

# growing for the future

annual report 2022-2023



# annual report 2022-2023

## executive director



Cathy Turner

### Marking a year of transition and growth

This past year has been a year of transition. As an organization, we spent 2022-23 developing a new strategic plan, re-inventing how we work and connect following COVID and learning more about the future of our sector.

- Strengthen our options by being a collaborative partner in the Niagara Region's Housing and Transit plans
- Re-imagine and co-design community inclusion and choice in service delivery
- Explore new opportunities that will provide both sustainability and growth

### Strategic plan

We spent seven months conducting interviews, hosting focus groups, and sharing surveys inside and outside the agency as part of the development of our 2023-2025 strategic plan. I'm proud of the work done by our community in providing input and am excited about the new direction for the organization.

The strategic plan focuses on four pillars that work inwardly and outwardly to strengthen our agency, staff, resources and community. These include:

- Adopt best in class practices to become a workplace of choice for the area's employees

### Journey to Belonging

We also took time to learn more about the reform work underway in our sector. Journey to Belonging: Choice and Inclusion is the Ministry of Children, Community and Social Services' long-term vision for developmental services in Ontario. It outlines the framework for how people with developmental disabilities will be fully supported in their communities and live fulfilling lives. This plan will be implemented over the next 7 to 10 years.

The first step for the ministry was conducting a cost analysis by KPMG that our organization participated in. As we move through the Journey to Belonging, I know we'll continue to learn, participate and develop what works for the people we support in preparation for this transition.



As an executive director, it's exciting to see how this reform is focused on individuals.

### **Leadership change**

Over the last year, we've also seen a number of welcomed changes to our leadership team. In October 2022, we introduced a new Director of Finance and Corporate Services, Anu Rana, and in January 2023, Rhonda Sultana took on the role of Senior Manager of Supported Living Services. Anu and Rhonda join me, our Director of Human Resources, Debbie Bray, and our Director of Services, Cyndi Gryp, on our Senior Leadership Team.

In 2022, we began a leadership restructure which culminated in a slightly different management team. This work continues as we move toward readily available multi-site-ready staff teams by strengthening our staff availability through cross training. The restructuring also supports a focus on quality, risk and safety while providing a human resources infrastructure. This will help us deliver on our strategic pillar - adopting best in class practices to become a workplace of choice for the area's employees.

### **Affordable housing**

Thanks to the generosity of a community donor, we're rebuilding one of our Grimsby locations. This will provide five much needed affordable housing units, as well as space for program supports. We hope to be celebrating shovels in the ground for our 60th anniversary in 2025, with project completion in 2026. Watch for our requests for the community's support in the development of this exciting project.

### **Celebrating transitions**

Continuing on the theme of transition and growth, I'm energized by the committees that were formed in 2022. They have resulted in some amazing work in the areas of development as well as equity, diversity and inclusivity. These are focal areas in our strategic plan.

We were thrilled to be able to celebrate in person again and did we ever celebrate! In October we held a fall fair and in April we held our staff appreciation event, highlighting some long-standing employees. Other celebrations included pie days and ice cream days as well as the re-opening of our programs.



I'm proud of the organization's commitment to loyalty. It's great seeing how our long-standing staff build strength in new orientees and watching them grow together in the work they do. Our teams come together with strength, not only in times of crisis (although, do they ever!), but also in helping provide lives well lived for the people we support, every day.

Finally, thank you to each of you. To our staff, Board of Directors, individuals we support, families and our many community supporters. Our focus is to provide our supports to help people live their best lives. Their homes, their programs, their services - all made possible by the dedication of you.

**Thank you. I'm so grateful to be a part of this team.**

## board of directors 2022-2023

**Lilia Masternak**  
President

**Robert Josefchak**  
Vice-President

**Nancy Raimondo**  
Treasurer

**Donna de Jong**  
Secretary

**Cathy Turner**  
Executive Director

**Christine Hahn**  
**Sarah Hodgson**  
**Heather Allan**  
**Jodie Middleton**  
**Aaron Morrow**  
**Pat Barnes**  
**Georgios Panagiotaros**  
**Nastaran Haghani**  
**Sandra Davies**  
Directors



## stay in touch

 @CLGrimsby

 @clgrimsbylincoln

 **Community Living  
- Grimsby, Lincoln  
and West Lincoln**

## president's message



Lilia  
Masternak

### **Welcoming new faces and saying goodbye to familiar ones**

It's been an exciting year with things getting back to near-normal after COVID with more in-person meetings and events.

