



Who We Are



Meet Tien and Kevin. Tien lives at the Joanne Wilson, Supportive Housing Program and Kevin is the Program Manager there.

PACE is a non-profit community support service organization that has been providing support services to adults with disabilities who are committed to living independent lives for more than 40 years. PACE provides support services to more than 295 individuals, who have a variety of disabilities including multiple sclerosis, cerebral palsy, spinal cord injuries, acquired brain injuries (ABI), muscular dystrophy and Huntington Disease (HD).

Table of Contents

Financial Statements	PAGE 14	Who We Are	PAGE 02
Celebrating Staff Years of Service	PAGE 13	Message from Board Chair and Chief Executive Officer	PAGE 04
PACE by the Numbers	PAGE 12	Board of Directors	PAGE 06
Strategic Plan	PAGE 11	What We Do	PAGE 07

Message

**FROM JAN DYMOND, BOARD CHAIR AND
LAURA VISSER, CHIEF EXECUTIVE OFFICER**

In February, PACE celebrated 40 years of making a difference in the lives of the clients and communities served by the organization.

Jan Dymond, Board Chair



This 40th year of service delivery presented a combination of challenges, continued change, opportunities and accomplishments for the organization, PACE team members, and clients. PACE clients and team members continued to work together throughout the year and we are incredibly grateful for the commitment, understanding and teamwork demonstrated by all.

As with all health and community support service providers, a key focus over the year was the organization's sustained pandemic response. PACE continued to work with partner organizations to advocate for improved access to vaccination for frontline staff and clients, to offer accessible vaccination clinics with available attendant support for individuals with disabilities in Toronto, and to organize mobile vaccination and in-home vaccination options for many clients. Consistent demonstration of COVID-related Infection Prevention and Control (IPAC) protocols was the organization-wide quality initiative for 2021/22. PACE clients and team members were fantastic in their efforts to remain vigilant with IPAC practices throughout the year to maximize the safe delivery of high-quality support services. We know many grew tired of the continued requirements for screening, masking, physical distancing, and other protocols. It is clear to us that your individual

actions were the key factor that enabled PACE to effectively navigate the pandemic waves that occurred during the past year. Thank you!

A second area of focus for PACE this year was the continued response to staffing pressures. While the frontline staffing challenges experienced during the initial phases of the pandemic were due largely to the impact of provincial COVID restrictions, PACE service delivery is now being most impacted by the province-wide health human resource (HHR) shortages. Efforts to mitigate the impact of these challenges included:

- establishing a common relief pool across all unions,
- continuous review and improvement of after-hours scheduling processes,
- assessing staffing level trends and initiating work to stabilize evening and weekend coverage,
- continued work to redesign the staffing model for the Attendant Outreach program,
- reviewing existing attendance management practices and initiating a multi-year improvement project,
- increased recruitment supports and the

Message

FROM JAN DYMOND, BOARD CHAIR AND
LAURA VISSER, CHIEF EXECUTIVE OFFICER
(CONTINUED)

Laura Visser, Chief Executive Officer



- introduction of new recruitment strategies, and
- provincial and regional advocacy regarding the impact of staffing shortages on service delivery.

Despite these efforts, the reality is that PACE clients, frontline staff, and program management team members have borne the brunt of the impact of staffing pressures this year. This includes the impacts on clients when service has needed to be provided by third-party agency staff instead of a familiar PACE team member; when PACE has needed to transition to the temporary delivery of ‘essential services only’ at one or more Supportive Housing program locations; when Attendant Outreach bookings have needed to be cancelled; and when new clients have needed to wait a long time for their Attendant Outreach services to be initiated. While we deeply appreciate the understanding, patience, and perseverance that many have demonstrated in these situations – we sincerely regret that this has been the reality. For this reason, stabilizing frontline staffing levels is the top priority for the organization in 2022/23.

PACE was privileged to have several new team members join the organization this year including new program management, corporate support, and senior leadership team members. The diversity of skills, strengths, and experiences these

individuals bring to PACE has contributed to the organization’s achievements this year and will help to position PACE for continued success in the future.

We are so proud of several accomplishments PACE team members have achieved in collaboration with partner organizations. This includes:

- the continued and expanded partnership with West Park Healthcare Centre that is providing access to behaviour therapist delivered training and support for both PACE clients and staff,
- the approval of a proposal submitted by Greenwin Corp and other partners to develop new rental housing in East Toronto that will include affordable and accessible units for future PACE clients, and
- the opportunity to provide advice on proposed health system strategies and initiatives as an invited member of both the Ontario Health CEO’s Health System Advisory Council and Ontario Health HHR Advisory Committee.

