

Annual Report
to the Community

20/21

BUILDING
RESILIENCE



BELLWOODS
INNOVATING INDEPENDENCE

REPORT FROM THE CHAIR & CEO

The past year has been filled with a great deal of uncertainty for all of us. The value of strong connections with our community and funding partners was demonstrated time and time again. We are appreciative and proud of our incredible staff for working with us through this difficult year and for their internal strength and resilience. The support of our staff and clients has been exceptional. We are also deeply grateful to work alongside partners and funders that have helped to keep our organization strong and resilient.

Among the challenges faced in the midst of the pandemic, loneliness and food security were issues of heightened concern for some of our clients. Thankfully, we were able to rely on the support of our partners and relationships built with volunteers and Ontario Health Team (OHT) who graciously stepped forward to help with personal protective equipment (PPE) supplies, client meal delivery and wellness checks during the pandemic.

The pandemic also brought to light the importance of continued advocacy and dialogue to mitigate the unintended exacerbation of inequities for Ontarians with disabilities and the frontline workers they depend upon. We will continue our advocacy efforts to support the well-being of our Bellwoods community.

Moving forward, it will be critically important for Bellwoods to continue to maintain good relationships with traditional partners and actively forge linkages with new partners to profile the benefits of supportive housing and community outreach and the need for more innovation in these areas.

Bellwoods has enormous opportunities to work with old and new partners and to leverage what we learned from COVID-19. The pandemic lessons will inform a post-pandemic system response to reduce (not increase) the equity gaps and to highlight the role of supportive housing. We are proud of the housing Bellwoods provides, as it is an indispensable alternative to extended hospital stays and inappropriate long-term care admission.



Roslyn J. Levine, QC
Chair, Board of Directors



Lori Holloway
CEO

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2020/2021 BOARD OF DIRECTORS



