I’d like to thank Devora for writing her open and honest letter that was featured in the previous edition of Seasons. She has pointed to the many advantages and enjoyable aspects of living in long-term care (LTC), and we are fortunate to have many high quality homes in Ontario. She has also raised an issue with which resonates with many residents; the inevitable challenges of living in a congregate community that provides care and support for those with physical and medical needs and, as well, those with various levels of cognitive changes that can present very challenging behaviour patterns.

Long-term care homes and their staff members are there to meet residents’ needs as thoroughly as possible given the real limits of budgets, supplies, time, and environment. While no LTC home is perfect, staff who are competent, attentive, compassionate, and respectful of residents’ rights make a huge difference in residents’ quality of life as they deal with the physical or cognitive issues that resulted in their need for LTC. Residents’ Councils and Family Councils also provide excellent support and encouragement.

Something that takes quite a bit of getting used to is, of course, sharing living quarters with many other people. Each person has his or her own unique personality, culture, and conditions, which result in different lifestyles and priorities. This means that the art of living together includes patience, flexibility, and resourcefulness. The major challenge, however, is the way in which many co-residents with cognitive changes live their lives and respond to people and situations in ways that, while beyond their control, are difficult for other residents to understand, accept, and cope with. The challenges are many and quite real, including a loss of privacy, solitude, quiet, rest, sleep, choice, meaningful conversation, peer companionship, dignity, and a sense of order and predictability in one’s environment. The issue is a complex one, worthy of advocacy at all levels, and deep attention. It is not “solved” in a brief article such as this, but here are some thoughts along the way that might be helpful.

### Human needs and human reactions

All of us, wherever we live, have basic needs which include not only food and water, shelter and safety, but also freedom, choice, purpose, privacy, and a sense of worth and belonging. When any of these are compromised, our well-being is affected. When a difficult situation isn’t easily resolved, our coping skills and energy are heavily taxed and we can feel drained and exasperated. I’ve worked with many kind and compassionate residents in these situations.
whose reactions commonly include frustration, anxiety, discouragement - even anger, and resentment, and quite often despair that nothing will remedy the situation. This is normal and completely understandable – small comfort, but a good reality check.

**Empathy and honesty**

It’s important that residents have places to go, people to speak with, and times to express themselves fully about their frustrations with their living conditions. They need to be able to describe in detail what they have to deal with, including the behaviours they find challenging to see, hear, avoid, or deal with in any way. Superficial responses are dismissive and increase a sense of isolation, and offering false hope for major change is unfair. But when others listen attentively and respond both empathically and realistically, residents may feel increasingly validated and less isolated. The caring human connection, even when things remain difficult, is one of the most powerful gifts we can give each other. Much better than a casual “Look on the bright side”, or “You’ll feel better tomorrow.” It’s hard to imagine what could prepare anyone for a situation as unique as this. Most people haven’t yet lived in close quarters with scores of other people, much less people with sometimes profound cognitive changes resulting in challenging behaviours.

**Matching needs with possibilities**

Here are some suggestions for coping with the frustrating aspects of life in long-term care, matched in each case with a common human need:

- **Need for safety and security**
  - Ask staff for assistance in any situation in which you do not feel safe.
  - Report any situation in which you do not feel safe, even if you think it sounds exaggerated. Report what you see, hear, and find.

- **Need for peace and calm**
  - Seek out places in your LTC home that are less busy, less frequented by other residents, and spend some time resting, reading, thinking, just being quiet.
  - Ask staff to help find places like this, if they aren’t immediately apparent.
  - Consider using headphones for listening to favourite music, radio programs, or even just silence.

- **Need for privacy**
  - Ask staff to assist you in maintaining the boundaries of your room to discourage uninvited visitors from entering.
  - Report all instances of unwelcome visitors, and also of anything inadvertently taken from your room.