Our board collaborated and worked hard with the Executive Director and People-Minded Business to develop a new strategic plan that will guide us for three years. As we near the end of year one, we're pleased that some of our goals have been met – or are well on their way to being met.

### **Learning opportunities**

Throughout the year, our board has learned more about the various programs and services offered by Community Living Grimsby, Lincoln and West Lincoln (CLGLWL). We appreciate the presentations as it's helped us better understand the work and challenges within the organization.

On one occasion we had an entertaining and interesting presentation by 'All Hands In' and learned about the hard work that goes into making their products. We all purchased various jars of their products and have even gone back for 'seconds.'

### **New faces**

In the last year, our board has lost three members. However, I'm happy to report that through our Nominations Committee we've recruited five new members. These individuals bring a wealth of knowledge and experience in many different areas and will work with our board in supporting Cathy Turner as well as the staff and individuals we support.

The board has also approved the review and revision of our by-laws, which was undertaken by our By-Laws Committee, to bring them in-line with the Ontario Not-for-Profit Corporations Act.

### **Saying goodbye**

This is my last year as Chair of the Board. I've enjoyed the experiences and opportunities to work with other members of the board to accomplish goals while getting to know some of the staff and individuals we support.

I look forward to a new executive who I'm sure will work hard to lead the board in the direction it's heading to support the executive director and the staff and individuals supported by Community Living, Grimsby, Lincoln and West Lincoln.

# 2023-2025 strategic plan



*After seven months of consultation with our community, we released the strategic plan that will direct our operations and priorities for three years. This plan expands upon our mission of providing person-centred services that support people with intellectual disabilities. **Work has already begun on bringing our strategic priorities to life.***



**Adopt best in class practices to become a workplace of choice for the area's employees**

We don't want to just be better; we have set our sights on being a top choice for employees in the areas we serve.



**Re-imagine and co-design community inclusion and choice in service delivery**

The world around us is changing and the people we support want to be part of it. We will work with everyone affected – people supported, families, and staff – to help design attractive choices for everyone.



**Strengthen our options by being a collaborative partner in the Niagara Region's Housing and Transit plans**

CLGLWL recognizes that advocating isn't enough. We must support local partners to help co-create transit and housing options that will improve the lives of people we care about.



**Explore new opportunities that will provide both sustainability and growth**

CLGLWL recognizes that for us to provide the best support for the people we care about we need to have financial stability, both now and in the future. By focusing on how to grow our funding we will be able to continue to do so for as long as there's a need.

*We look forward to providing updates on our strategic priorities' successes in our next annual report.*



## Expanding training and development opportunities

In 2022, we launched a new Training and Development Committee. We're proud to see the training that's been provided to our staff, families and people supported which supports the developmental services sector reform and builds a stronger workforce.



**While the amount of training and development activities are many, some of the highlights for staff include:**

- energy health management
- conflict management and community inclusion
- consent and capacity for leaders
- cultural sensitivity
- why we need to talk mental health



**For families and individuals, training was provided on:**

- law guide and development services acronyms list
- family NRT information
- family consent and capacity

*We have lots of exciting training and development opportunities planned for the coming year to help strengthen and grow our community.*



## staff stories

We're grateful for CLGLWL's dedicated staff, including new and long-term employees, who passionately make a difference daily. We love sharing their stories.

### It takes a team to keep the wheels running smoothly



**Mary-Lou  
Hendriks**

Wow, where has  
the time gone!  
I can't believe

I've been working for the  
organization for 26 years.

I clearly remember my job  
interview and my nervousness.  
I was drawn to such a  
compassionate community  
friendly organization that  
focuses on pushing for positive  
change in helping people with  
disabilities. I'm so thankful to  
have been given the position  
as a part-time secretary  
that same day and for the  
opportunity to grow within the  
organization. Over the years  
I've worked as administration  
assistant, program assistant in  
administration, maintenance  
and infrastructure and IT  
and now as property and  
infrastructure lead. I've learned  
a lot about the wide range of  
work done by CLGLWL.