Heather Brien,
Director



Cindy Dunn,
Director



Edward Elms,
Director



Angela Hantoumakos,
Treasurer



Lori Holloway,
CEO, Secretary



Ron Kelusky,
Director



Craig Knowles,
Director



Kodie Lee,
Director



Roslyn Levine,
Chair/President



Mary Lewis,
Vice Chair/
Vice President



Brady Murphy,
Director



Sandi Pelly,
Director



Sandra Waechter,
Director

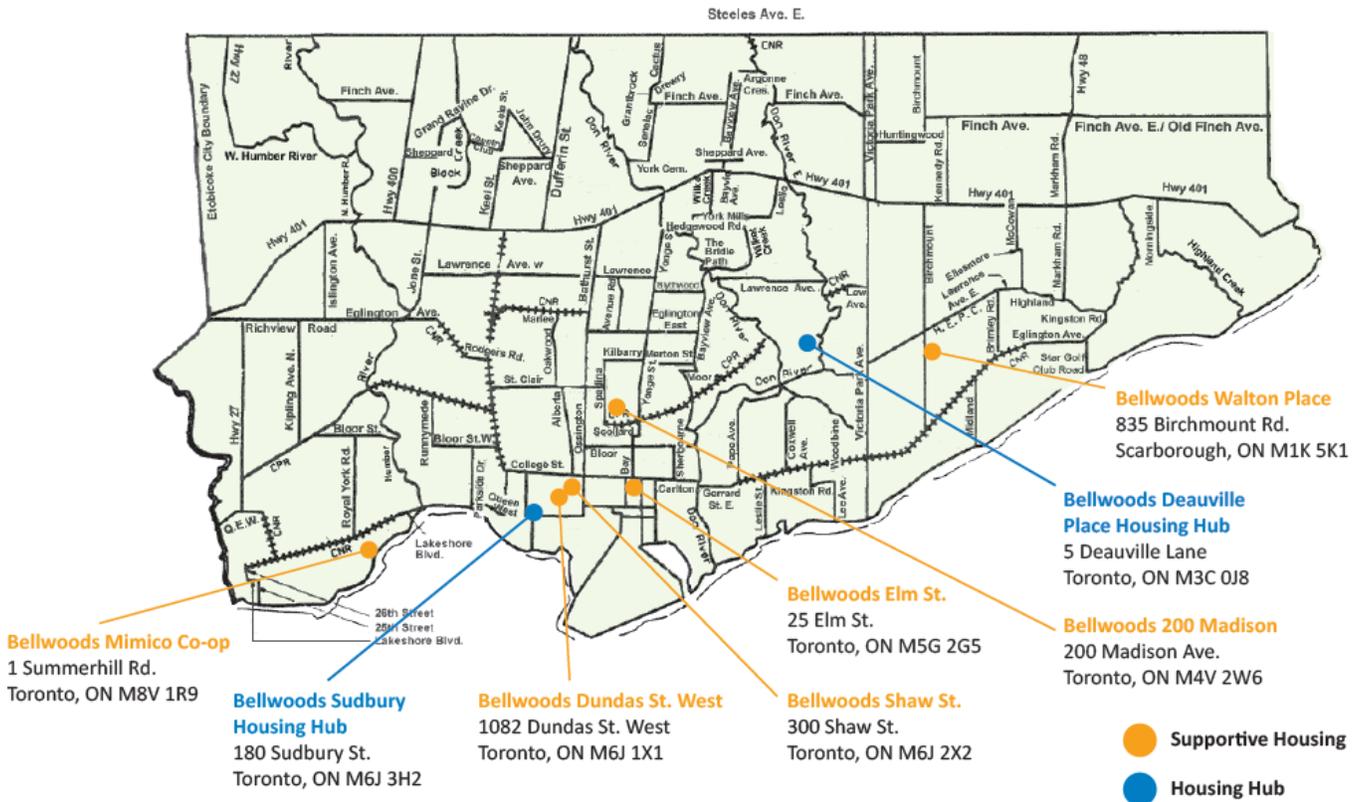


Kate Wilkinson,
Director

ABOUT BELLWOODS

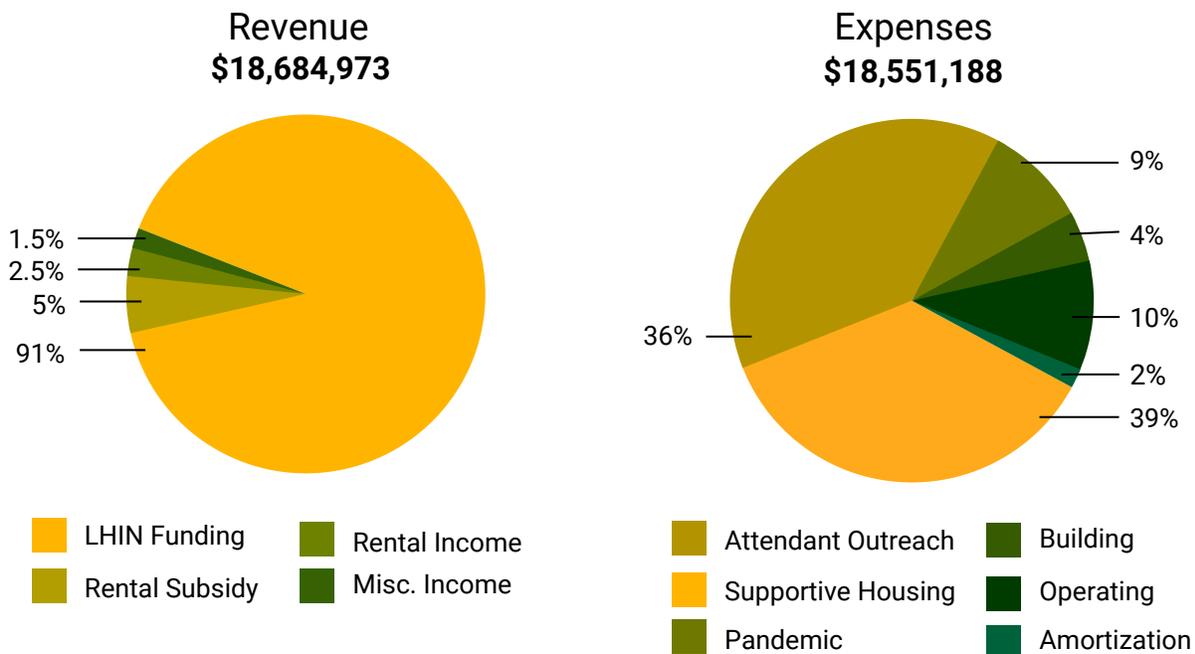
Established over 60 years ago, Bellwoods is a charitable, not-for-profit organization that provides community-based, client-directed support services for the physically disabled who want to remain living independently in the community. Our personal support and Independent Living (IL) education services are provided to individuals 16 years of age or older with physical support needs. Today, the clients we serve include a growing number of seniors and those at risk of homelessness. Many of our services are provided to clients who reside at one of our eight housing sites. We also offer attendant outreach services and a range of short-term transition programs that include a hospital to community reintegration program, and health education and care navigation to support those who are ready to leave hospital following an illness or a debilitating injury.

