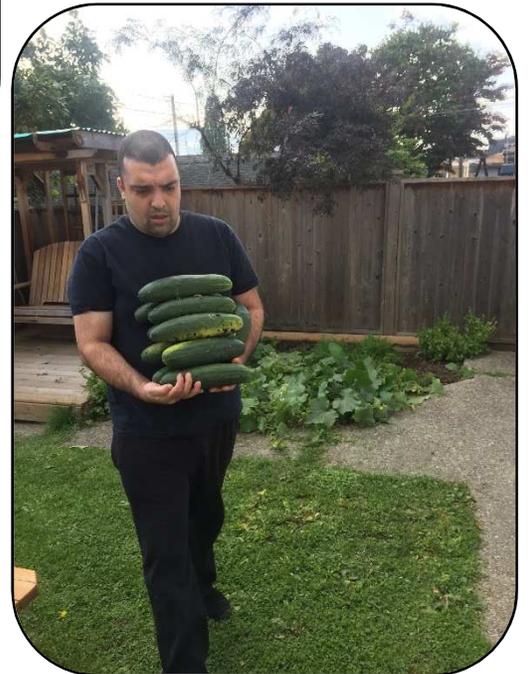


# Spectrum Society for Community Living

## Annual Report 2019





*Stef and Jeriah are pictured on the front cover, in the back yard of East 2<sup>nd</sup>. Stef planted a garden this summer, carefully tending his plants to maturity, as shown in the pictures above. The result was a bumper crop of cucumbers!*

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## Executive Director / Board Chair Report



### Succession Planning and Our Board of Directors

Welcome to our Annual Report for 2019. I've included the Board Chair, Dr. Gulraj Thauli as a contributor to the report this year as we have been working with our Board of Directors to address one of our Strategic Plan goals – leadership development and succession planning. Spectrum Society is a charitable organization with a volunteer Board of Directors that hire the Executive Director and provide broad direction and purpose for our organization. Our Board of Directors has been taking steps to develop their own succession plan, as well as ensuring that our senior staff have an active succession plan. This year, they did a skills and strengths assessment and looked at areas for growth as part of the nominations process. We lost one of our founding board members in December last year when Diane Blackwood passed away. As well,

John Nairn gave his notice that he did not want to stand for re-election this year. John has been a board member since 2010 and has served as Treasurer for a number of years. He also provided us with insights from his perspective as a parent planning for the long term future of his family member. **Thank you John for your years of service and contributions.** In the Board's assessment of interests, skills and abilities, the board noted that our representation from family members was a gap that the nominations committee would focus on this year. If you are interested in serving on the Board of Spectrum, you can write to [board@spectrumsociety.org](mailto:board@spectrumsociety.org) for more information.

On the topic of succession, we celebrated Aaron Johannes' retirement from Spectrum in June. Susan has written a great summary of Aaron's contributions to Spectrum and I will just add that we appreciated his participation in and the development of the role of self-advocates at Spectrum and across BC and Canada. Aaron's PhD thesis was titled ["What Works? Stories of Successful Leadership"](#) – it discussed his research on leadership in the lives, groups and communities of people with intellectual disabilities. Thank you for your 30 years of leadership at Spectrum, Aaron!

### Leading your own life

I am so thankful for Yuji Kajiwara's ongoing efforts to educate us on the range of options available for people who may need assistance with decision making. BC is a world leader in ensuring people are able to make decisions about their lives, and get assistance when necessary, without giving up their rights. The representation agreement allows people to choose who will assist them with decision-making. Yuji attended a presentation of the Public Guardian and Trustee in 2018 and received a handout on the options available to assist people with decision-making. He developed a presentation for our managers team in 2018 (available on the web here: <https://sscl.sharevision.ca/public/Files/YujiPresentationOctober2018.pdf>) and has been working on presentations for the Family Support Institute and the Semiahmoo House Society. Yuji has reminded us that people have the natural authority to make decisions about their life, and it is our responsibility to respect that authority. It is a risk in receiving social services that in return for receiving care and support, an agency may take over areas of peoples' lives where they don't need assistance. We've been developing our service planning tool to ensure we talk about decision-making and areas of responsibility before we begin providing service, so that people can tell us the areas where they need assistance, and the areas they can manage on their own.