The organization owns  
and rents 21 properties for  
supported independent  
living. We also have a fleet of  
33 vehicles to help provide  
service to our programs. The  
fleet is made up of 17 minivans,  
six accessible minivans, six  
cars, three accessible large  
capacity vans, and one large  
cargo van all requiring regular  
service, repairs, tires and MTO  
inspections for the accessible  
vans.

There's a substantial amount  
of work and coordination  
involved in keeping all the  
properties and vehicles  
well maintained. It takes a  
collaborative team to juggle  
the many tasks, challenges  
with daily maintenance,  
repairs and service along with  
renovations and other projects.

Each and every day I look  
forward to working with such a  
great team here at CLGLWL, as  
well as the many contractors

and service providers. We  
work together to ensure all the  
properties owned or rented are  
well maintained and provide  
a safe environment for the  
people that we support as well  
as staff.

I'm also very grateful for being  
part of such an amazing group  
of people all these years. From  
the people we support and  
family members in sharing  
many of their stories, to  
staff, board and community  
members, everyone plays a  
key role in developing and  
supporting our community.

I will end by saying I just love  
what I do here at CLGLWL. The  
best part each and every day is  
making a difference in the lives  
of others - seeing many smiles  
on every person.





I just love what I do here at CLGWL. The best part each and every day is making a difference in the lives of others - seeing many smiles on every person.

Mary-Lou Hendriks  
Employee

”

## Decades of commitment

### Nancy Thomas

It's hard to believe I've worked for CLGLWL for 34 years. During that time, I've worked at many supported group living homes as a team leader. I recently made the jump to join the supported group living management team.

In the few months I've been in my new role I've learned a lot! I look forward to the challenges and experiences this new adventure will bring.

Anyone who knows me is aware of how much my dogs Berkley and Fenway mean to me. They ground me and are a great joy every day. This is why I'm sharing a picture of my dogs as it's the photo that best represents me.



# individuals' stories

## Road to independence

### Joel

We've been fortunate to watch Joel grow and develop over the years. He's been participating in CLGLWL since 1998 when he was 11-years-old.

When an apartment became available in a group home living situation, Joel was a great fit. In March, he made the huge life transition – moving out of his family's home into an apartment of his own.

Joel loves living at his new home. He says the staff are friendly and he likes having his own room downstairs.

When asked what he enjoys doing, Joel says going for ice cream and watching CHCH news on TV. He recently went to a concert at Carmens, another new experience that he loved.

We're excited to watch Joel continue to gain his independence and try new experiences.



Joel loves living at his new home.







## Establishing new roots

### Bruce

Bruce has been supported by CLGLWL since 1991. For a number of years, Bruce lived in Grimsby. He's recently moved into a newly renovated apartment in Beamsville, where he used to live.

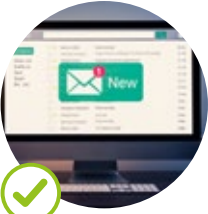
Bruce is happy about the move and calls his new home a good place to live. He walks every day, exploring downtown Beamsville. He said his favourite places are the Dollarstore and then heading to Pure Joy café for a coffee.

When he's done exploring, he likes watching movies at home. He's particularly happy about now having Netflix.

While change is not easy, Bruce was able to choose many things about his new place. This has helped with the transition and he's loving his new home.



# Prioritizing equity, diversity and inclusion



Weekly newsletters highlighting culture, traditions, and celebrations



Monthly multicultural recipe shares (was kicked off with a potluck lunch)



Presentation by Brock University on community services and supports



Inclusion of land acknowledgment in meetings



Encouragement of pronoun use and its importance



Staff survey on values, what's important to you



Committee roadmap to EDI training (through Charity Village)



Cultural sensitivity speaker for all staff



*This year at CLGLWL, we launched a committee to enhance equity, diversity, and inclusion, focusing on awareness, dialogue, and learning.*

**We're proud of the initiatives we've launched and the progress we've made in these critical areas.**



2SLGBTQ+ speaker and visible safe space notices in offices; you can be yourself here





It's great seeing the connections the kids make, sometimes building relationships that continue outside of the weekend.