From a Board perspective, 2021/22 has been a year of renewal as we prepared to transition to a new board chair and for the departure of one of our longest-serving board members, Asher Alkoby. As

Board of Directors

Jan Dymond
Chair

Asher Alkoby
*Vice-Chair to
November 2021*

Luxman Paramasivam
Treasurer

Laura Tamblyn Watts
Secretary

Monica Bienefeld
Director

Gabby Carafa
Director

Amy Coupal
Director
*Vice-Chair from
November 2021*

Jennifer Jones
Director

Ekta Khullar
Director

board vice-chair and chair of the board's Quality, Safety, and Risk Committee, Asher ensured that focus never wavered from what was in the best interest of PACE clients and frontline staff. With Asher's departure, we are pleased to welcome Marcia McLean to the PACE board.

Renewal was also a strategic theme for board deliberations. The strategic focus in 2021/22 was on positioning PACE for success within the evolving health system transformation and ensuring that the needs of clients are well represented in health policy decision-making discussions. Through the board Partnership and Innovation Committee, we explored and considered various options for ensuring that PACE is able to serve the current and future needs of clients. This work will continue in the year ahead. The Quality, Safety, and Risk Committee introduced improved approaches to measuring our performance, while the Nominating and Board Affairs Committee worked on testing a new framework for ethical decision-making.

Externally, we look forward to engaging with Ministry of Health and Ontario Health partners to contribute to their response to the recommendations outlined in the 2021 Auditor General's Review of Assisted Living Services; to participate in Ontario Ministry of Health efforts

to update provincial guidelines for supportive housing and attendant outreach as per the government's commitment to modernize home and community care, and to continue our collaboration with system partners to better integrate health and social support service delivery.

For the 2022/23 year, the Board of Directors has approved the following organizational goals for PACE:

- stabilizing frontline staffing levels (through the redesign of the Attendant Outreach staffing model, strengthened attendance management, and exploration of improved staffing solutions for weekend and holiday coverage),
- reducing risk of client falls and staff injury during transfers, and
- beginning to implement the new multi-year Information Technology Strategy.

We are incredibly proud of how the PACE team continues to respond to challenges, changes, and opportunities. On behalf of the Board of Directors and Senior Leadership Team, we sincerely thank PACE clients, staff, and partners for their continued collaboration and support.

What We Do

Supportive Housing Services

The Supportive Housing Program provides essential support services to eligible individuals living in PACE's designated supportive housing locations. This program supports adults with disabilities to live independently in the community.

PACE staff are available to provide support 24-hours per day seven days a week for pre-booked daily services as well as unscheduled, urgent services in all our supportive housing sites. Clients live in their own apartments and have an independent tenant agreement with the landlord for their apartment building.

Meet Jennifer and Mike. Both are Specialized Service Workers at the Bello Horizonte, Supportive Housing Program.



What We Do

Attendant Outreach Services

PACE provides personal support services associated with the activities of daily living at the client's home, school, or workplace. These services are provided on a pre-booked basis throughout the Greater Toronto Area from 6:00 a.m. to midnight.

Fee for Service Attendant Service Program

These personal support services are pre-scheduled on a temporary basis to meet the needs of people with disabilities. Services are purchased by private corporations, partner organizations and individuals.

Meet Laura and Grace. Laura, a resident at the Bello Horizonte Program, recently passed away after 24 years of service provided by Grace (Community Support Worker) and the entire Bello team. Laura is sincerely missed.



What We Do

Enhanced Services

Meet Anne, Anne (Independent Living Assistant) is a member of the Attendant Outreach team.



ABI Supportive Housing Services

Supportive Housing for adults living with the effects of an acquired brain injury is provided at our Edwards Manor location. PACE provides 24-hour support to clients living in their own studio apartment within this integrated community apartment complex.

Support services include personal, general and wellness assistance. Enhanced services provided are customized to address individual life skill, cognitive and behavioural needs associated with the individuals' ABI. PACE staff work with each client to develop care plans /set goals that determine the scope of the individual supports to be provided. Clients learn or relearn ways to live independently again.