## Low Wage Redress

Over the past five years, government has recognized that there is a serious recruitment and retention issue in the social service sector in BC and has been providing additional wage increases, beyond what the rest of the public sector received, to address this issue. Comparability increases of 2.5% per year were provided to all agencies providing provincially funded community social services, in 2015, 2016 and 2017. In the summer of 2018, the next phase of addressing the issue was announced, called Low Wage Redress. Funding was announced to provide increases to the lowest paid public sector workers, to close the gap between what social services workers get and those doing similar jobs in health and education. In March 2019, government surprised us by announcing that Low Wage Redress would only be provided to unionized workers, and the people doing the same work, but not in unions, would receive a smaller increase. We have been working with a committee of the BC CEO Network to get government's attention and find a solution to this issue. Government created a Social Services Roundtable and they created a Recruitment and Retention Working Group, which I was appointed to, to represent the members of the BC CEO Network. We developed a list of priorities to address Recruitment and Retention, and equivalent funding for wage increases was at the top of that list. We are anxiously awaiting government's response to this proposal, and continuing to consider advocacy actions that could help government make the right decision. You can assist us by contacting your MLA and letting them know how important equal treatment of community social services workers is to you and the services you and your family receive.

## 2020 Vision

Many many thanks to Susan Stanfield for putting together this Annual Report and for guiding our Strategic Plan. As she notes in the article about the strategic plan, our third year of this plan is approaching and we'll be developing a process for gathering your input on our future plans. Please watch for your opportunity to contribute. Thank you to our staff, the people we support and their families for your ongoing support of our mission to support people with disabilities to experience full citizenship and genuine belonging in community.

Ernie Baatz, Executive Director

Dr. Gulraj Thauli, Board President



*Happy Birthday, Randy!*

Trevor has been volunteering at QUEST Food Exchange for a couple of years now. His duties include stocking and facing items on the shelves, as well as his favourite task, breaking down cardboard boxes and squishing them in the cardboard compactor. He has built relationships with many of the staff there, including Wendy and Michelle, the managers of the area where Trevor volunteers.



*Judy loves to comfort the smaller animals when she visits the Adventure Den*

Lisa volunteers at QUEST on Tuesdays and is such a hard worker, filling boxes with potatoes! Lisa recently started volunteering at VGH as well – way to go, Lisa!



Teresa's latest Art Show was held at 312 Main, below the PLAN office, and there was a great turnout. Teresa really enjoyed the experience. Next up a few pieces of her art will travel to Mexico for a show.

## Communications and Quality Assurance



It's been another busy year for our leadership team at Spectrum, with many changes. Most notably, our longtime co-director, friend and mentor Aaron Johannes retired, after 30 years with Spectrum. Eilidh Nicholson has taken over some of Aaron's leadership responsibilities as coordinator of the Kaleidoscope team, and is also doing some training activities with Aaron. We are still considering next steps in realigning other duties to build on Aaron's legacy and help us guide the organization into its next phase. We welcomed two new

managers to our leadership team, Jeriah Newman, who is working with Susan Wilson at East 2<sup>nd</sup> and with the community inclusion folks, and Kara Keam who joined the Kaleidoscope team.

*In July, Spectrum hosted a delegation of government and social service leaders from Singapore.*



### Strategic Plan Update

We are two years into our current strategic plan (2018-2020), which means we'll be looking for input on the next plan in the coming year. The current strategic plan rounds off the third and final phase of our "2020 plan" that we launched in 2010. Back then, Spectrum was involved in a series of projects to do with building personal support networks and working with Dr. Michael Kendrick to re-imagine our role in supporting the self determination and natural authority of individuals and families. Shifting from an agency-driven to a network-driven approach has been the overarching focus of our strategic planning for the past decade. More people are leading and directing their supports than ever before. Everyone from our board to the administrative team to our front line support workers have contributed to this effort, bringing us closer to the 2020 vision we laid out nearly a decade ago.

### Commitment to Understanding

We believe the best way to advance our mission is to focus our attention and expertise on building partnerships with individuals, their families, friends and allies, strengthening the support networks that are so vital to people's safety and well-being in community.

The current strategic plan sets out an action agenda for 2018 to 2020. After some consideration of possible goals, we decided that further exploration of some of the previous goals was needed, and so rather than coming up with five brand new goals the current plan focuses on deepening our understanding of the themes we focused on with the last strategic plan. "Commitment to Understanding" refers to building our understanding with and among stakeholder groups, and understanding what's working (and what could be better) in our support to individuals and their networks. [Click here to read Spectrum's Strategic Plan.](#)

### **Goal # 1. Deepening interdependent relationships and networks**

Spectrum Society will work to engage families, friends and significant others in the lives of those we serve. By 2020, 90% of persons served will have identified support networks.