”

## Providing weekend respite for families

Do you like going to the movies, singing karaoke, exploring attractions in our area and meeting new friends? These are just some of the activities that kids supported by our weekend respite program enjoy.

Our busy weekend respite program supports around 65 children, six per weekend, from St. Catharines, Grimsby, Lincoln and West Lincoln.

While the service offers much needed respite for families, we love seeing how much the kids appreciate having some time and space of their own.

Families are able to choose the number of dates and have input into the respite schedule.

Each child gets their own bedroom, while enjoying a variety of indoor and outdoor activities. It's great seeing the connections the kids make, sometimes building relationships that continue outside of the weekend.

So, what does a weekend look like? It can include an outing to Clifton Hill, Merritt Island, Safari Niagara, Royal Botanical Gardens, or one of the many amazing attractions in our region. Kids also enjoy themed

meals and crafts, learning more about a culture or country.

The one challenge we continue to struggle with is staffing. Being a weekend program makes it even harder to attract staff. However, the staff who work at respite have commented on how rewarding it is to work with kids, providing a fun and safe environment.

The weekend respite program runs 48 weekends a year. We also offer a summer day camp.

We are proud to offer this much needed, welcome and rewarding program for families in the communities we serve.

**thank you, donors**



# Your donation helps the people we support live their best lives.

We're grateful for all the individuals, staff, businesses, families and community members who made a financial contribution to support our programs and services.

Alexander and Joan  
MacDonald

Barbara Grimstead

Beamsville Medical Pharmacy

Bericap Inc

Candace Anderson

Canadian Online Giving  
Foundation

Care 24

Cathy Marino

Cathy Turner

Charles Hopkins

Costco – Stoney Creek

Gary and Lilian Grant

James and Cheryl Martin

Janice and Michael Tisdall

Jennifer Broom

Joan Hamilton

Margaret Pedersen

Mary Lou Hendriks

Myra McRae

Niagara Regional Labour  
Council

Pat Barnes

Paula and Sean Grant

Puja Suri-Lof

Rotary Club of Grimsby

Robert Haylor

Salit Steele

Sharon Grimstead

Sigrid Smith

The Benevity Community  
Impact Fund

The Woodshed

United Way of Niagara



## employee service awards 2023

### Five Years:

Todd Lymburner  
Victoria Strohak

### Fifteen Years:

Cheryl Taggart  
Brooke  
Vanderheiden

### Twenty-Five Years:

Mary-Lou Hendriks  
Breanne Murphy

### Ten Years:

Sandra Horner  
Brian Ingham

### Twenty Years:

Jeff Bisson  
Leah Mahon  
Kelly McCarty

### Thirty Years:

Jody Dykstra

### Thirty-Five Years:

Cheryl Barnsley  
Flavia Battaglini





# agency funding

overall  
increase



+11.63 %

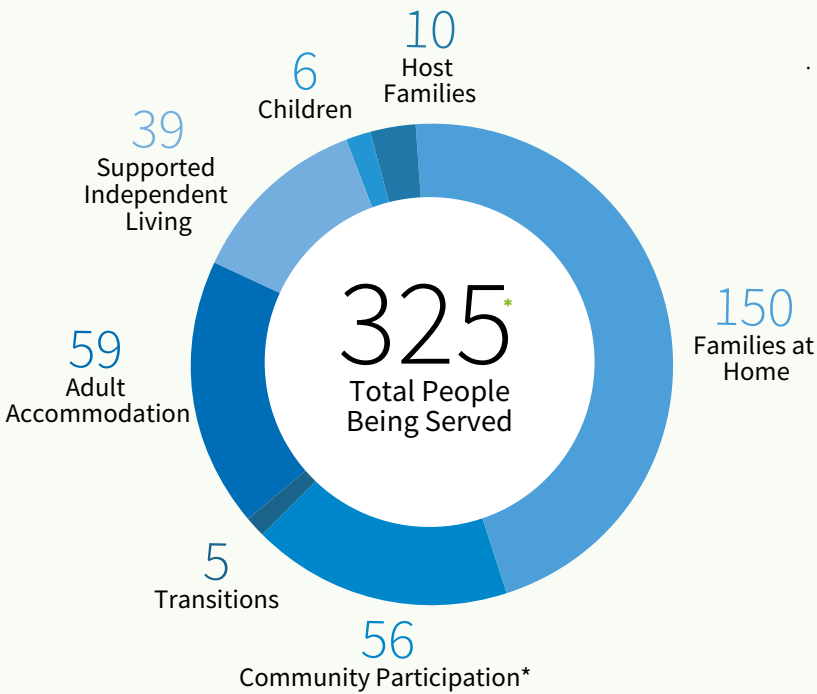
2022-2023	\$14,595,985
2021-2023	\$13,074,799
2022-2021	\$12,424,321
2019-2020	\$11,900,263