- **Need for self-confidence**
  - Remind yourself of your personal strengths, accomplishments, and values – write them down, say them out loud, share them with someone else – keep a good sense of who you are, especially the things you like about yourself.
  - Remind yourself that feelings are neither right or wrong – don’t chastise yourself for feeling angry, frustrated, resentful, or hopeless.
  - Validate your perspective – if you’re not exaggerating, you’re not exaggerating; if you’re honestly describing things, you’re honestly describing things. Your perspective is your truth.
  - Also, be open to others’ perspectives, which can widen yours and give you another way of looking at things. Consider other views and decide whether to adopt them or not. You’re in charge of your own thoughts – take good care of them.
• **Need for expression**
  - Find staff, volunteers, friends, relatives, particularly ones who are good listeners, and express yourself fully — describe what happens, how often, and how you feel about it.
  - When describing what happens, don’t feel you always have to add that you understand that the other residents may not know what they are doing — they may not, but you have the right to be utterly frustrated. It’s hard to imagine someone not feeling that way.

• **Need for hope**
  - Be realistic about the chances of the overall situation changing substantially — often when we have and keep expectations, even when they are reasonable and understandable, that are not realistic, we set ourselves up for disappointment and even a sense of failure.
  - Note every single bit of care, compassion, creativity, and assistance you see or hear — this can renew your trust in the basic goodness of so many people, and help balance the instances when things don’t go as well.

• **Need for self-care**
  - When something upsetting happens, it’s important to treat yourself kindly. Acknowledge how you feel, acknowledge that it’s understandable, and find somewhere to regain some calm.
  - Remember to breathe, nice and deeply (not too much or you’ll get light-headed), in and out, slowly and deliberately. It’s quite amazing, but this can really help you regain a sense of control over yourself.
  - Be your own best-friend. Treat yourself well, with respect and understanding, compassion and positive affirmation.

• **Need for purpose and belonging**
  - Be a voice for resident quality of life. Share your thoughts and feelings and ideas with others. Extend your empathy and understanding to others who may find your involvement extremely helpful.
  - Participate actively in the Residents’ Council to listen and share and add your voice to important issues.
  - Explore interests and organizations online — ask staff for help with this — to become involved in important matters beyond your LTC home. Stay actively interested in life, in the critical issues globally and locally.
  - Vote. On all sorts of things.
  - Emphasize this phrase in this way:
    I am not just “Living in Long-term care”
    I am “Living in Long-term care”

*Written by Scott Kearns, MSW*

Scott is a social worker whose career in LTC spreads over 30 years. He is experienced in providing advice, counsel and effective strategies to residents living in long-term care homes.

Residents Sharron Cooke and Wendy Thorburn; peer support
2017 is well on its way to being an exciting year at OARC, as we continue to develop our Signature Programs, designed to support and educate Residents' Councils and the entire long-term care community through resident engagement and culture change principles. We also continue to work with Residents’ Councils in many individual homes across Ontario. All of our methods at OARC have been enhanced through embracing technology which makes this very big province, more reachable!

Our first signature program known as “Togetherness Training Workshop” (TTW), continues to be a wonderful way to bring resident leaders, Residents’ Council Assistants and home Administrators together for a concentrated learning experience spread over two days. Learning focuses on building positive relationships, clarifying roles and expectations, delving into the meaningfulness of Residents’ Councils from the legislative and personal perspective. We are now able to provide TTW through virtual means by utilizing technology. This provides opportunities for home teams from all across the province to meet together without leaving the comforts of their own LTC homes.

Our second signature program is called “Through Our Eyes: Bringing the Residents’ Bill of Rights Alive” (TOE). This program, provides the platform for residents and staff members to become co-developers and co-delivers of meaningful, personal, resident focused education. Contained within the TOE program are tips and strategies to work with all residents, even those who are experiencing cognitive changes. We were pleased to facilitate a ‘useability’ test last year in 11 LTC homes with the TOE program. Results were, and continue to be WONDERFUL testaments to the effectiveness of this education, and the readiness for change. Thanks to the support from the Schlegel Centre for Learning, Research & Innovation in Long-Term Care, we have been able to create a marketing and dissemination strategy for TOE, looking forward to vast distribution over the coming months!

Sharron, in her home located in Newmarket, was part of the useability test. Sharron says, “This program was piloted throughout my home and I have found that staff have really appreciated hearing from the residents themselves, and learning about the person they are caring for. The data collected over the test period showed that the program was well received, and it gives residents the opportunity to share their personal perspectives. This program builds a whole new relationship with staff and residents!” Some of the comments from staff members in Sharron’s home include:

“Great presentation, it was very informative and the message was clear. It was enlightening to hear it from a resident’s perspective. Keep up the great work! Keep being a voice for all residents in long-term care across Ontario!”