BELLWOODS HOUSING SITES

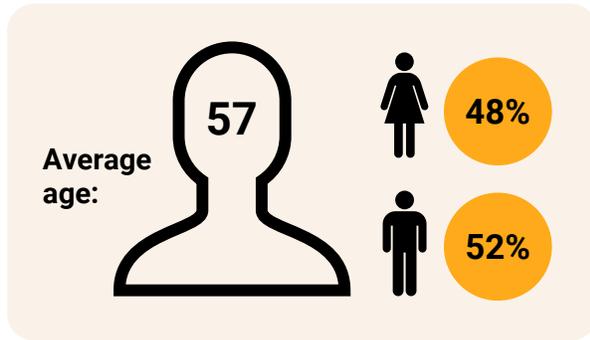


OPERATING FUND

Government funding remains the primary source of revenue for Bellwoods. In 2020-21, 91% of all spending was directed toward mission-specific programs.



OUR CLIENTS



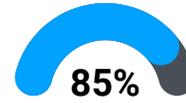
require a two-person transfer



receive supports relating to wound care management



receive supports relating to bowel and bladder supports



report receiving additional supports from other providers including case management, PSW, nursing, and/or therapy supports

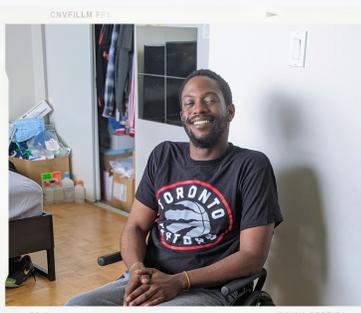
CLIENT PROFILES



Jennifer
Supportive Housing Client

Prior to coming to Bellwoods Community Connect (CC) program, Jennifer was in an accident with her wheel chair and had been hospitalized for more than six months. Transitioning to the CC program was life-changing for Jennifer. It helped her manage her physical pain and improve her ability and confidence in being able to live independently in the community. Jennifer wanted to remain in Toronto so she applied for supportive housing at Bellwoods. In October, 2020, Jennifer transitioned from the CC program and moved into one of the accessible, rent-g geared to income apartments at Bellwoods.

"I am grateful for all the help I received from Bellwoods in such a short period of time."



Donovan
Transitions Program Client

In November 2017, Donovan was a victim of a random drive-by shooting and was shot in the chest leaving him with a spinal cord injury. Learning to adapt to his new life circumstances has not stopped him from living his life. He is graduating from an IT course and looking forward to pursuing a career in entertainment. With the help of his family and Bellwoods staff, he has regained much of his independence after months in the Community Connect program. When it was time to return home with his parents, the original plan proved impossible, the Housing with Layered Supports Coordinator helped Donovan find permanent housing in the community.

"Living at Bellwoods meant a lot to me as it was my first place to live on my own post hospital discharge. It has sprouted me into a new direction that I am looking forward to and will strive to achieve my goals."

OUR STAFF

As of March 31, 2021, Bellwoods had 235 direct service workers (Support Service Workers and Housekeepers). Staffing resources were significantly challenged throughout the year primarily due to the pandemic and a continued overall Personal Support Worker (PSW) shortage in the province.

VOICES OF OUR STAFF

WHAT MAKES ME PROUD TO BE A PSW?

“

I am proud to be a PSW because I can help people be more independent in their lives...I know it is a demanding job but helping others is my vocation. It makes me very happy to see the clients have more faith in themselves.

Lucia

“

I am proud to be a PSW. I like what I do...I am a nurturer by nature... I judge myself by being sure that the service I provided to the client is the same that I'd give to my mom.

Marilyn

“

What makes me happy and proud to be a PSW is that at the end of the day I feel I helped make someone else's life a little easier and better.

