Community Living
DRYDEN - SIOUX LOOKOUT

ANNUAL REPORT
FISCAL YEAR 2024-2025

No Barriers... Just Life

Community Living
DRYDEN - SIOUX LOOKOUT

OUR VISION

No Barriers – *Just Life*

OUR MISSION

ADVOCATE. MENTOR. COLLABORATE.

IN MEMORY OF

During the 2024 - 2025 Fiscal Year
We lost some people dear to us.

This Annual Report is presented in Memory of:

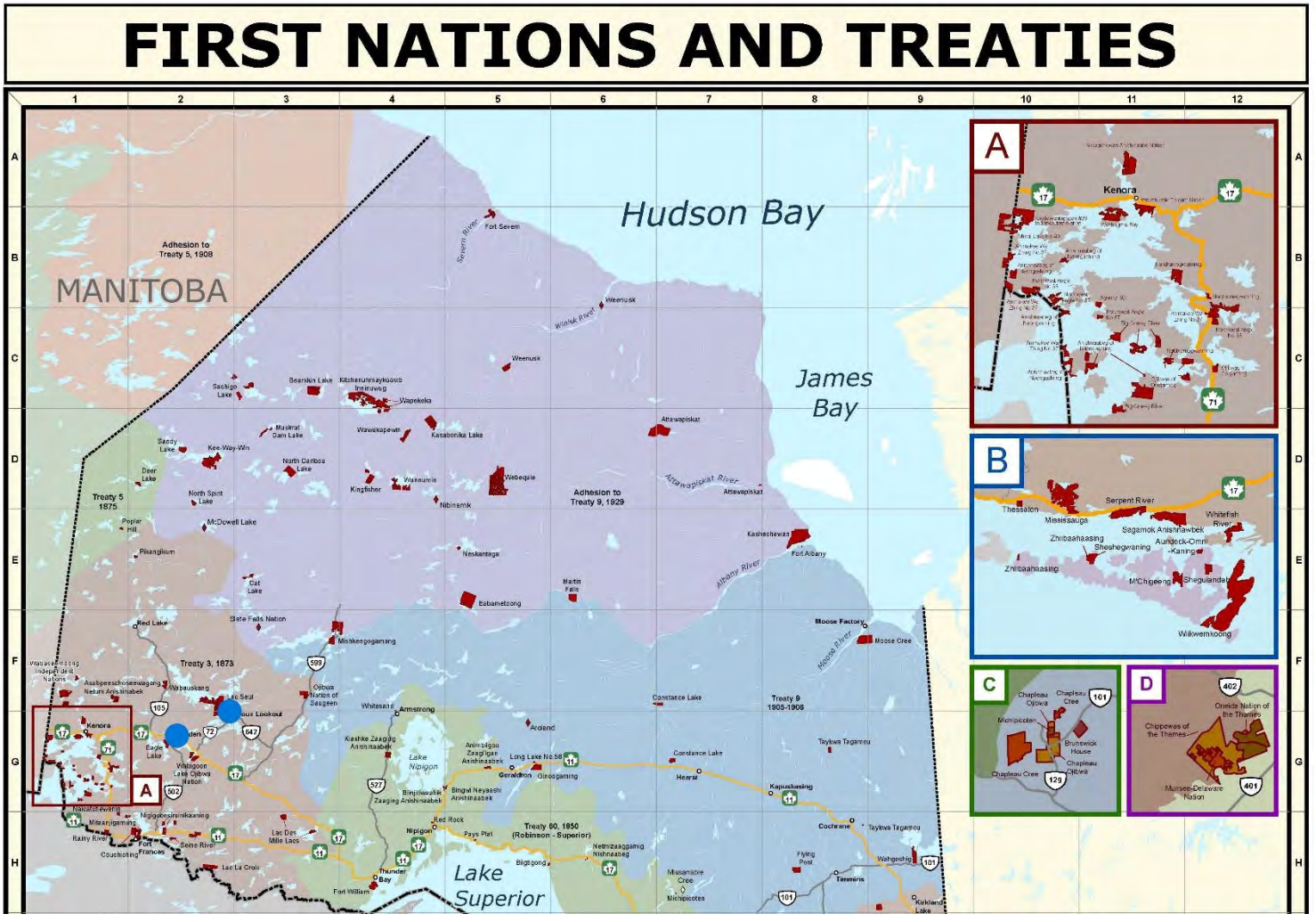
Aaron Miniely
Elwood Desserre
Leslie Catlin
Danica Kakepetum
Everett Kitchkeesic
Dennis Chabert
Greg Miller
Cresencia Ballacillo (former long-term staff)