ABI Community Program

Following the assessment process, recommendations, and a plan for specific individualized service needs and goals are developed. Depending on the goals that have been established, the length of the program could be 6-12 weeks long. Further assessments may be conducted on an as-needed basis. Service is provided in the home, or community once or twice a week (depending on the needs).

ABI Day Programs

The ABI day programs are held virtually and in-person at the Paula Cassin Learning Centre and offer learning opportunities/ training, recreational activities, and social support. Programs are designed to meet the needs of clients and are created based on input from clients. Programs provide opportunities to learn and practice new skills and/or to “re-learn” and practice old skills and information impacted by the ABI.

Clients are partnered with Coaches, who help define clear goals, keep them on track, and provide extra support if needed. Once a client has successfully acquired the desired skill they can apply (if they choose to) for the Community program to work with a Coach to transfer that skill to their home or community.

What We Do

Enhanced Services

Meet Maria. Maria lives at the Edwards Manor, Acquired Brain Injury Supportive Housing Program.

Enhanced Supportive Housing Program

The PACE Bello Horizonte supportive housing program location supports:

- Individuals with Huntington Disease (the supportive housing part of this program is unique in Toronto and Canada); and
- People who require enhanced services as well as personal support.

PACE staff provide information to clients to assist them to make healthy and safe decisions about their services. Also provided are life skills assistance - on such areas of focus as banking, shopping, nutrition, social/recreational, education/volunteering. Assistance navigating the health care system and connecting with community agencies and resources is also provided to clients who want it.

Huntington Disease (HD) Drop-in Program

This free monthly event is hosted by PACE for people living with HD and their family members to socialize and connect with other members of the HD community.

HD Community Program

PACE provides community-based support services for adults living with the effects of HD. Services are provided in clients' homes throughout Toronto and on a pre-booked basis. Services are customized to address individual needs including physical, cognitive and psychiatric challenges that a person with HD may experience.



Client Resource Services

PACE provides practical case management support to clients. The assistance available includes support with system navigation, finding appropriate community resources to address specific needs, and adjusting to changes associated with an evolving disability and/or ageing. PACE staff meet with clients in their home or in the community, wherever assistance is required.

PACE Strategic Plan

Vision

Independence and choice – options for everyone.

Mission

To deliver excellent support services to people with disabilities so they can live their lives.

Values

Respect

We embrace all differences and treat every person with dignity and courtesy.

Client Choice

We honour each client's right to direct their services to the extent that they can.

Courage

We make the choices needed to evolve and thrive.

Integrity

We keep our promises and meet our commitments.

Teamwork

We work together and with partners to provide the best client experience.

Our

Priorities

Our Goals

Deliver Top Quality Services

- Recognized by clients for consistently providing excellent and safe client experiences.

Create the Strongest Team

- Staff and management to work together as a team – demonstrating trust, healthy dialogue as well as shared commitment, accountability and results.

Sustain Organizational Vitality

- Maximize the amount of service that can be delivered without compromising quality.
- Achieve sustainable and optimized Human Resources.
- Enhance organizational resilience through efficient and effective corporate support.

Demonstrate Service Leadership

- Increase access to address unmet attendant service needs in LHINs/Ontario Health Regions.
- Evolve and expand services in response to emerging client needs and support requests.

Provide System Leadership & Partnership

- Increase attendant service capacity through the creation of solutions to existing system gaps.
- Actively participate in advancing integrated and population-based health care initiatives in a manner that respects PACE's commitment to client-choice.