#### ***2019 Update:***

- 90% of persons served have family, friends and significant others identified.
- We recognize that engaging people's networks in meaningful ways, and as a first response, can lead to better, more informed decisions and lasting solutions. We continue to focus on this as a priority.

#### ***2020 Actions:***

- Staff training on building and engaging personal support networks.
- Showcase stories of people with strong networks and interdependent relationships.

### **Goal # 2. Building person-centred practices that support the natural authority of individuals and their networks.**

Spectrum Society will continue to shift its focus from agency directed to person directed services, with 75% of persons served directing their own services by 2020 in partnership with their support networks.

#### ***2019 Update:***

- Refined start-up and transition process to clarify decision-making authority of individuals/networks.
- Person-centred planning and PATH training for Spectrum leaders and other stakeholders.
- More people are directing aspects of their support: choosing their staff, setting personal goals.

#### ***2020 Actions:***

- Further training with leadership team on person-centred planning.
- Review status of planning for each individual; identify and address any gaps.

### **Goal # 3. Shifting to an employment first focus in our community inclusion services.**

Spectrum Society will support employment as a first option for those who want to work, with 75% of individuals in our community inclusion services having documented employment plans by 2020.

#### ***2019 Update:***

- Phase 3 of Spectrum's Employment Project completed.
- Many people are working or actively pursuing employment.
- Spectrum leaders and participants attended LIFE conference to understand new CLBC funding model.

#### ***2020 Actions:***

- Debrief Spectrum's employment initiatives of the last 3 years and determine next steps.
- Ensure those who are working or who want to work have the support they need to be successful.

### **Goal # 4. Leadership development to sustain, grow, and safeguard our 2020 vision**

Spectrum is recognized for its strong leadership and culture of continuous learning and improvement. As we look to the future, we recognize the need to develop the next generation of leaders and build the leadership capacity of people we support and their networks.

#### ***2019 Update:***

- Completed two-year training project with our senior leadership team, with consultant Carol Sutton.
- Hired two new coordinators and two new managers.
- Formalized leadership plans for emerging leaders, mentored by a coordinator or director.

#### ***2020 Actions:***

- Succession planning for Spectrum leaders and board members.
- Leadership training and development for new and emerging leaders.

**Goal # 5. Developing community partnerships that build understanding, inclusion and action on key issues.**

Spectrum is active in partnerships across neighbourhoods, communities, the province and the country. Strategic focus will be placed on partnerships that can support key areas of concern identified in our surveys: Affordable Housing, Reconciliation, and Advocacy.

**2019 Update:**

Affordable Housing

- Bought a new home for two individuals who needed accessible housing.
  - Contacts with Vancity, appraisers, realtors
- BC Housing partnership is at capacity and continues to be very successful.
- Shared living continues to expand and be very successful, with some creative living arrangements for young people aspiring to greater independence.
- Staff attended Housing Central Conference – BC Non Profit Housing Association

Reconciliation

- Consulting with aboriginal leaders for training and person-centred planning.
- Exploring recruitment of staff from First Nations communities.
- Connected with Elders who are available to attend referral and planning meetings.

Advocacy

- Collaborating with community partners around individualized planning and supports.
- Connected with Service Quality Advocate during advocacy issue VCH.

**2020 Actions:**

Affordable Housing

- Consider long term options for young people moving on from shared living.
- Continue exploring supported and subsidized housing options that individuals might access.

Reconciliation

- Review training and person-centred planning – what's working / not working?
- Continue with staff recruitment efforts.

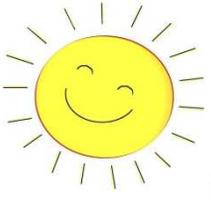
Advocacy

- Explore independent advocacy and resources available to individuals and families.
- Create decision tree to map information – seeking vs advocacy efforts for Spectrum and Individuals/Families.



Susan Stanfield  
Director, Communications and Quality Assurance

*With Barb Westfield and Barb Goode at the New Year's Tea*



*Summer Fun!*





Barb had her trip of a lifetime this year, to Las Vegas! She played the slot machines and had so much fun at the Elvis tribute show. The Elvis impersonator serenaded Barb and gave her his red sash as a souvenir!

Barb and Veronika are pictured below with some of their team, taking part in the Sun Run.