Forever in our Hearts

LAND ACKNOWLEDGEMENT

Community Living Dryden-Sioux Lookout operates in Dryden and Sioux Lookout, Ontario on the traditional lands of the Anishinaabe and Métis people of Treaty Three and Treaty 3 Adhesion. These lands are important to the people of Migisi Sahgaigan (Eagle Lake First Nation), Waabigonii Zaaga'igan (Wabigoon First Nation) and Obishikokaang (Lac Seul First Nation).

We respect the Treaties that were made on these territories; we acknowledge the harms and mistakes of the past on these lands, and we dedicate ourselves to move forward in partnership with Indigenous communities and people in a spirit of reconciliation and collaboration.



THE PROCESS



THE RESULT

Community Living
DRYDEN - SIOUX LOOKOUT

STRATEGIC PLAN 2024-2027 Priorities

VISION
No Barriers
-Just Life-

MISSION
Advocate
Mentor
Collaborate

People Supported
Empowering People through greater choice, decision-making and housing opportunities

Staff
Build a resilient, skilled and diverse workforce

Sustainability
Ensure Long-term Organizational Stability

VALUES: People Community Quality

PRIORITY ONE: PEOPLE SUPPORTED

A. BUILD CAPACITY FOR SUPPORTED DECSION MAKING

Intent: MCCSS's Journey to Belonging will mean increased choice for individuals and families participating in developmental services. We will spend the next three years preparing ourselves and those we support for that future of increased choice.

- Educate employees, people supported, and families on MCCSS's Developmental Services Sector Reform – Journey to Belonging: Choice and Inclusion.
- Work with employees, people we support
- , and family members to co-create ways to increase choice for people participating in our services, followed by training for employees to implement.
- Host a community conference to promote family connections, educate families and community on Journey to Belonging and other sector trends, and further establish CLDSL as a leader in our community while promoting authentic inclusion and inviting other service providers to participate.
- Utilize technology and innovation to support decision making capacity, independence, choice, control and empower people.

B. INCREASING HOUSING OPPORTUNITIES IN OUR COMMUNITIES

Intent: CLDSL will focus on increasing our ability to provide safe, innovative, affordable, and appropriate housing solutions to people with developmental disabilities in our communities.

- Pursue new housing options to increase the number and types of housing opportunities in our communities.
- Develop relationships and partnerships with private, public, and government bodies in support of additional housing in Dryden and Sioux Lookout.
- Rethink community participation and staffing for people in non-24 supported living while maintaining and promoting our community first values.
- Advocate for emergency homeless supports in Dryden and Sioux Lookout.
- Promote a harm reduction model, including holding a conference with all our partners on "The Shift" and developing housing to support it.

PRIORITY 2: STAFF

A. BUILD A SKILLED, RESILIENT AND DIVERSE WORKFORCE

Intent: Our staff are at the core of all our services. It is essential to ensure we have the right people with the right skills in the right positions. As part of this strategic plan, we will focus on recognizing, attracting and developing staff.

- Identify and implement additional recruitment strategies to reach our desired staffing levels.
- Review our training and onboarding programs to ensure that staff are provided with the most relevant, high quality, and engaging development opportunities possible.
- Revise our approach to internal communications to improve how we gather employee feedback and share information across our organization.
- Implement a comprehensive Succession Plan to support the identification and development of our next generation of leaders.
- Focus on Agency Culture, including areas such as Diversity, Equity, Inclusion, Truth and Reconciliation, how we live our values, and how we treat one another.