PACE by the Numbers

Annual Revenue
\$15,603,790

PACE Service Delivery*



SUPPORTIVE HOUSING DAYS

35,518

ACQUIRED BRAIN INJURY
SUPPORTIVE HOUSING DAYS

3,223

59,315

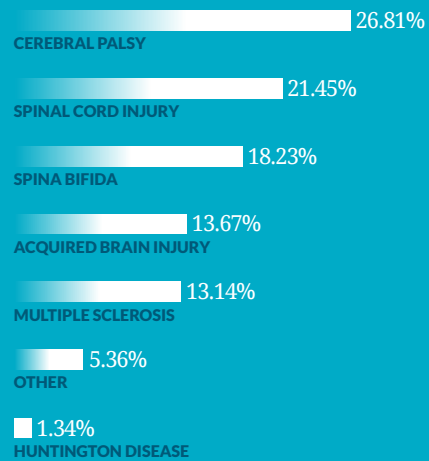
ATTENDANT OUTREACH
HOURS



295

TOTAL NUMBER
OF UNIQUE CLIENTS
SUPPORTED*

Primary Client Disabilities



SUPPORTED BY
A TOTAL OF

285

EMPLOYEES

Ages of Clients Supported

101
ATTENDANT OUTREACH

25%

18-39

50%

40-64

25%

65 and over

99

ATTENDANT SERVICE
SUPPORTIVE HOUSING

9

ACQUIRED BRAIN INJURY
SUPPORTIVE HOUSING

10

COMMUNITY PROGRAM
(HUNTINGTON AND
ACQUIRED BRAIN INJURY)

110

CLIENT RESOURCES

44

ACQUIRED BRAIN INJURY
DAY PROGRAM

Celebrating Staff

YEARS OF SERVICE

RETIREEES

- Yvonne Anderson / *Outreach*
- Mcrena Constantine / *Caboto*
- Merline Mitchell / *Henry Lane*
- Sallie Morrison / *Head Office*
- Elaine Scott / *Bathurst Prince Charles*
- Rhonda Sutton / *Bathurst Prince Charles*

- Mariya Abdi / *Windward*
- Vladimir Cuello / *Broadway*
- Tashi Dhundup / *Joanne Wilson*
- Alvin Esporlas / *Windward*
- Leah James / *Broadway*
- Reynaldo Laxamana / *Outreach*
- Anne Lefresne / *Head Office*
- Georgia Levine / *Joanne Wilson*
- Sherone McCarthy / *Broadway*
- Mavis Norty / *Caboto*
- Sarah Van Noten / *Joanne Wilson*
- Laura Visser / *Head Office*
- Hannah Werkeneh / *Windward*
- Ryan Wilcox / *Windward/
Joanne Wilson*
- Shelly-Ann Young / *Windward*

- Ajoke Akinyeye / *Bathurst*
- Francis Erhunse / *Broadway*
- Belay Esuendale / *Bathurst*
- Zahera Mohammed / *Broadway*
- Cacayurin Remelieh / *Bathurst*

- Adelaide Antwi / *Outreach*
- Misrak Babu / *Broadway*
- Benson Gberaese / *Henry Lane*
- Osarenren Ilekhuoba / *Henry Lane*
- Roseline Ogbemi / *Outreach*
- Anthony Okolo / *Windward*
- Michael Posthumus / *Joanne Wilson*
- Lori Sabean / *Outreach*
- Kevin Smith / *Joanne Wilson*
- Srikugathan Thambiah / *Joanne Wilson*
- Sherri Wheeler / *Paula Cassin Learning Centre*

- Donette Black / *Outreach*
- Reynaldo Laxamana / *Outreach*
- Sharon Matthews / *Bello*
- Petal Nichols / *Broadway*
- Bola Sule / *Broadway*
- Claudia Williams-Findley / *Joanne Wilson*

- Curline Dennie / *Broadway*
- Juana (Marina) Torres / *Caboto*

35
YEARS

30
YEARS

- Errol Campbell / *Henry Lane*

25
YEARS

- Ceferino Estrella / *Windward*
- Shaheed Haniff / *Caboto*
- Errol Johnson / *Windward*
- Lena Langboug / *Broadway*
- Maxwell Mensah / *Joanne Wilson*

20
YEARS

10
YEARS

15
YEARS

5
YEARS

Independent Auditor's Report

FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022



To the Board of Directors of PACE Independent Living

Opinion

We have audited the financial statements of PACE Independent Living (the “Organization”), which comprise the statement of financial position as at March 31, 2022 and the statements of operations, changes in net assets 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 results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

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 *Auditor's 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.

Responsibilities 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 Canadian accounting standards for not-for-profit organizations, 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 management 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.

Auditor's Responsibilities 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 auditor's 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

Independent Auditor's Report

FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022 (CONTINUED)

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 judgment 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 auditor's 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 auditor's 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.