Malini

STAFF ANNIVERSARIES

Bellwoods is extremely fortunate to have staff who are committed to their work and to Bellwoods. We celebrated the following anniversaries in 2020-21 with enormous gratitude and sincere appreciation.

5 years

Janelle Alleyne
Beverley Andrew
Mary Angela Gregorio
Rama Beyene
Yeshi Hailu
Lori Holloway
Florence Kitson-Mills
Rachel Kona
Annabelle Quintans
Masomeh Toraby
Omaiz Wasi

10 years

Juliette Baguma
Paulette Balford
Natesha Brudy
Raihana Chadee
Larry Inocencion
Hyacinth McLeod
Mahin Rahmati
Tsion Woldeyesus
Jannett Wright Cadet

15 years

Pauline James
Rogelio Padamada
Tsering Singhe
Joan Thompson
Tenzin Tsering
Ann Wickham

20 years

Eulalia Kwall
Lee Lewis
Marilyn Mason
Petal Nichols
Jacinta Phillip
Joan Thomas



25 years

Theresa Charles
Marsha Gobin

30 years

Rukiya Abdi
Daryle Gibson
Ann Harris-Glave

CONGRATULATIONS



YEAR AT A GLANCE: HIGHLIGHTS

In a year that challenged all of us, Bellwoods continued its commitment to improve the quality of service delivery and the organization's ability to be responsive to external health system needs. The pandemic accelerated work in both these areas.

In 2020/21, much of the work undertaken shifted to support Bellwoods' infection prevention and control (IPAC) practices to ensure alignment with internal policies and external guidance documents issued by the government and public health authorities. A number of new policies and protocols were developed to actively mitigate and monitor the risk of transmission and spread throughout our community.

Bellwoods also continued to strengthen partnerships with Ontario Health, LHINs, other community agencies and participated at a number of OHT and sector planning tables. These collaborations helped keep our community safe and supported vaccine readiness and roll-out. Working with our OHT and LHIN partners we were also able to –

- Play a strong role in advocating for access to the wage enhancement program for our front-line staff,
- Secure access to PPE allowing us to provide support not only to Bellwoods' but other community agencies experiencing shortages,
- Accelerated access to food security programs for our clients through corporate partnerships, and
- Ensured that the voice of our community was represented for COVID-19 vaccine prioritization and subsequent vaccine clinics held at all of our supportive housing sites.



Highlights of other activities and achievements in 2020/21 are summarized below.

QUALITY IMPROVEMENT & ENGAGEMENT OF CLIENTS

Clinical Resource Team (CRT): The experience of the pandemic accelerated our efforts to redesign and better align the role of clinical supervisors within the organization. Redeployed and redesigned as the Clinical Resource Team (CRT), this team of nurses provides key clinical functions informing and overseeing monthly in-class training sessions on clinical special functions and behavioural management education; hands-on training, onsite observation to support staff in developing new clinical skills and training; and, appropriate documentation of client incidents and complaints. The CRT also undertakes clinical audits and evaluates the practices and skills of front-line staff.

Governance Renewal: The Board of Directors confirmed a refresh of its committee structure in September 2020. The renewed committee structure aligns with Accreditation Standards and Guidelines for Governance and the key roles of the Board as outlined in Bellwoods' by-laws. Under the revised structure, there is now a dedicated committee focused on **Quality & Client Engagement**. The **Bellwoods' Community Advisory Council (BCAC)** is also now represented on the Board to ensure that the client voice is heard at the highest levels of the organizations.



Recruitment: Recruitment and retention continued to be an ongoing challenge particularly with the introduction of legislation during the pandemic that prohibited PSWs from working for multiple employers. In response, Bellwoods enhanced efforts to proactively recruit and maintain sufficient staffing levels and improve the availability of consistent work for our frontline team, specifically Personal Support Workers. A new, enriched onboarding process is also being implemented.

Stability & Safety of Our Workforce: In May 2020, Bellwoods implemented a new client and staff scheduling model known as Workforce Transformation (WFT) to optimize the stability of our workforce and enable continuity of services for clients. The optimization of scheduling is fundamental to ensuring that we can build a stable, committed workforce by providing staff with steady work and clients with consistent and reliable services. Key learnings and feedback from clients and staff are being used to fine tune the new scheduling model.