*Virgie celebrated her birthday with some of her favourite people at White Spot*



*Randy is happy to have Jim back at East 15<sup>th</sup> (and so are we!)*

## Human Resources



Our three key areas of focus in HR are:

1. Strong teams – recruiting and building strong teams.
2. Streamlined processes – ensuring managers and staff get the information they need for hiring, benefits and evaluations in a timely way.
3. Compliance with regulations – documentation and processes that ensure we are in compliance with WorkSafe, CRA, Employment Standards and Human Rights legislation.

This year, we have been working very hard on recruitment. We did interview training for our managers so more people are comfortable with first interviews for applicants. We have also been reviewing our HR processes and documentation to ensure we're aligning with our practice and streamlining where necessary.

We have engaged in quarterly meetings with our leadership and managers to brainstorm and document feedback into how each of these processes occur on a consistent basis and where people would like to see changes that will assist with a well-rounded guide to onboarding, orientation and training of new and existing staff.

The goal in gathering this valuable feedback has been to review and implement any necessary updates to the following items:

- Onboarding process and documentation
- Orientation Training Checklist
- Job Descriptions
- Evaluations

We're excited to finalize these updates over this next year!

### **HR Support:**

- Thank you to Rachel Gartland, Human Resources Manager for her continuous support of our leadership and teams. Your dedicated efforts to finding the right people to join our agency, in addition to your commitment and valuable contributions are very much appreciated.

- Judy Smith, our Office Manager, is the first warm welcome people receive when visiting our office. Judy provides support to so many of us with a variety of requests, including her ongoing administrative support in HR. We appreciate all your efforts immensely.

- We're thrilled to announce that Chantel Foden has joined the HR team this year on a part-time basis assisting us with some administrative functions. Her assistance will provide our payroll processes and employee scheduling with consistent updates of important information.

### **Training & Professional Growth:**

- HR has participated in workshops, trainings and conferences that review HR best practice, Employment, Labor Law, Human Rights, Privacy, Wellness, Mediation and Coaching.

Staff training provided this year included:

- Mandt – with Susan Wilson ~ The **Mandt** System is a comprehensive, integrated approach to preventing, de-escalating, and if necessary, intervening when the behavior of an individual poses a threat of harm to themselves and/or others.
- Spectrum Orientation – with Susan Stanfield ~ Overview of the history, vision and values of Spectrum and those people we support.
- Quarterly Manager Training – Directors and Special Guests ~ updates, new information and various topics to enhance or add into our skill sets.
- Open Future Learning – Online Training available to all employees with a variety of topics related to Health & Safety, Communication and Person-Centered supports. Certificates are provided upon completion of each training.
- CLBC Privacy and Information Management Training and certificate
- CEO Network – Professional Development Day – Working with Families
- De-escalation Process for Individual staff team
- David Pitonyak – Beyond Behaviors, Importance of Belonging and A Toolbox for Change
- PATH Training with Aaron Johannes and Eilidh Nicholson
- Back Care Workshop with Individual staff teams
- Conversations that Matter - web based values training – Norman Kunc & Emma Van der Klift

### **Update on 2019 Goals**

1. Completion and implementation of revised evaluation format for employees.

*Update: Taking the new CARF requirements into account, agency expectations and our core competencies, we are closer to determining a process and tool that has incorporated feedback from our staff. In the short term, we are experimenting with an existing online tool to determine if this format aligns well with the feedback received and then update our policy, train managers and staff on the new processes and then implement the new format.*

2. Providing a robust FAQ page for employee reference on various topics; policies & procedures, HR questions and extended benefits

*Update: Our Sharevision FAQ section continues to grow with information that is easily available to our employees and assists in providing detailed process steps, task analysis and answers at your fingertips.*

3. Review and implement any changes to new hire training and orientation

*Update: Feedback received from staff and reviewed. Process and documentation to be updated and circulated with the option for additional training if required.*

### **Goals for 2020**

1. Forging relationships with external organizations to expand our hiring resources and referrals.
2. Review and update existing employee job descriptions that correlate to our core competencies and updated evaluation process
3. Develop a Networking plan for new and casual hires to meet & greet individuals and managers. We expect this will provide an opportunity to better connect and determine a match when looking for new supports.

Naomi Holmes  
Associate Director



*Vicki and Helena at the Spectrum picnic*



Tom loves police dogs, so it was an exciting opportunity for him to be involved in VPD's police dog training show this past spring.



Veronika enjoyed visiting with Diana at her place, hanging out together and sharing a nice meal.