RSM Canada LLP

Chartered Professional Accountants
Licensed Public Accountants
June 17, 2022
Toronto, Ontario


Independent Auditor's Report

STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2022

	2022	2021
ASSETS		
Current		
Cash	\$ 1,801,153	\$ 2,249,030
Accounts receivable	90,064	89,992
Prepaid expenses	39,968	41,102
	\$ 1,931,185	\$ 2,380,124
LIABILITIES		
Current		
Accounts payable and accrued liabilities (Note 4)	\$ 1,471,172	2,214,517
Due to Ministry of Health - Ontario Health	616,266	326,998
	2,087,438	2,541,515
Deferred contributions	59,670	54,532
	2,147,108	2,596,047
NET ASSETS (DEFICIENCY)		
Unrestricted	(215,923)	(215,923)
	\$ 1,931,185	\$ 2,380,124

Economic dependence (Note 2)
Commitments (Note 7)
COVID-19 (Note 8)

Approved by the Board



Director



Director

See accompanying notes.

Independent Auditor's Report

STATEMENT OF OPERATIONS AS AT MARCH 31, 2022

	2022	2021
Revenue		
Ministry of Health - Ontario Health (Notes 5 and 8)	\$ 15,511,174	\$ 15,989,239
Other	74,945	122,325
Interest	17,671	17,708
	\$ 15,603,790	\$ 16,129,272
Expenses		
Employee salaries and wages (Note 4)	\$ 11,936,511	\$ 12,235,744
Employee benefits	2,076,665	2,289,651
Supplies and sundry	858,226	880,481
Premises rent and maintenance	462,980	483,539
Equipment rental and maintenance	269,408	239,857
	\$ 15,603,790	\$ 16,129,272
Excess of revenue over expenses	\$ -	\$ -

STATEMENT OF CHANGES IN NET ASSETS (DEFICIENCY) AS AT MARCH 31, 2022

	2022	2021
Unrestricted net assets (deficiency), beginning of year	\$ (215,923)	\$ (215,923)
Excess of revenue over expenses	-	-
Unrestricted net assets (deficiency), end of year	\$ (215,923)	\$ (215,923)

See accompanying notes.

Independent Auditor's Report

STATEMENT OF CASH FLOWS AS AT MARCH 31, 2022

	2022	2021
Cash provided by (used in)		
Operations		
Excess of revenue over expenses	\$ -	\$ -
Items not affecting cash		
Net changes in non-cash working capital		
Accounts receivable	(72)	(13,523)
Prepaid expenses	1,134	984
Accounts payable and accrued liabilities	(743,345)	557,225
Due to Ministry of Health - Ontario Health	289,268	326,998
Deferred contributions relating to expenses of future periods	5,138	9,220
Net change in cash	(447,877)	880,904
Cash, beginning of year	2,249,030	1,368,126
Cash, end of year	\$ 1,801,153	\$ 2,249,030

See accompanying notes.

Independent Auditor's Report

NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2022

1. ORGANIZATION AND NATURE OF OPERATIONS

PACE Independent Living (the "Organization") is a charity incorporated as a corporation without share capital in the Province of Ontario. The Organization provides support services to adults with disabilities.

As provided under Connecting Care Act 2019, effective April 1, 2021, the Ministry of Health ("MOH") transferred to Ontario Health ("OH") from the Local Health Integration Network ("LHIN") all its rights, duties and obligations under its Multi-Sector Accountability Agreement ("M-SAA") with the Health Service Providers ("HSP"). M-SAA is aligned with the MOH's transforming agenda and will enable the Ontario Health to take on full responsibility for planning, funding and integrating health services, which includes the HSP.

2. ECONOMIC DEPENDENCE

The Organization's principal funder is Ontario Health. The funding is subject to budget review. In management's opinion, the Organization's ability to continue its programs is dependent on this funding.

3. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared by management in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

(a) Revenue recognition

The Organization follows the deferral method of accounting for grants and contributions.

The Organization's programs are principally funded through Ontario Health under program budgets subject to annual review. Grants are received on a monthly basis from Ontario Health and are recognized as revenue in the period the expenditure relating to the grant is incurred. Grants relating to expenditures to be incurred in periods subsequent to year end are recorded as deferred contributions. Grants are provided for each program of the Organization (Supportive Housing, Attendant Outreach and Acquired Brain Injury). Any expenses incurred by a program in excess of the approved grant are borne by the program.

Contributions related to the purchase of capital assets are deferred and amortized into revenue on a straight-line basis, at a rate corresponding with the amortization rate for the related capital assets.

Annually, Ontario Health performs a reconciliation between the Organization's allowable expenditures and funds paid during the previous year. The balance due to or from Ontario Health for the year ended will not be determined until Ontario Health has reviewed the Organization's financial and statistical returns. The management of the Organization considers the amounts reported to include all proper adjustments for non-allowable costs.