PRIORITY 3: SUSTAINABILITY

A. ENSURE LONG TERM ORGANIZATIONAL STABILITY

Intent: With the challenges of the developmental services (DS) sector and MCCSS's Journey to Belonging, the demands on DS agencies will be greater than ever before. CLDSL will work to ensure we can continue to provide excellent support for years to come.

- Partner with DS agencies as well as those from adjacent sectors in Northwestern Ontario to build efficiencies and enhance services to people in our communities.
- Grow our fee-for-services options for people with funding and those with other means to purchase services and to supplement our other services. 3.3. Develop our relationships and partnerships with local and Northern Indigenous Communities and agencies to develop culturally appropriate supports and collaborations for the increasing number of people in our programs from those communities.
- Review our current business practices (e.g., HR, finances, IT, marketing, administration, record keeping, documentation etc.) to identify opportunities to increase our efficiency.
- Develop a Communication Strategy and department to promote our value proposition and brand both internal and external to the agency.
- Strengthen our data collection to support decision making.

BOARD OF DIRECTORS

Board of Director's as of March 31, 2025

Laurie McCarthy

Humberto Pacheco

Daisy Hoppe

Are you Ready to make a difference?

Become a board member and

help your community.

Our Board of Directors is responsible for advancing the agency's vision, mission, and values through strategic direction and sound governance. The Chief Executive Director is accountable to the Board for promoting and delivering on these directives, while the Operational Team, under the leadership of the Chief Operating Officer, manages the annual operational plan. We are mutually accountable and work collaboratively to further the agency's purpose. Board members play a vital governance role by setting policy and strategic direction to support and guide the work of the organization.

Our board member roles offer:

- A rewarding and challenging opportunity
- Advocacy locally and provincially
- Opportunity for professional development
- Opportunities to sponsor events in the community

CHIEF EXECUTIVE OFFICER (1 of 2)

Welcome:
On behalf of Community Living Dryden-Sioux Lookout (CLDSL), I'm honoured to welcome you to our Annual General Meeting. Thank you for taking the time to join us today as we reflect on the past year and look ahead to the future. This meeting is an important opportunity to celebrate our collective efforts, acknowledge the dedication of our staff, volunteers, and Board of Directors, and recognize the people and families we support—who remain at the heart of everything we do. We've navigated challenges, embraced opportunities, and continued to advance our mission with purpose and care. I'm proud of the work everyone has accomplished together, and I look forward to sharing the highlights of the year with you.

No Barriers – Just Life
Thank you for your ongoing support, commitment, and belief in our vision of a community where everyone belongs, where barriers are removed for full inclusion and people just live their lives in the community.

Business with Heart
CLDSL is a non-profit charity funded primarily from and accountable to the Ministry of Children Community and Social Services and is subject to legislation under the Supports to Promote the Social Inclusion of Persons with Developmental Disabilities Act, 2008 (SIPDDA). With a budget of over $16 million, supporting 110 people, with 140 employees, we are a major service provider and employer in our communities. We have adapted to a business with a heart mentality. Developmental services in the communities of Dryden and Sioux Lookout have existed since the 1950's. Families gathered and formed associations to together create a more inclusive life for their loved ones in the community and education system. That groundwork led to the eventual funding of services and the amalgamation of two like-minded organizations in 2009.

Changing the Organizational Structure to meet the Challenge:
It has been a monumental year, with agency growth, staff recruitment and new people in directors, managers and administration team positions. Our organizational structure provides the backbone to our person-centred support and will take us into the future of an individualized funding structure. This is pivotal for us to meet the challenges that are coming our way. The same person-centred and person directed service principles echoed throughout reports because they are embedded into our culture.

Strategic Plan that is Operationalized:
The Strategic Plan serves as the foundation that the Operational Plan brings to life. The team reports quarterly to track our progress and to report to the board on a balanced scorecard. The team can see their own progress and the amazing work they are doing. The Operational reports on the projects that were accomplished and that are in progress to meet our measurable goals.