*Bill and Veronika*





*Eric playing tourist in his own city (Spring 2019)*



*Eric, Lyle, Ben and friends celebrating Thanksgiving together*



A highlight of Gary's year was being recognized for 25 years of volunteering with Meals on Wheels. Gary received a certificate and pin at their luncheon in April. Another highlight was in September when Gary, his sister Shirley and their friends David and Merrill went to Disneyland. Gary really enjoyed the Pirates of the Caribbean and the Teacup ride.



*Karen and the other kitchen volunteers at Collingwood Neighbourhood House*



*Craig and Senad*



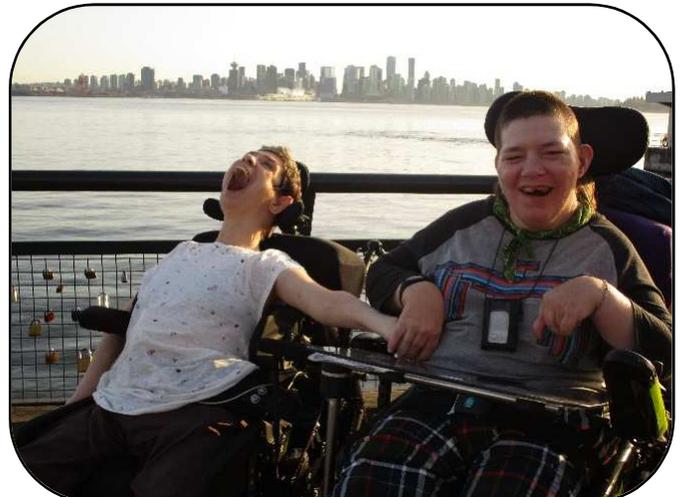
*The dogs at Adventure Den love when Karen visits!*

Jenny and Yasser went on a vacation to Victoria and ate some great food!



After many months wearing a cast, Kiki enjoys her first day without it on the skytrain!

Shelley and Shirlane at Lonsdale Quay. Says Jodi: "They had so much fun along the water front and when we stopped to take a picture, Shirlane grabbed Shelleys' hand for the shot!"



## Finance



The Finance department fulfills important support functions for Spectrum Society. We keep clear records of revenues and expenses. This gives our funders the confidence to continue contracting with us to provide essential community services. We also process payroll for approximately 250 employees. Our department pays the bills for the products and services we use in the delivery of essential supports in the community. The finance department also provides budgets and monthly statements for each program. With each of these roles, we strive for accuracy, timeliness and clarity to ensure we are supporting Spectrum's mission and vision.

### Finance Team

Grace is our finance manager. She is a committed and reliable source of information for everyone at Spectrum, working diligently maintaining our petty cash & reimbursement, bank reconciliation, funding receivable, and other various daily finance & accounting projects.

We completed the transition to a new version of ComVida which is our payroll system. The new ComVida is more user friendly for staff timesheets and better scheduling features for managers. Grace and I took onsite training and participated in the Beta test.

Monica is our Accounts Payables clerk but also assists Grace and me in some other projects. We appreciate both of you so much for all that you do!

### Donations

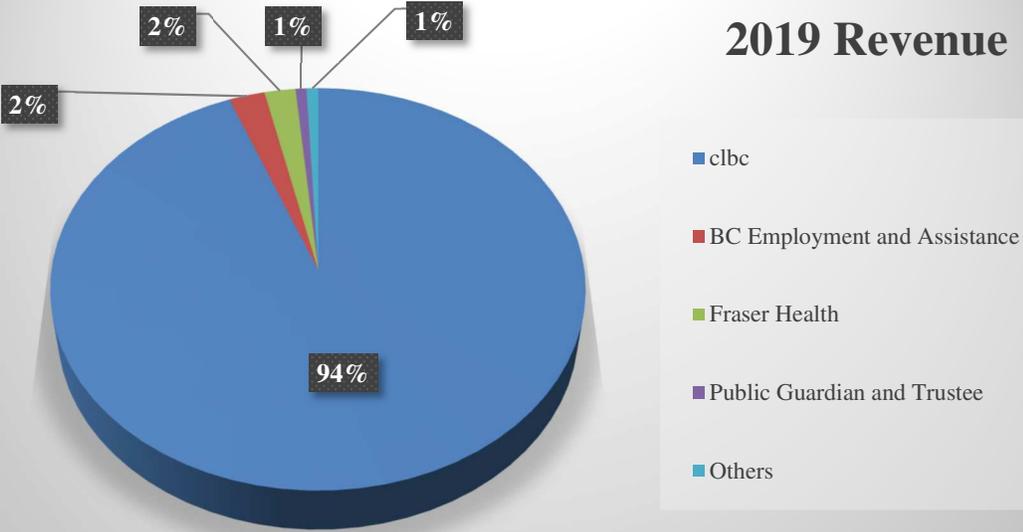
Donations totaled \$52,391 in 2019 compared to \$48,376 in 2018. Employee donations make up a significant portion of the donations received through semi-monthly payroll deductions. We also have a dedicated group of members who provide us with monthly contributions through direct deposit. These monthly givers and our employees who give from every paycheck give us a little additional cash flow to support special requests not covered by government funding.