“Very informative presentation from the perspective of the resident! Hearing the resident’s side of the story and how they would like to be treated helps us better care for everyone.”

We at OARC, are humbled and thankful for this season of change; where home teams across Ontario are excitedly embracing new ideas, new ways of educating, new ways of thinking through how to best represent the collective voice of residents through their Residents’ Councils.

We are here! We are not done yet! We are OARC!
OARC Board of Directors Announcements

OARC bids Farewell to Two Directors

OARC celebrates the contributions of two remarkable women, both of whom served on the Executive of OARC’s Board of Directors, both of whom recently tendered their resignation.

Josie Ince has a long history with OARC, since her appointment as President of the Board in 2009, moving to Past President in 2015. In her 8 years of service, Josie has advised on the development and relevance of legislation in the LTC sector, contributed to countless working groups with the government, and added to OARC’s ability to speak on behalf of the changing landscape within LTC homes. Rising to the top of Josie’s impact is her unending love, devotion, and compassion to her fellow residents, especially those who are living with cognitive changes due to dementia. Josie, we will miss your smiles, encouragement and excellence in story telling at our meetings, all of which contributed to your ability to empathize and teach well.

Dorothy Asselstine, who lives in her LTC home in Maxville joined the Board of OARC in 2013, becoming Vice President in 2016. Dorothy, a retired nurse and Director of Care brought unique insight to the efforts of OARC in understanding the dynamics of life AND work in LTC homes, while leading the Residents’ Council in her home. She is eloquent and articulate in describing the life shifting adjustments necessary as people move into LTC homes, balancing their expectations and reality. She participated in many committees representing residents across Ontario, challenged Ministry regulations, and constantly encouraged staff to reach new heights in meeting OARC’s mandate.

We wish Josie and Dorothy health and happiness in this next chapter of their lives!

Message from OARC’s Board of Directors new Vice-President: David Kent

I am President of the Residents’ Council at the Village of Erin Meadows, in Mississauga and joined OARC last June because I wanted to widen my scope in order to enhance the exposure of culture change to a bigger audience. Just recently I was honoured to accept my appointment as Vice-President of OARC Board of Directors.

In my new capacity as V.P. I look forward to being further involved with public speaking and leadership opportunities, which as a former teacher, Department Head and coach, I will relish.

I strive to help represent the voice of all residents and to help bridge the generational gap in as many LTC homes as possible.

Regards, David Kent

OARC Welcomes new Board Member:

Lloyd Foster, President of the Residents’ Council at St. Patrick’s Home of Ottawa is the newest member of the OARC Board of Directors (April 2017). Welcome Lloyd!

Lloyd worked for 24 years as a National Quarantine Manager at Agriculture and Agri-Food Canada, part of the Canada Food Inspection Agency. He is familiar with and has experience in working with many levels of federal government.

Lloyd has worked on many consultative committee’s during his career and has found “teamwork” to be an integral part of each one. Lloyd feels “the teamwork that is generated by all OARC Directors and staff working together will allow us to meet our targets to the highest degree possible.”
Managing Residents’ Council Finances

As the dynamic of the long-term care population changes and an increasing number of people are experiencing cognitive changes, the area of Residents’ Council bank accounts and signing authority has been a rising concern among homes across the province. OARC has been working closely with various partners including the Ministry of Health and Long-Term Care as well as residents of long-term care homes themselves to be able to provide legislative clarification and informed guidance on this increasingly complex concern. We aim to provide guidance as to who is best suited to be signing authorities, when residents are not able to do so.

Exercising Residents’ Council Powers

Ontario long-term care home Residents’ Councils are equipped with specific powers within the Long-Term Care Homes Act (2007). One of those powers is to plan and sponsor activities for residents. (57. (1) 4, LTCHA, 2007.) This means that Council members have the right to plan activities for residents over and above what the home already offers and, if there is a cost involved, Council can use its Residents’ Council funds to pay for the activity. Therefore, in order to bring Residents’ Council powers to life, Residents’ Council must have access to and authority over their funds.

Barriers to Managing Residents’ Council Finances

Increasing restrictions from financial institutions are creating great challenges for Residents’ Council financial management. The majority of banks do not provide door to door service, therefore requiring that residents leave their LTC home and travel to the bank to sign paperwork to become signing authorities. Furthermore, many residents do not have valid photo ID such as a driver’s license which is required by the bank to become signing authorities. These conditions present as significant barriers for residents to become signing authorities for the Residents’ Council bank account.