Collective Impact:
This annual report shows the collective work of frontline staff, administration and management in partnership with the people we support, families and our volunteer board. Each person understands their role in our collective accountability to the people we support. No one person is more important than the other but this past year a special thanks goes to our new Chief Operating Officer, Barbara Kirouac. She took on this new role in August 2024, mentored new leaders that started at the same time and filled in for the CEO position during a leave. In addition, Lynda-Menard Penner, a long-term Director of Service mentored those that followed her as she prepared for her retirement in January 2025. This is an agency where you can grow in your career, try new opportunities and maintain long-term rewarding employment.

Accreditation and Continuous Improvement:
For us, accreditation is about accountability. To maintain accreditation with CARF International we must have the accountability structures and frameworks in place to evaluate ourselves as an agency and continuously improve. The Quality Improvement Report is available on our website.

Front-line Support to People:
Font-line staff showcase every day their compassion and promotion of choice and inclusion. They embody our Mission to Advocate, Mentor and Collaborate. They have weathered the challenges of us building our staff team numbers back up, taking on new kinds of support and thinking on their feet. They are the cornerstone of our person-centred support balancing what is important to people themselves and what is important for them to meet their goals.

Supporting the Supporter:
Our work is not without its challenges of historical underfunding, delivering trauma informed services and traversing vicarious trauma of vulnerable people. The HR team is continuously recruiting but also seeking to support staff through recognition initiatives, wellness activities and staff focused committees.

Backbone Corporate Services:
Our administrative teams, IT and maintenance, keep the wheels turning that allows the teams to keep fulfilling their rolls.

Leadership
Leadership is serving others and helping them reach their full potential. We certainly have these kinds of leaders who are passionate about their work, enjoy their staff teams and are always thinking about how they help staff with wellness at work and in their pursuit of helping people we support reach their goals.

Partner Engagement both inside and outside of our sector.
As part of public engagement, we participated in the 5 to Survive Provincial campaign that addressed historical underfunding and very little increases to base funding over the last 30 years. This involved a social media campaign and engagement in person with both of our MPP's, and presenting at the multi-party Provincial budget consultations. This work will continue with a new campaign coming out this Fall
developed by OASIS and Community Living Ontario, of which we are both members.

Partnerships with the Community, other agencies in the sector and Provincial groups
The CEO, COO and other Directors and Managers have been involved with provincial working groups and communities of practice sponsored by OASIS, CLO or the Proviincial Network.
Important community services we intersect with are Mental Health and Addictions, Primary Care and Hospitals. CLDSL is a signatory on the Kiiwetinoong Healing Waters Ontario Health Team that encompasses health services in both of our communities we serve. We have a variety of people on working groups and committees. All of this demonstrates our commitment as an agency to be a community partner and advocate for equitable services for all. In addition, a Provincial committee formed in our sector with agencies involved in their OHT together with CAMH's Azrieli Adult Neurodevelopmental Centre.

Amplify:
In my work I want to amplify the good work we are doing and the goals and choices of people we support. More than that, we value people at all levels of the agency having their own voice and that requires deep listening, collaboration and humility.

We've accomplished much together this year, and I am confident in our ability to continue this momentum. With continued alignment and shared purpose, we are well positioned for what lies ahead. As we move forward, our focus will remain on delivering high-quality services, strengthening our organizational foundation, and building resilience for the future.

Thank you to everyone for your continued leadership and commitment.

Sherry Baum,

Chief Executive Officer

PERSON CENTRED AND PERSON DIRECTED (1 of 2)

When we say Community Living Dryden Sioux Lookout aspires to be a **Person Centred Organization** we mean:

- We are both a **Person Centred,** and a **Person Directed** Organization.
- People we support are at the heart of what we do.
- Being **Person Centred** means the people we support, and their welfare is at the centre of all decisions.
- Being **Person Directed** means people are in the driver's seat of their own lives and choose goals for themselves and make choices about their own lives.
- Being a Person Centred Organization brings together our business side and our service side under one framework.

For several years, we have used tools and training from Helen Sanderson Associates to guide us on this journey.