### Financials

Our Audit was completed by Tompkins Wozney LLP in August 2019. The audit went smoothly and we ended the year with an excess of revenues of \$102,761. We had an increase in revenue from \$10,659,450 (2018) to \$11,220,515 (2019) grants and contracts, our expenses had an increase from \$10,708,328 (2018) to \$11,117,754 (2019).

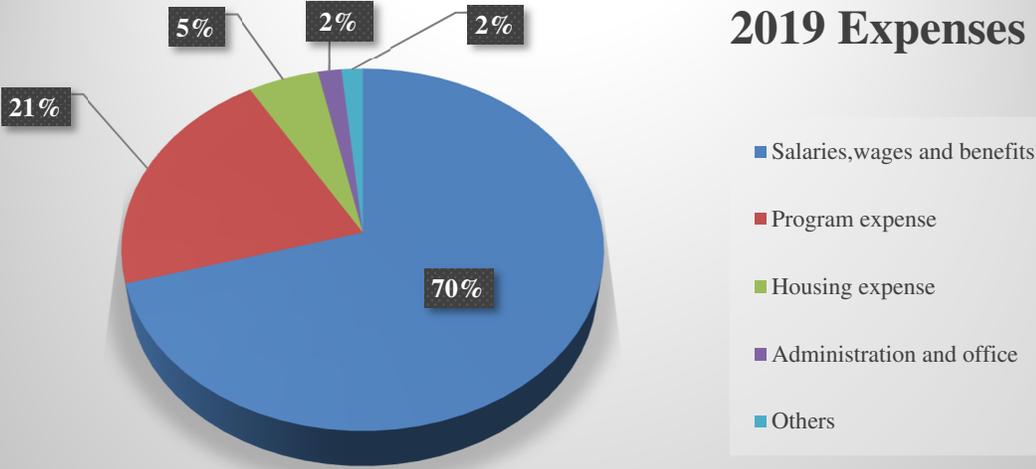
There have been additional programs and individuals that have joined Spectrum this year resulting in the higher revenue amount. CLBC is still our biggest funder.

## 2019 Revenue



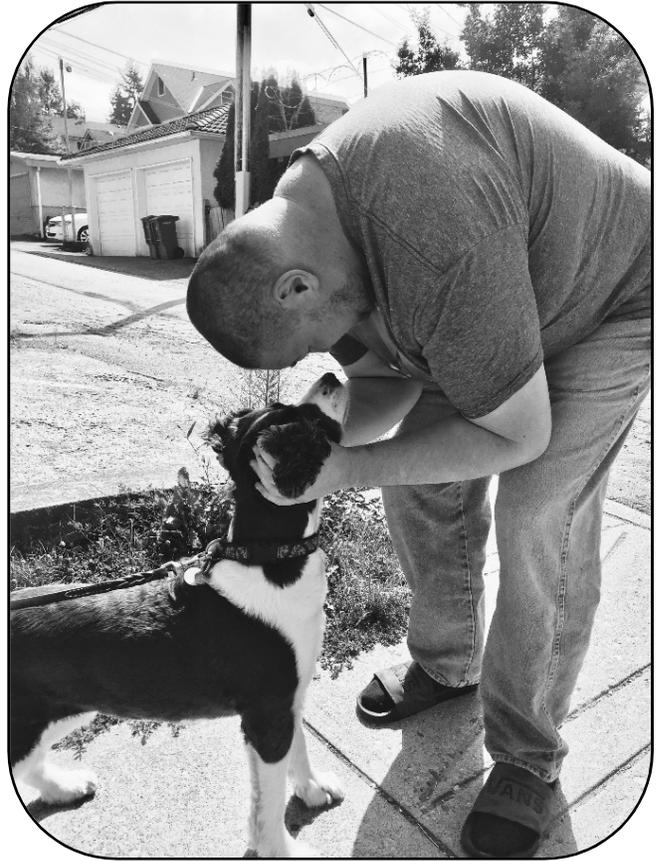
Wages and program costs continue to take up the largest percentage of expenses. Our short term plan is to continue to build our reserve.