# our impact

total people  
being served

*\* Lower than previous  
years due to COVID  
restrictions*





## statement of financial position

year ended March 31, 2023 (in Canadian dollars)

<b>Assets</b>	Program Funds \$	Capital Fund \$	2023 \$	2022 \$
Cash and cash equivalents	436,856	21,068	<b>457,924</b>	263,884
Accounts receivable	440,738	-	<b>440,738</b>	609,982
Prepaid expenses and deposits	35,621	-	<b>35,621</b>	50,046
HST recoverable	198,561	-	<b>198,561</b>	207,550
	1,111,776	21,068	<b>1,132,844</b>	1,131,462
Capital assets (Notes 3, 4)	-	5,384,926	<b>5,384,926</b>	5,582,652
	1,111,776	5,405,994	<b>6,517,770</b>	6,714,114

<b>Liabilities</b>	Program Funds \$	Capital Fund \$	2023 \$	2022 \$
Accounts payable and accrued liabilities	1,048,965	-	<b>1,048,965</b>	1,222,891
Deferred revenue	132,588	159,227	<b>291,815</b>	259,228
Government remittances payable	100,343	-	<b>100,343</b>	168,706
Current portion of mortgages payable (Note 5)	-	52,527	<b>52,527</b>	50,252
Current portion of long-term debt (Note 6)	-	322,909	<b>322,909</b>	921,794
	1,281,896	534,663	<b>1,816,559</b>	2,622,871
Long-term debt (Note 6)	-	745,992	<b>745,992</b>	264,582
Mortgages payable (Note 5)	-	139,389	<b>139,389</b>	192,108
Due to the Ministry of Children, Community and Social Services (Note 7)	-	2,192,101	<b>2,192,101</b>	2,192,101
	1,281,896	3,612,145	<b>4,894,041</b>	5,271,662
Contingency and commitments (Note 10)				

<b>Commitments Net Assets</b>	Program Funds \$	Capital Fund \$	2023 \$	2022 \$
Unrestricted	(434,174)	1,793,849	<b>1,359,675</b>	1,288,627
Internally restricted children's residential program reserve	264,054	-	<b>264,054</b>	153,825
	(170,120)	1,793,849	<b>1,623,729</b>	1,442,452
	1,111,776	5,405,994	<b>6,517,770</b>	6,714,114

## statement of operations

year ended March 31, 2023 (in Canadian dollars)

Revenue	Ministry Funded Programs	Non-Ministry Funded Programs	Capital Fund \$	2023 \$	2022 \$
Province of Ontario grants					
Ministry of Children, Community and Social Services (Note 11)	10,307,774	-	-	<b>10,307,774</b>	9,700,524
Third-party fee for service					
Children's Housing Program	-	831,07	-	<b>831,070</b>	728,902
Passport flow-through funding (Note 8)	-	822,825	-	<b>822,825</b>	612,718
United Way grants	15,500	2,000	-	<b>17,500</b>	20,833
Program revenues (Note 9)	1,663,981	614,451	-	<b>2,278,432</b>	1,709,901
Program revenues - internal transfers (Note 14)	(35,000)	(165,000)	200,000	-	-
Other grants, donations and membership fees	279,639	50,043	7,702	<b>337,384</b>	301,921
	<b>12,231,894</b>	<b>2,155,389</b>	<b>207,702</b>	<b>14,594,985</b>	<b>13,074,799</b>