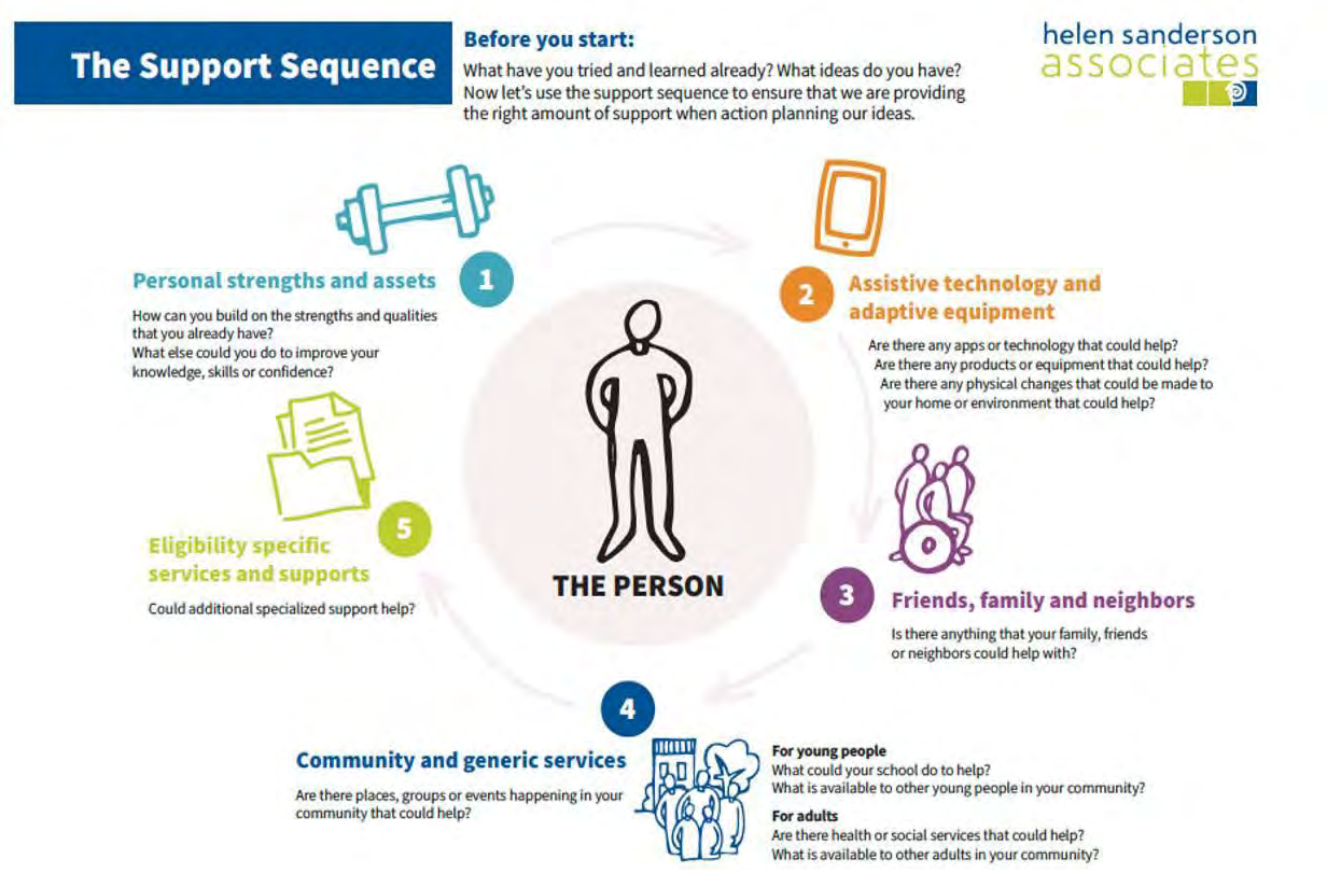
- You will see many of these elements showcased in ***Strategic Plan and the Operational report***.