Increasing numbers of residents are experiencing cognitive changes resulting in fewer residents able to become signing authorities. According to the Ontario Long Term Care Association’s “This is Long-Term Care 2016”, 63% of residents are experiencing the affects of Alzheimer’s disease and other dementias.

With the complexity of these issues OARC reached out to our Ministry of Health and Long-Term Care for guidance. We learned that the LTCHA, 2007 is silent on issues around banking and management of Residents’ Council funds. OARC reached out to our Board members and Residents’ Councils across Ontario to better understand the current Residents’ Council banking practices. Thank you for taking the time to provide your experiences.

Although no simple answer, no one size fits all approach, the combination of experience and promising practices revealed the following scenarios.

Scenario 1: Only Residents Signing Authority

In this scenario there may be two residents listed as signing authorities who may be on the Leadership Team. However, there are no staff members listed as signing authorities.

Scenario 2: Administrator Signing Authority

With this scenario, only the Administrator has signing authority. This brought up the question of whether this might be viewed as interference on the part of the Administrator. The legislation clearly states that there will be no interference by the licensee with Residents’ Council meetings or the operation of the Residents’ Council. ((a) to (c). 2007, c. 8, s. 65., LTCHA, 2007.) Interference, simply stated, is considered to be any action that is taken contrary to what the Residents’ Council
directed. After a lengthy discussion with our Ministry of Health and Long-Term Care, it became clear that having the Administrator as signing authority on the Residents' Council bank account was NOT considered interference if it was the Residents' Council who decided when and how their money will be spent.

Scenario 3: Combination of Residents, Staff Assistant/Administrator

In this scenario the signing authorities would include both resident representation and a staff member. Staff members could include the Residents’ Council Assistant or Administrator. Both residents and staff would be documented as signing officers.

Traditionally, OARC has advised that the Residents' Council Assistant not be listed as a signing authority. However, due to the increasing challenges outlined above, OARC feels that assigning the necessary tasks and responsibilities to the Residents’ Council Assistant is preferable, given their role in supporting and working for the Council wherever there are gaps in residents’ abilities/opportunities to do so.

In Conclusion

OARC encourages Residents' Councils to endeavour to fully understand their Councils financial processes to clarify and seek transparency. Residents’ Council owns the decision to choose who they feel is best suited to be listed as signing authority(s), whether that be residents only, staff only or a combination of the two. The issue isn’t so much about who is the signing authority but that the Residents’ Council feels confident that their money is being managed as the Residents’ Council wishes it to be. OARC recommends that it is in the best interest of the Residents’ Council to ensure that their agreed upon arrangement is well documented in minutes and/or a statement of conditions which outlines their collective decision.

The relationship between those involved in the arrangement, like any other relationship we hold, must be a relationship built on respect and trust. The success of Residents’ Council and their ability to exercise their powers rest in the expectation that the relationship exhibits mutual respect, trust and positive support.

OARC is continuing to work with the MOHLTC in an effort to educate banking institutions about long-term care home Residents’ Councils and the potential issues they will face in the community when dealing with residents.

Join us for a live webinar on Wednesday, May 17, 2017 2:30 PM - 3:30 PM EDT - Managing Your Residents' Council's Finances

Registration on-line: www.ontarc.com/education-events
The past year has been a busy one for the Inspections Branch of the Ministry of Health and Long-Term Care and we were happy to visit the Ontario Association of Residents’ Councils Board of Directors at their quarterly meeting in December 2016. We want to share what was discussed at that meeting - and what better place to do it than the Seasons publication.

The 2015 Auditor General’s report on long-term care homes in Ontario showed us that there are many things we can do to refine the inspection process. In response to the Auditor General’s report we developed an action plan that is divided into four main sections, here’s what we’ve been doing to meet the goals in each section of the action plan.

First, the Auditor identified a need to improve the timeliness of inspections when there are complaints or serious incidents at a home. When there are incidents or complaints, the level of risk is one of our main considerations in how we decide to proceed. To support improvements in ensuring we respond quickly to critical issues, inspectors now have new guidelines on inspection timelines based on risk and requirements to ensure complainants and family members are informed once inspections occur.