## 2019 Expenses



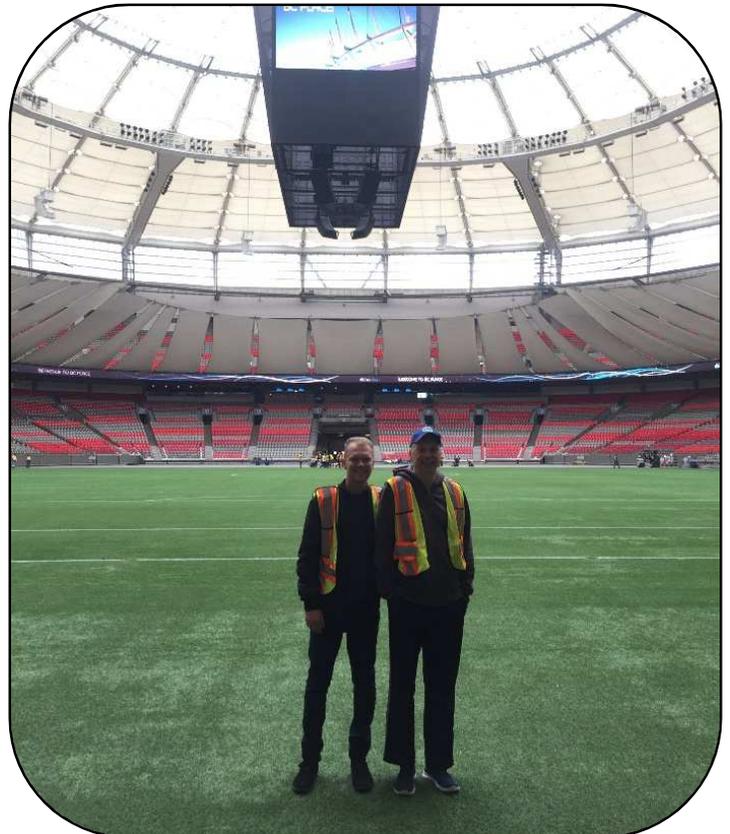
Flamingo Xie  
Accountant

Robert visiting one of the many dogs that live around his neighbourhood. Robert knows them all by name and they are always excited when Robert stops to say hello.



Scott often enjoys watching the sea planes take off and land from the Vancouver Harbour. It was an exciting day when Scott went on a sea plane tour of the lower mainland. One of Scott's goals for 2019.

And on the right, Scott and Jeriah on their tour of BC Place. Scott has season's tickets for the BC Lions so he's a frequent visitor to BC Place.



## Aaron's Retirement!

### *Aaron Johannes: 30 years of Leadership*

After 30 years of dedicated service, Aaron Johannes retired from his position as Director of Research, Training and Development at Spectrum in 2019.

Aaron started working at Spectrum in 1989, as part of a team that supported 23 people to move out of Woodlands into homes in East Vancouver. He became the team leader, and then expanded his role to setting up many new services as Spectrum's reputation for quality individualized supports started to grow. He went on to develop Spectrum's social enterprises that offered training workshops around the province and published a series of books for and by people with disabilities and their supporters. In 2015, he started the Kaleidoscope project, a family governance initiative. Aaron's determination to see all people leading and directing their supports, with families as authentic partners alongside us, has been a guiding force these past 30 years. We would not be the organization we are today without Aaron's vision and leadership.