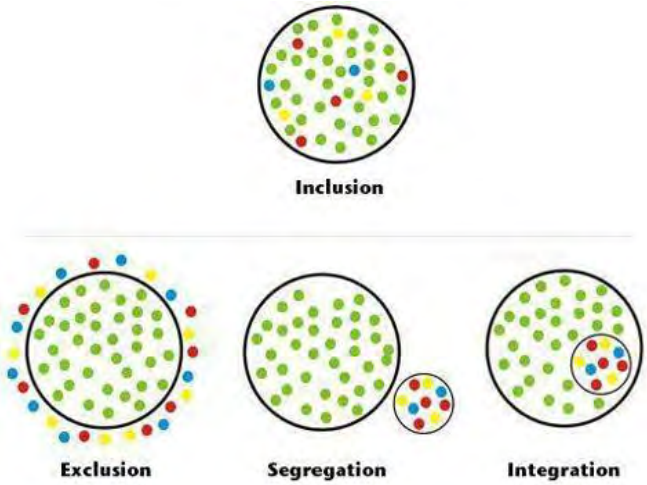
PERSON CENTRED AND PERSON DIRECTED (2 OF 2)

SUPPORT SEQUENCE

When we talk about people being at the centre of directing their own support it means we use a **support sequence** that starts with them and their own aspirations and goals and then map out the Support Sequence starting with their own personal strengths, assets and gifts.



AUTHENTIC INCLUSION



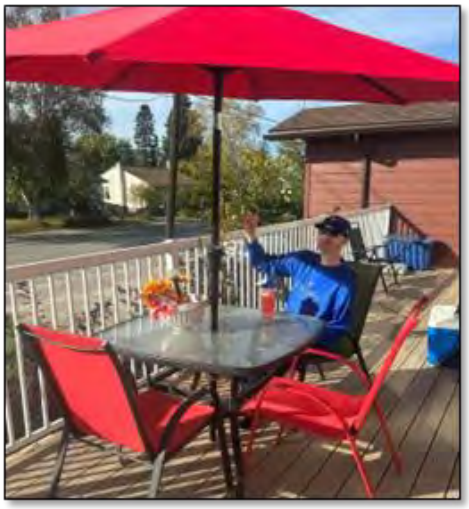
WHAT WE DO - SERVICES (1of 2)

BRIDGE TO COMMUNITY FEE FOR SERVICE

Staff support people seven days a week and evenings to take part in activities in the community. This is individualized person-directed support based on what each person wants. This includes helping people manage their Passport Individualized dollars.

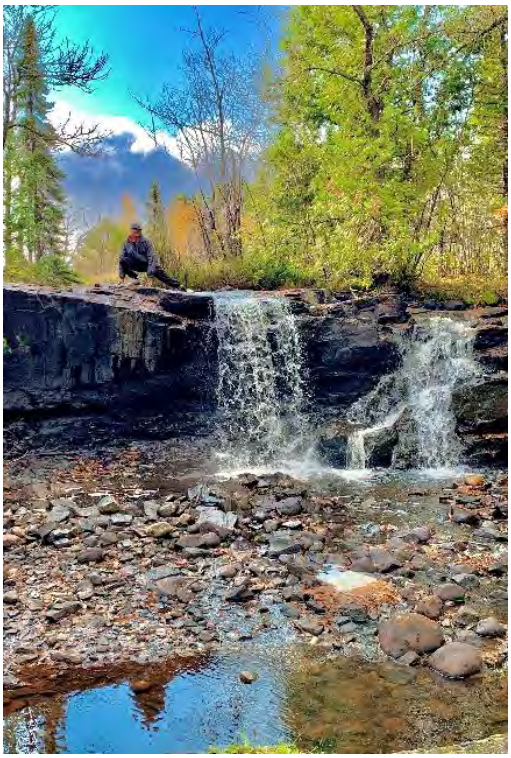
COMMUNITY PARTIPATION SUPPORTS

Full participation in the community is an important part of full inclusion. Our services have moved away from services in our buildings to full participation in the community embedded in services. We no longer operate day programs, but we use MCCSS funded support in an individualized way that is tailored for each person and what they want to do.



COMMUNITY ACCOMODATIONS

Community Accommodations provides 24-hour supports to people in homes located throughout our communities. We put an emphasis on maximizing daily living skills and choice to achieve the highest possible level of independence and community involvement. We have sought to incrementally reduce the number of people living together in one location to be able to



SUPPORTED INDEPENDENT LIVING

Supported Independent Living empowers people to live in their own homes independently. The degree and type of support required are determined by the people themselves, together with their families, various service professionals and the person's support team through the Person Centred Approaches planning process.