STRENGTHENING INTERNAL PROCESSES & STRUCTURES

AlayaCare: Bellwoods engaged in a refresh and optimization of its primary software system (AlayaCare) to maximize the use of this technology. Changes made allow for improved access to information and improved organization of data that supports decision-making and improves communication among the team of service providers.

Capital Improvement Projects: A number of projects were undertaken at Bellwoods' Dundas and Shaw sites to address aesthetic and functional upgrades. These upgrades enhanced safety and security at these sites and helped to ensure that the buildings are maintained at a level we can be proud of.



Service Delivery: The following initiatives were undertaken to improve service delivery:

<p>1 New Centralized Intake Model</p>	<p>2 Enhanced Documentation</p>	<p>3 Hoteling Stations</p>	<p>4 Staff Realignment</p>	<p>5 Mobile Independent Living Education (MILE) Team</p>
<p>This model allows for identification of potential new clients in a timely way and streamlines the eligibility assessment and onboarding experience.</p>	<p>A number of clinical and business practices were documented to support staff in their onboarding journey and also provide a reference tool to support day-to-day operations. (e.g., After-Hours Manual, Leadership Orientation Manual, and Clinical Resource Team Operation Manual).</p>	<p>Established at all of our sites, these stations enable staff to be more mobile.</p>	<p>Leadership responsibilities were redistributed to address ongoing demands in the organization. Supervisor and Management positions and roles were also realigned to clarify functions, reduce duplication, engage staff within the full scope of their skillset, and clarify the right mix of staff required to better support our communities current and emerging needs.</p>	<p>The redesign of this team was undertaken to better serve and support our clients throughout their journey and expand capacity within the organization and to system partners.</p>

PARTNERSHIPS & SECTOR LEADERSHIP



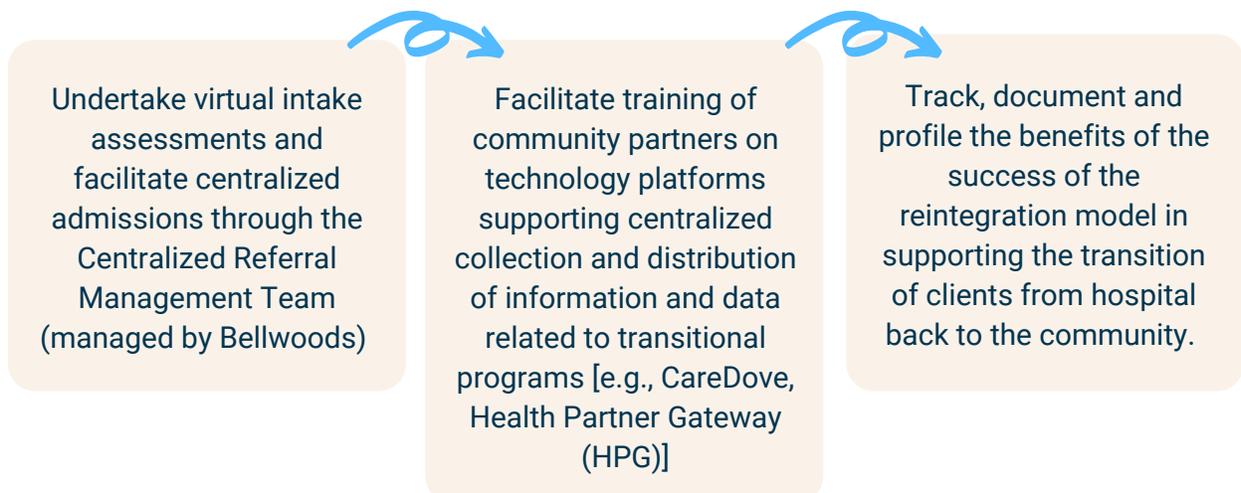
Housing with Layered Supports (HLS)

Program: With funding from the City of Toronto, Bellwoods is pleased to be part of the Housing with Layered Supports (HLS) program focused on ending the cycle of homelessness for individuals with physical disabilities and complex health issues. The program provides case management support and help with securing and maintaining a place to live.