*Co-directors Aaron, Susan and Ernie*



*Next Chapter book club*

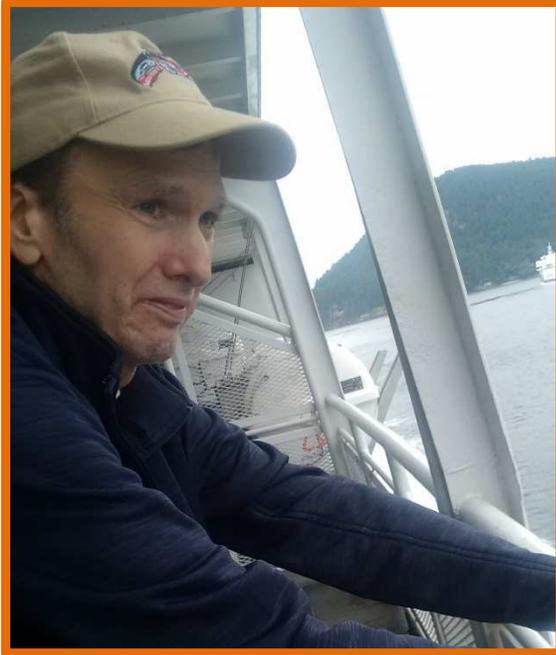


*Aaron and Liz*



*Inclusion BC workshop*

## In Memoriam



### *Donald Pitman (1954 – 2018)*

Donald Pitman passed away on October 22, 2018, surrounded by his team of supporters, and with his favourite music playing. Donald grew up in the Dunbar area of Vancouver and was delighted to move back there years later. He loved visiting his mother and phoning her daily when she was still living close by, in the home he grew up in, the home his father built. He cherished frequent visits with his brother Bob, talking about old times. Donald had a keen interest in trains. His collection of model trains was his prized possession. He enjoyed visiting favourite spots in his neighbourhood and catching up with friends and neighbours along the way. Donald will be missed by all who knew him for his kind demeanour and unique sense of humour.



### *Diane Blackwood (1945 – 2018)*

With sadness, we announce that Diane Blackwood passed away peacefully surrounded by loved ones on December 3, 2018. Diane was born in Glasgow, Scotland on May 29, 1945. She is lovingly survived by her two sons Craig and Scott as well as her sister Linda.

Spectrum was launched over thirty years ago in 1987, with Diane as a founding Board member. We knew Diane for many years before founding Spectrum, through the Dunbar Autistic Youth recreation program in the early 1980s. Her son Craig was enrolled in the program, and it is through this experience that we first met Diane and witnessed her strength, commitment and good humour. She was supportive of our efforts to make a difference in the lives of the people we were meeting through that program, and so of course it was natural that Diane's name was the first to come up when we were establishing Spectrum and forming a Board of Directors.

We asked Diane to join that inaugural board because we were all deeply aware of her commitment to the care of her son Craig and her advocacy on issues concerning support for people with disabilities.

We were also well aware of her generosity of spirit, her willingness to engage in projects that sought to make a difference to people. So for over 30 years Diane served on Spectrum's board, sharing with us her perspectives, her experiences, and her depth of knowledge. Diane made her influence felt gently, with clear-sighted guidance, with a calm presence, with a disarming dry wit, and with a strength that was inspiring and has served as a model for those of us at Spectrum – on the Board, on the Executive, and among the people employed by and served by the organization.

We will miss Diane greatly. Her contributions to making Spectrum a strong person-centred agency simply cannot be measured. She was a friend, a mentor, and a role model.

## Spectrum's Supporters

Spectrum's services would not be possible without the ongoing support of many individuals, funders and community partners. We gratefully acknowledge the funding provided to Spectrum by:

- Community Living British Columbia (CLBC)
- Vancouver Coastal Health Authority
- Fraser Health Authority
- Ministry of Social Development and Poverty Reduction
- Microboards
- B.C. Housing Management Commission
- B.C. Gaming Commission
- Corporate and community partners

Our sincere thanks to the following for their generous financial and in-kind donations in 2018/19:

John Nairn  
Paul Robinson  
Suzanne Salter  
Debra Simcoe  
Christine Hooge  
Royal Canadian Properties Limited  
Vancity Community Foundation – Spectrum Endowment Fund  
Vancity Community Foundation – McGill Ability Fund  
Joe Marston  
Judy Sharp  
Gwen Lee & Stephanie Pike  
United Way of Greater Toronto  
Robert Pitman  
Ernie Baatz  
Mark Buckingham  
Megan Craig  
Anne Maria Fulop  
Aaron Johannes  
Stephanie Levac  
Jeriah Newman  
Josh Pendlebury  
Breann Shipton  
Minghua Flora Song  
Andrey Stuenov  
Mary Jane Valdez  
Grace Wang

Barb Goode  
Marilyn Neto  
Shirley Birtwistle  
Ruth Hamilton  
Bill & Maureen Tymkiw  
Chris Newman  
Joan Heaney  
John Herb  
Roberta Bavis  
Katina and Christos Pappas  
Community Services Benefits Trust  
Scott Blackwood  
Katherine Mortimer  
Merlita Borbon  
Juanita Chavez  
Jhuviell Domingo  
Kim Jackson  
Frank Lam  
Cassidy MacLeod  
Manpreet Nijjar  
Agnes Serapion  
Judy Smith  
Susan Stanfield  
Katherine Tomboc  
Christina Virstuk  
Susan Wilson

*...and all our anonymous donors*



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