Independent Auditor's Report

**NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2022**

3. SIGNIFICANT ACCOUNTING POLICIES

(b) Financial instruments

Financial instruments are recorded at fair value on initial recognition. Equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Organization has not elected to carry any such financial instruments at fair value.

The financial assets subsequently measured at amortized cost include cash and accounts receivable. The financial liabilities measured at amortized cost include accounts payable and accrued liabilities and due to Ministry of Health - Ontario Health.

Financial assets measured at cost or amortized cost are tested for impairment when there are indicators of impairment. The amount of a write-down, if any, is recorded in the excess of revenues over expenses. Reversals of impairment are recorded to the extent that the value has increased, up to the amount that would have been reported at the date of the reversal had the impairment not been previously recognized. The amount of the reversal is recognized in the excess of revenue over expenses.

(c) Donated capital assets, materials and services

Donated capital assets are recorded at fair value at the time of receipt when fair value can be reasonably estimated. Donated materials and services are not recorded.

(d) Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates.

4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

In 2020 and 2021, the Organization determined that there were additional pay equity obligations that had not been previously identified. As a result, there were potential additional payments totaling \$993,144 that had not previously been accrued or recorded. Of this, the Organization had accrued and included \$451,410 in accounts payable and accrued liabilities at March 31, 2020, which was subsequently paid to staff. The remaining potential payment of \$541,734, included in accounts payable and accrued liabilities at March 31, 2021, was paid during the year, other than \$25,563 which is in accounts payable and accrued liabilities at March 31, 2022. Also included in accounts payable and accrued liabilities is \$103,301 (2021 - \$103,301) of pay equity payments due to previous employees of the Organization.

Independent Auditor's Report

NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2022

5. MOH/LHIN FUNDING

	CENTRAL	TORONTO	NET 2022	NET 2021
Annual funding	\$ 9,001,554	\$ 5,448,778	\$ 14,450,332	\$ 14,535,197
One time funding				
- Pandemic support	617,089	386,229	1,003,318	1,454,042
- Expanding Community Support Services	-	57,524	57,524	-
	\$ 9,618,643	\$ 5,892,531	\$ 15,511,174	\$ 15,989,239

6. EMPLOYEE FUTURE BENEFITS

Included in employee benefits expense are employee future benefits as described below.

- The Organization has a defined contribution pension plan which began in May 1997. The plan is for the employees of the UNIFOR, Local 40 and is administered by the Canada-Wide Industrial Pension Plan. Benefit levels can change depending on a change in the collective agreement or on the performance of the pension fund. The current year contributions made by the Organization were \$101,108 (2021 - \$100,764).
- The Organization has joined a defined contribution multi-employer pension plan for employees who are members of the Local 1 Service Employees International Union commencing December 1998. It is administered by the Nursing Home and Related Industries Pension Plan. The cost of the plan is recognized based on contributions made during the year. The current year contributions made by the Organization were \$119,844 (2021 - \$138,032).
- The Organization has a Registered Retirement Savings Plan of certain employees of the Ontario Public Service Employees Union Local 593. Employees transferred as part of the new services on September 1, 2015 from Clarendon Foundation are enrolled in this plan. The current year contributions made by the Organization were \$50,096 (2021 - \$52,321).
- The Organization has a defined contribution plan providing pension benefits to eligible management and administrative employees, which began on August 1, 2004. The cost of the plan is recognized based on contributions made during the year. The current year contributions made by the Organization were \$109,050 (2021 - \$117,876).

Independent Auditor's Report

**NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2022**

7. COMMITMENTS

The Organization is committed to minimum payments under operating leases for premises and office equipment as follows:

2023	\$	349,815
2024		337,784
2025		174,701
2026		4,625
	\$	866,925

8. COVID-19

On March 11, 2020, the World Health Organization declared the outbreak of a novel coronavirus ("COVID-19") as a global pandemic, which continues to spread throughout Canada and around the world. Management and the Board of Directors are actively monitoring the effect on the Organization's financial condition, liquidity, operations and workforce. The organization received contributions for COVID related wage enhancements of \$1,003,318 (2021 - \$1,124,492) and other pandemic related expenses of \$Nil (2021 - \$329,550), which are included in Ministry of Health - Ontario Health revenue.



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