OHT Involvement: Bellwoods co-lead development of an OHT proposal with community partners to advocate for development of a Regional Services Delivery Network for People with Disabilities. Partners at this table represented a continuum of services including specialty rehab hospitals, post-acute hospitals, primary care, home and community care, supportive housing, attendant care and a broad range of community services. The proposal focused on the importance of equitable recognition of the risks, vulnerabilities and needs of adults with disabilities living in community settings and the workers who provide care and support to these individuals as part of the government's vision for an integrated health system. Bellwoods was confirmed as a member of the Mid-West OHT Executive Table along with West Neighbourhood House and Fifth House providing strong presence from the community support sector in this OHT. We also continued to work with other OHTs particularly East Toronto Health Partners (OHT), North Toronto Health Partners (OHT), and West Toronto.

Short-Term Transitional Care Model (STTCM) Project: Bellwoods continued to serve as the lead agency supporting the region-wide STTCM initiative supporting the transition of alternate level of care (ALC) patients from hospital to support capacity-building and system flow.

As part of its leadership role, Bellwoods continues to –



OUR IMPACT: 2020/21 BY THE NUMBERS

Traditional Programs

Supportive Housing (SH)*



139

of clients served
(Within MSA target corridor)

106,518

Total service hours delivered

2.54

Average daily service hours per client



93%
Occupancy rate

**SH includes the 15 reintegration care unit beds included in the Community Connect (CC) Program.*

202,218

Total # of service visits

41,928

Total # of resident Days



6
SH Sites:
Dundas, Elm, Madison, Mimico, Shaw and Walton

Attendant Outreach (AO)*



267

of clients served
(Within MSA target corridor)

117,741

Total # of service hours delivered

101,427

Total # of service visits delivered

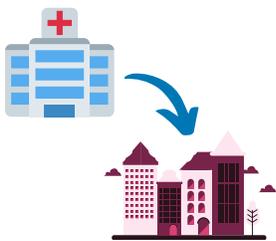
2.23

Average daily service hours per client

**Includes clients of AO, Housing Hubs (Deauville & Sudbury) and MILE (Mobile Independent Living Education).*

Transition Programs

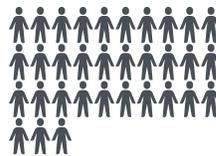
Centralized Referral Management



860

of referrals matched for clients referred from hospitals to STTCM funded programs.

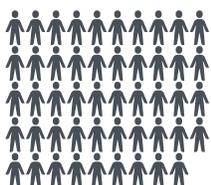
Community Connect (CC) Reintegration Care Unit



33

of clients served

Housing with Layered Supports (HLS)



49

of clients served



37

of clients assisted to secure permanent housing



41

of clients receiving ongoing case management

DONORS & VOLUNTEERS

Every effort has been made to ensure the accuracy of these lists. If an error has been made, please accept our sincerest apologies. Contact us so we can update your information or change your recognition preference. Please email us at ayip@bccclsp.org

Donors



We are grateful for every donation we receive. This list represents donations received between April 1, 2020 to March 21, 2021. We also appreciate our anonymous donors!

2490662 Ontario Inc.
Anne Dumais
Brad Campbell
Brendan McClement
Cindy Dunn
Corpus Sanchez International
Consultancy Inc.
Diane Dumais

Elizabeth Carter
Jacklyn Pearce
Janet Lum
Jean Mahoney
Jennifer Heaton
Kate Wilkinson
Kerry Kuluski
Lori Pearce

Mary Lewis
Michael Sprung
Nursing & Homemakers Inc.
Patti Jones
Paul Williams
Roslyn Levine
Sandi Pelly
Sandra Waechter

Sarah Koetsier
Sarah Van Exan
Scott Fortnum
SEGA Workplace
Consulting
Professional
Corporation
Toby Rose

Volunteers

In the early days of the pandemic, Bellwoods issued a community call to action campaign and was thrilled to establish a small pool of volunteers. With the help of volunteers and generous donors, Bellwoods quickly identified the unique gaps that impact our clients beyond the traditional supports provided by support staff. Thank you to all the volunteers that helped out during pandemic.