Expenditures	Ministry Funded Programs	Non-Ministry Funded Programs	Capital Fund \$	2023 \$	2022 \$
Amortization	-	-	197,726	<b>197,726</b>	218,425
Homeshare and support fees	287,864	10,421	-	<b>298,285</b>	345,242
Insurance	138,877	4,800	-	<b>143,677</b>	126,135
Interest	58,101	6,949	-	<b>65,050</b>	50,916
Occupancy costs, repairs and maintenance	1,578,591	256,621	-	<b>1,835,212</b>	977,129
Program costs	548,397	74,584	-	<b>622,981</b>	644,057
Purchased services	2,076,654	1,146,355	-	<b>3,223,009</b>	2,439,074
Respite fees	148,998	-	-	<b>148,998</b>	189,059
Salaries and benefits	7,032,029	453,090	-	<b>7,485,119</b>	7,597,902
Staff training	21,639	-	-	<b>21,639</b>	27,851
Vehicle operation and travel	339,256	32756	-	<b>372,012</b>	325,405
	<b>120,230,406</b>	<b>1,985,576</b>	<b>197,726</b>	<b>14,413,708</b>	<b>12,941,195</b>
Excess of revenue over expenses	1,488	169,813	9,976	<b>181,277</b>	133,604

## statement of changes in net assets

year ended March 31, 2023 (in Canadian dollars)

<b>Unrestricted Surplus</b>	Program Fund \$	Capital Fund \$	<b>2023 \$</b>	<b>2022 \$</b>
Net assets, beginning of year	(337,017)	1,779,469	<b>1,442,452</b>	1,318,183
Excess of revenue over expenditures	171,301	9,976	<b>181,277</b>	133,604
Transfer between funds	(4,404)	4,404	-	-
Amount to be repaid to the Ministry	-	-	-	(9,335)
<b>Net assets, end of year</b>	<b>(170,120)</b>	<b>1,793,849</b>	<b>1,623,729</b>	<b>1,442,452</b>

## statement of cash flow

year ended March 31, 2023 (in Canadian dollars)

<b>Cash Flow - Cash provided by (used for) the following activities</b>	<b>2023 \$</b>	<b>2022 \$</b>
Operating activities		
Excess of revenue over expenses	<b>181,277</b>	133,604
Amortization	<b>197,726</b>	218,425
	<b>379,003</b>	352,029
Changes in working capital accounts		
Accounts receivable	<b>169,244</b>	(61,350)
Prepaid expenses and deposits	<b>14,425</b>	(3,035)
HST recoverable	<b>8,989</b>	(85,561)
Accounts payable and accrued liabilities	<b>(173,926)</b>	107,968
Deferred revenue	<b>32,587</b>	115,975
Government remittances payable	<b>(68,362)</b>	(14,401)
	<b>361,960</b>	411,625
Financing activities		
Repayment of line of credit	-	-
Repayment of mortgages and long term debt	<b>(167,920)</b>	(173,776)
Advances of long term debt	-	56,682
	<b>(167,920)</b>	(117,094)
Investing		
Purchase of capital assets	-	(80,942)
Increase (decrease) in cash	<b>194,040</b>	213,589
Cash and cash equivalents, beginning of year	<b>263,884</b>	50,295
Cash and cash equivalents, end of year	<b>457,924</b>	263,884



## in memoriam

In loving memory of those gone too soon. We will cherish the memories we hold for individuals who have graced this world and the doors of our agency, and hold them deeply in our hearts. Our condolences to the families and caregivers of those we've lost. Today we honour our friends and loved ones. You shall never be forgotten.

**Jamie Mitchell**

August 2023

**Mark Watson**

March 2023

**Diane Howieson**

March 2023

**Ben Moraal**

February 2023

**Chris Damoff**

January 2023

**Sheila Forrest**

December 2022

**Donald Allen**

September 2022

**Bruce Yungblut**

September 2022

**Lynn Costa**

August 2022

**Henni Mulder**

May 2022

**Karen Pageau**

April 2022

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**cl-grimsbylincoln.ca**

**COMMUNITY LIVING**  
Grimsby, Lincoln and West Lincoln  
*Inspiring Possibilities*