The second part of the action plan helps us to deliver quality inspection work consistently. We are developing better ways to keep track of the work being done by inspectors so we know what is working well and what needs improvement.

Thirdly, we are working toward better enforcement of the legislation with new ways of dealing with homes that are repeatedly in non-compliance. The ministry is proposing a new set of enforcement tools that would be used to ensure homes are respecting the standards of care set out in the legislation. These enforcement tools include financial penalties for orders that have to be reissued.

Another aspect of our work includes steps to increase the transparency of inspection results. To address this, we are looking to improve the way we share inspection results on the Ministry’s public website.

The Auditor General told us that there needs to be better communication with the Office of the Fire Marshall to improve fire safety in long-term care homes. This action item has been fully addressed and there are now agreements in place to make sure that the Ministry and the Office of the Fire Marshall are sharing information gathered during their inspections where appropriate.

There are over 600 long-term care homes in Ontario, all of which need to be inspected every year. With so many inspections to do, it’s important to make sure we use our resources wisely so we can respond to serious issues as they occur. That’s why we’re placing a higher priority on inspections of homes where there is greater risk to the residents.

In summary, we are making these changes to improve the way we inspect the long-term care homes in our province with the goal of protecting residents and ensuring they receive proper levels of care. Meeting the recommendations of the Auditor General is certainly challenging but we can all agree it’s important to have an independent third party evaluate our work and make recommendations. As a result, we have been changing the way we work in order to respond to these recommendations.

In closing, we would like to say that Residents’ Councils play an essential role in the representation and advocacy for residents in long-term care homes and we’re very thankful to OARC for inviting us to share some updates in this publication.

Written by: Andrew Zaverucha, Issues Management Coordinator
Long-Term Care Inspections Branch Ministry of Health and Long-Term Care
Four young professional musical theatre performers were escorted by a staff member into Jenny’s room in the long-term care (LTC) home to offer their first “Serenade”. Jenny was lying in bed on her side. She was quiet and still, and it was obvious it was painful for her to move.

They noticed the walls of Jenny’s room were decorated with photographs. Framed snapshots: Jenny’s husband on their wedding day; the two of them with kids in a backyard; graduation photos; baby portraits. They recognized Jenny in the pictures by her sparkling eyes - the same eyes that shone here in her dimly lit room. Those photos seemed like Jenny’s lifeline – not a way of “staying alive”, as the medicines and equipment at her bedside were for, but reasons to live.

The performers began a quiet conversation with Jenny, but she was unable to respond verbally. One of the performers offered Jenny her hand, and she held it gently. Right away, the performers noticed Jenny’s positive reaction to the touch.

“Would you like to hear a song?”

Jenny smiled faintly, and squeezed the performer’s hand a little tighter.

The four performers began, gathering closer around the bed, singing, “That’s Life” a Sinatra tune they thought of when they saw the photos. The music, and the enthusiasm of the performers, brought an energy and light into the air of Jenny’s room, and her face shone with recognition. Jenny smiled, moved her mouth to the words, and her hand to the beat. The performers could see their song was affecting Jenny, and they felt a warm and deep appreciation for her.

When the song was over, Jenny took a deep breath and sighed. Her eyes shone, and she had a broad smile. The difference the song and brief conversation made to Jenny in turn touched the young performers. They saw Jenny’s courage and spirit in her response, and felt they had made an important and lasting connection.

This is the Smile Serenades Program: bringing joy to residents of LTC, wherever they are, through the power of intimate musical theatre performances – and in turn, affecting the lives of young performers.

Jenny was sharing in the same, “Smile Theatre Experience” seniors in care homes right across Ontario have been having for 45 years since the registered charity began. She was experiencing a little delight, a warm connection, and another small reason to make it through a perhaps difficult day.

Smile Theatre had done shows many times in Jenny’s LTC home, but this was the first time she had witnessed a performance – as she is unable to make it to the activity room in her building.

A commitment to reaching seniors wherever they are with the joy of live performance is the backbone of all we do at Smile Theatre.

Smile Theatre, Smile Serenades Program: Cost: $300 / 1.5 hour visit (travel costs may be additional for outside GTA). Contact: Stephanie Kalisky, Stephanie.kalisky@smiletheatre.com, (416) 599-8440
When was the last time you had so much fun and laughed so hard that your tummy ached? When was the last time you were so focused on something interesting that you lost track of time? Ever wonder what is actually happening in our brains when these situations and processes occur? In these scenarios, it is likely that stimulation, engagement, and synchronization are all happening, and this is what the Play Intervention for Dementia (PID) initiative at the Yee Hong Centre for Geriatric Care is all about.