Wellness Checkers

Ally Andrew-Persaud
Harriet Jamieson
Rosarii Pearce

PPE Preparation

Alex Janeczko
Nadine Popova
Erin Taylor

Admin Support

Storefront Humber
Inc. - Volunteer
Program: (Bruce,
Grace, Hilina, Millie
and Patricia)

Staff Support

Brian Coones

Drivers

Munire Armstrong
Riva Banh
Jean Brown
Colin Burns
Don Doboer
Zixue Dong
Mahmoud El-
Hennaway
Barbara Gough
Andrew Hoy

Llyandra Kerr
Ahmad Khan
Shawn Killaly
Joanne Liang
Marcia Mack
Prathik Nair
Luisa Ospina
Junaid Sadat
Akanda
Zoe Stirton

Kathleen Taylor
Jackson Thomas
Brent Vickar
Emily Wang
Allyson Weldon
Heather Wilkinson
David Wood
Timothy Vukson

Volunteer Profile



All the way from Sudbury, ON, Rosarii Pearce has been loyal volunteer helping Bellwoods clients get through the pandemic. She started doing wellness checks, then began to coordinate other volunteers involved in this work. She is now helping clients book their vaccine appointments.

“ I love volunteering for Bellwoods! I love talking with clients and helping them anyway that I can.

Rosarii

REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS

To the Board of Directors of Bellwoods Centres for Community Living Inc.

Opinion

The summary financial statements, which comprise the summary balance sheet as at March 31, 2021, and the summary statements of operations and changes in unrestricted net assets for the year then ended, and related notes, are derived from the audited financial statements of Bellwoods Centres for Community Living Inc. (the Organization) for the year ended March 31, 2021.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, in accordance with the criteria disclosed in Note 1.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Canadian accounting standard for not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the Organization's audited financial statements and the auditor's report thereon.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated June 21, 2021.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of the summary financial statements in accordance with the criteria disclosed in Note 1.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, *Engagements to Report on Summary Financial Statements*.



Chartered Professional Accountants, Licensed Public Accountants

Toronto, Ontario
June 21, 2021

SUMMARY BALANCE SHEET

March 31	2021	2020
ASSETS		
Current assets	\$ 7,703,338	\$ 8,111,475
Capital assets	5,428,486	5,605,571
Deposits and other assets	840,319	875,537
	\$ 13,972,143	\$ 14,592,583
LIABILITIES AND NET ASSETS		
Current liabilities	\$ 4,597,633	\$ 4,931,008
Mortgages payable - long-term portion	1,486,584	1,552,682
Loan payable - City of Toronto - long-term portion	223,967	253,718
Deferred contributions for capital asset replacement reserve	1,511,245	1,454,195
Deferred capital contributions (Note 3)	3,331,655	3,657,603
Deferred rental contributions (Note 3)	662,611	718,714
Total liabilities	11,813,695	12,567,920
Net Assets		
Jean Lauder Memorial Fund	91,251	91,251
Unrestricted	2,067,197	1,933,412
Total net assets	2,158,448	2,024,663
	\$ 13,972,143	\$ 14,592,583

SUMMARY STATEMENT OF OPERATIONS AND CHANGES IN UNRESTRICTED NET ASSETS

For the year ended March 31	2021	2020
REVENUE		
Ontario Ministry of Health and Long-Term Care and Toronto Central Local Health Local Network grants	\$ 17,224,657	\$ 15,479,221
City of Toronto grants	645,400	555,905
Rental income from tenants	472,856	367,018
Investment and other income	342,060	525,017
	18,684,973	16,927,161
EXPENSES		
Salaries and benefits	13,215,387	12,220,004
Other	5,013,408	4,344,544
	18,228,795	16,564,548
Excess of revenue over expenses for the year before amortization	456,178	362,613
Amortization of deferred capital contributions and capital assets, net	(322,393)	(260,206)
Excess of revenues over expenses for the year	133,785	102,407
Unrestricted net assets, beginning of year	1,933,412	1,831,005
Unrestricted net assets, end of year	\$ 2,067,197	\$ 1,933,412

NOTES TO SUMMARY FINANCIAL STATEMENTS - MARCH 31, 2021

1. SUMMARY FINANCIAL STATEMENTS

The summary financial statements are derived from the complete audited financial statements, prepared in accordance with Canadian accounting standards for not-for-profit organizations as at March 31, 2021 and for the year then ended.

The preparation of these summary financial statements requires management to determine the information that needs to be reflected in the summary financial statements so that they are consistent in all material respects with, or represent a summary of, the audited financial statements.

