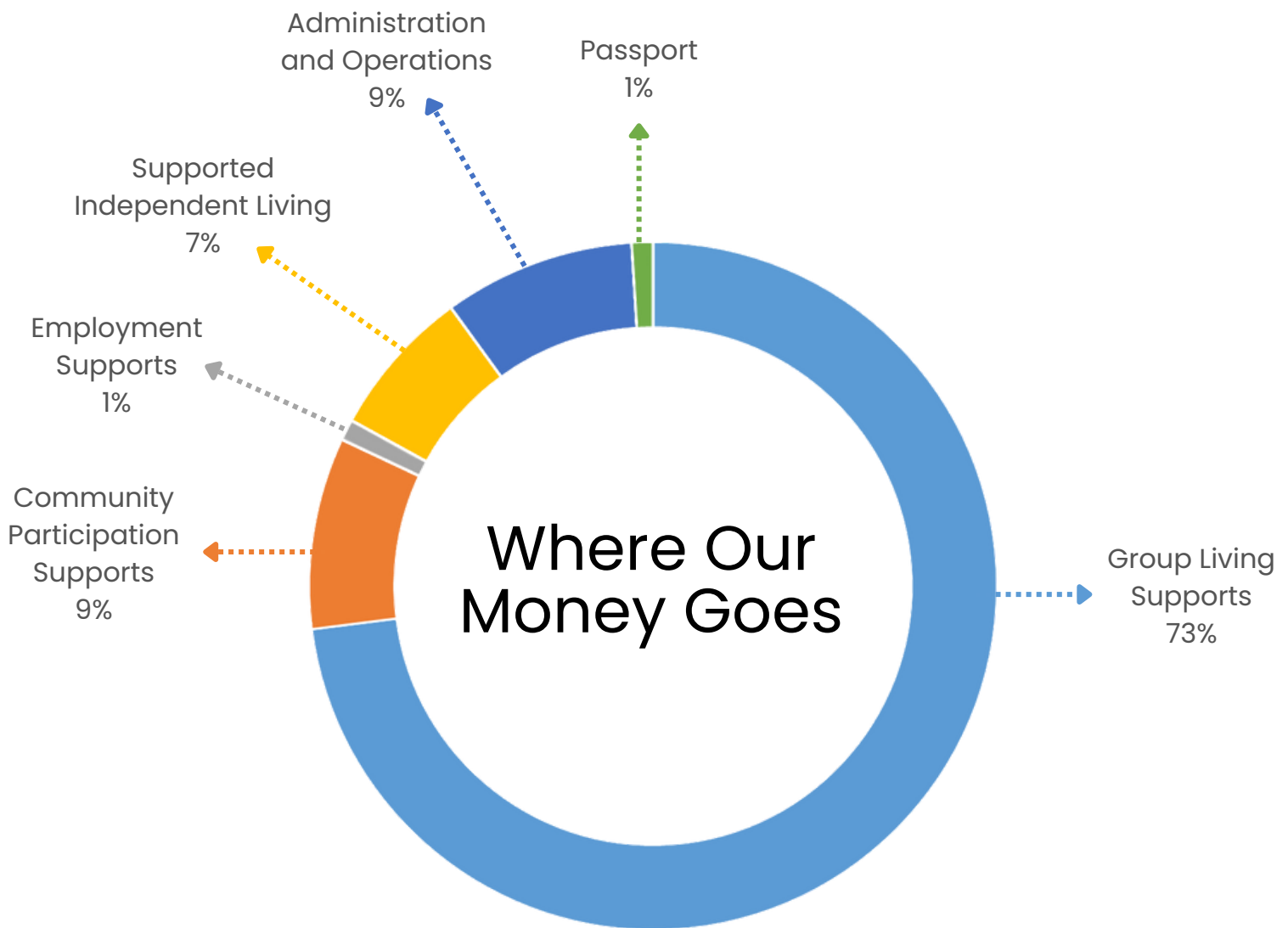
Respectfully submitted,
Troy Heath
Director of Operations and Finance



2021-2022 Financial Summary

Revenue	2021-2022	2020-2021
Province of Ontario - MCCSS	\$18,119,164	\$17,019,520
Sales and User Fees	\$1,883,390	\$1,764,779
Fundraising	\$123,387	\$141,718
Loss on Sale Capital Assets	-\$500	-\$11,497
	\$20,125,441	\$18,914,520
Expenses	2021-2022	2020-2021
Salaries and Benefits	\$15,985,986	\$15,417,505
Program, Operating, Professional Expenses	\$4,082,265	\$3,443,509
Fundraising	\$49,859	\$51,231
	\$20,118,110	\$18,912,245
Excess of Revenue Over Expenses	\$7,331	\$2,275

2021-2022 Financial Summary



Board of Directors

Community Living Cambridge is grateful for the volunteer members of CLC's Board of Directors who provide financial oversight and steer our organization towards a sustainable future.

Our Board is an integral part of the work we do. They work tirelessly to advance CLC's Mission Vision and Values, ensure our legal and ethical integrity, and ask important questions that help move CLC forward.

2021–2022 Board of Directors

Andrew Melchers (Chair),
Blayne Rennick (Vice-Chair),
Jane Hale-McDonald (Vice-Chair)
Ibrahim Ahmed (Treasurer)
Terry Lake (Past President)
Maria Claydon,
Rick Jacques
Maegan East


Thank You

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Cambridge



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