**Background:** The concept of PID is built upon the Strategies and Skills Learning and Development (SSLD) system, founded by Professor Ka Tat Tsang, from the Factor-Inwentash Faculty of Social Work at the University of Toronto. The SSLD system looks at needs as the underlying motivation for all behaviour. When needs are unmet, the behaviours exhibited are aimed to meet that need, regardless of whether or not the behaviour is appropriate. The SSLD system looks to identify what these needs are, and aims to help the individual to formulate better strategies in addressing the issues at hand - this is the general idea behind SSLD.

Play Intervention for Dementia (PID) utilizes the 'Play' process to create stimulation, engagement, and synchronization. These are all shown to be crucial elements for our brains to function. For those with dementia, we now know more from neuroplasticity literature that the brain has the capacity to rewire itself after deterioration or injury. PID aims to apply this concept and understanding on neuroplasticity through play sessions with seniors.

By combining the SSLD system with knowledge on how neuroplasticity works; the Play Intervention for Dementia (PID) initiative was born. At Yee Hong Centre, detailed play sessions are carefully planned and conducted by our staff and volunteers as a 45-minute segment that is incorporated into our usual day programs. Our staff and volunteers have been trained in PID facilitation, and have learned to take into account a number of factors that will affect each session, including what items are to be used, what and why certain game/play methods are being chosen, what a particular game may achieve, and how the individual is benefiting from a particular game. Staff and volunteers who have been trained in PID will also know how to create and maintain engagement and synchronization among members of the playing groups. As we always say in PID - the game is merely a tool. The engagement and synchronization created among members is where the magic happens!
Currently staff and volunteers of the Adult Day Programs at the Yee Hong Centre for Geriatric Care (Mississauga and Finch sites) have been trained and are implementing PID already. If you or your organization is interested in knowing more about Play Intervention for Dementia or would like to attend trainings on PID implementation, please contact William Leung of Programs & Services Development at Yee Hong Centre for Geriatric Care through email at William.Leung@yeehong.com or by phone (416) 412-4571 x 2624.

Several months ago, OARC had the opportunity to participate in a PID training session. It was a terrific day, learning about how our brain works and how this play based strategy can mitigate unmet needs in people living with dementia, lending to enhanced quality of living for all residents.

“The secret of change is to focus all of your energy, not on fighting the old, but on building the new”

Socrates
Through Our Eyes: Bringing the Residents' Bill of Rights Alive

RESIDENTS AND STAFF MEMBERS

OARC has been in the very exciting stages of developing and launching a video featuring our signature program; Through Our Eyes; Bringing the Residents' Bill of Rights Alive. This program was developed through the lens of culture change upholding the philosophy of person-centered care. These concepts, when brought together, challenge all of us to re-examine how education is developed, who is involved in the process, and ties all efforts back to the lived experience of residents living in their LTC homes. Quality of living, as perceived through the eyes of residents themselves is the truest measure of successful education. Only then can education yield change in behaviour and create the capacity for heightened sensitivity and awareness. This program is different because staff and residents co-create and co-facilitate the session...together.

When people are seen as whole human beings, full of ideas and passions, it's easier to support a social model of living that recognizes residents as experts by experience. The work done by everyone in our LTC communities becomes less task driven because we have made personal connections to those we serve and work with. The Residents’ Bill of Rights (LTCHA 2007) can be upheld in an authentically meaningful way when residents are seen as whole human beings not the recipients of tasks.

YOU ARE READY, let's do it together.

This program provides educators with a step-by-step guide, videos, exercises and resources to develop education about the Residents' Bill of Rights (LTCHA 2007) for staff, residents, family members, volunteers and more.

To order your copy of Through Our Eyes: Bringing the Residents’ Bill of Rights Alive program contact the OARC office at 1-800-532-0201 or visit the website at www.ontarc.com. The cost per program is $45, however if your LTC home’s Residents’ Council is a member of OARC, the cost is reduced to the price of $35. Costs do not include shipping.

Questions, comments and news about your Residents’ Council may be addressed to:

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