These summary financial statements have been prepared by management using the following criteria:

- (a) the information in the summary financial statements is in agreement with the related information in the complete audited financial statements; and
- (b) that, in all material respects, the summary financial statements contain the information necessary to avoid distorting or obscuring matters disclosed in the related complete audited financial statements, including the notes thereto.

Management determined that the statements of changes in internally restricted net assets and cash flows do not provide additional useful information and, as such, has not included them as part of the summary financial statements.

The complete audited financial statements of the Bellwoods Centres for Community Living Inc. (the "Organization") are available upon request by contacting the Organization.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The following summary of significant accounting policies is set forth to facilitate the understanding of the summary financial statements.

Revenue Recognition

The Organization follows the deferral method of accounting for contributions, which include grants, bequests and other donations. Grants and bequests are recorded in the accounts when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Other donations are recorded when received, since pledges are not legally enforceable claims. Unrestricted contributions are recognized as revenue when initially recorded in the accounts. Externally restricted contributions are deferred when initially recorded in the accounts and recognized as revenue in the year in which the related expenses are recognized.

Restricted contributions for the purchase of capital assets that will be amortized are deferred and recognized as revenue on the same basis as the amortization expense related to the acquired capital assets.

Rental income from tenants is recognized as earned when rental services are provided.

Investment income is recognized in the statement of operations when earned, other than income earned on the capital asset replacement reserve which is added to the deferred contribution reserve balance.

Capital Assets

Purchased capital assets are recorded at acquisition cost less accumulated amortization. Capital assets are amortized on a straight-line basis over the following periods:

Buildings	20 years
Buildings improvements	18 to 25 years
Furniture and equipment	5 years
Computer equipment	3 years
Leasehold improvements	Term of lease

Financial Instruments

Long-term debt, which comprises mortgages payable and loan payable - City of Toronto, are initially measured at fair value, net of transaction costs, and are subsequently measured at amortized cost. Transaction costs are amortized using the straight-line method.

All other financial instruments, including accounts receivable, fixed income investments and accounts payable are initially recorded at their fair value and are subsequently measured at cost, net of any provisions for impairment.

3. DEFERRED CAPITAL AND RENTAL CONTRIBUTIONS

Included in deferred capital contributions is a forgivable loan from Canada Mortgage and Housing Corporation ("CMHC"), which is part of the funding provided by the three levels of government for the supportive housing project (1082 Dundas Street West) at the south end of the Shaw Street property. This loan was granted by CMHC on behalf of the Ontario Ministry of Municipal Affairs and Housing.

The loan is repayable on May 1, 2034. According to the agreement, the loan is forgivable if the Organization is in compliance with the conditions set. As at March 31, 2021, management believes the Organization is in compliance with the conditions set. Since the Organization expects to remain in compliance with the conditions required for the loan to be forgiven, this loan has not been recorded as loans payable.

Interest is to be charged at the higher of [i] current prime rate for a commercial first mortgage having a five-year term, plus 2% or [ii] the interest rate applicable to the first mortgage registered against the title to the property, plus 2%; however, this interest will also be forgiven as long as the conditions are met. As at March 31, 2021, management believes the Organization is in compliance with the conditions set and, accordingly, no interest has been accrued.

Deferred rental contributions represent funds received from the Toronto Central Community Care Access Centre for the buy-down of the rental charges at the Deauville Place Apartments and 180 Sudbury Project II. The purpose of these units is to provide affordable rental housing to alternate level of care patients. For the Deauville Place Apartments, the monthly rental charges were bought down for a period of 20 years commencing April 1, 2012. For the 180 Sudbury Project II, the monthly rental charges were bought down for a period of 20 years, commencing in fiscal 2013.



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Charitable Registration # 10807 0665RR 0001



admin@bellwoodscentres.org



Bellwoods Centres for
Community Living



www.bellwoodscentres.org



@BellwoodsCntrs

Our Vision

We envision a future where barriers do not exist.

Our Mission

Transforming lives through excellence and innovation in independent living.

Our Values

- Client & family centred services
- Delivering high quality programs
- Building collaborations & partnerships
- Performance excellence
- Ensuring staff are valued, engaged & supported

Bellwoods has been accredited by Accreditation Canada since 2007 and received the highest accreditation decision of "Accredited with Exemplary Standing" in 2013 and 2018.