Within that program we also have a *Supportive Neighbour* model that matches people with non-staff support while they still maintain their staff team. In addition, in the *Pathways to Independence Program,* it recognizes a population of independent young adults that require a harm reduction model that respects their choices but also puts a circle of community support around them for risk mitigation and mentoring.

WHAT WE DO - SERVICES (2 of 2)

LIFESHARE

Host Families in the communities offer alternative residential options for adults that provide the person with an opportunity to become an integral member of a family and at the same time live in a community setting.

SUPPORTED EMPLOYMENT SUPPORTS

Working can be an important part of wellbeing, belonging and participating in community life. Employment Services provide people with the opportunity to learn the skills needed to gain competitive employment in the community. This involves education and training; job development and coaching; facilitating the transition to employment and supports businesses that employ people.



MMW VIDEO CONFERENCING

WHERE & WHEN PEOPLE NEED THEM

Mashkikiiwininiwag Mazinaatesijigan Wichiiwewin (MMW) Clinical Videoconferencing Program provides clinical services for adults (18 +) living with or suspected of having a developmental disability. This program is available for communities across Northwestern Ontario. In partnership with local agencies, we work with individuals, families, caregivers and professionals to provide easy access to clinical services in their communities. CLDSL houses two of the Clinical Regional Access Coordinators with VC studio space available.

QUALITY ASSURANCE

The Quality Assurance team makes sure we meet the person directed goals that people have for themselves. It is a process to hold ourselves accountable to the people we support right from the point of intake where planning starts. We use principles of Person-Centered Approaches, Personal Outcome Measures and have a Declaration of Rights and a Rights Review Committee.

We have also been awarded a 3-year Certification through CARF International as part of the continuous improvement of our services. CARF **Accreditation** and MCCSS **Compliance** hold us accountable to person centred outcomes.

Person Centred Approaches is a set of values, skills and tools we use to get to know someone and discover what they find important and what they want out of life. It ensures that we focus on what matters to the people we support and their family, and that we pay attention to staff as well. By working in this way, we can make sure that people are truly listened to and are kept at the heart of all decision-making and how our service is commissioned, provided and organized. Being a person-centered organization is our ongoing priority at the heart of our personalized journey. **Being Person-Directed means people are in the driver's set of their own lives.**





CORPORATE SERVICES

The backbone of our continued service delivery is our Corporate Services team, which includes finance, payroll and scheduling, human resources, administration, asset management, facility maintenance, IT, communications and business to business services.

SERVICES BY THE NUMBERS

COMMUNITY ACCOMODATIONS
31 People Supported This Year

SUPPORTED INDEPENDENT LIVING
55 People Supported This Year

COMMUNITY PARTICIPATION SUPPORTS
50 People Supported This Year

LIFESHARE PROGRAM
6 People Supported This Year

EMPLOYMENT SUPPORTS
20 People Supported This Year

MMW VIDEOCONFERENCING PROGRAM
89 Regionally

50 - CLDSL Clinical Regional Access Coordinators



Operational Report
Strategic Alignment: Building Operational Strength for Impact Key Highlights

People Supported: Expanding Choice and Independence

One of our proudest accomplishments this year has been the progress on creative and inclusive housing. The purchase of 11 Casimir enabled us to pull together an alternative 24-hour supports model and explore new opportunities like tiny homes and rezoning efforts that push beyond traditional models — all in pursuit of personalized, community-integrated housing options.

We've also laid the foundation for the PTI team, a model that will provide flexible, 24-hour staffing based on need and choice. A dedicated team is in place and development is well underway.

Our commitment to person-directed support continues, the 'Just Enough Support' model, and the expanded use of person-centred planning tools. In parallel, we've launched an assessment of training opportunities for people supported, ensuring their learning and growth are part of our operational priorities.
The formation of a self-advocacy group — led by people supported — is another exciting step forward, giving voice and agency to those at the heart of everything we do.

Community partnerships are essential to the well-being and inclusion of the people we support. In May 2024, CLDSL proudly hosted the inaugural *The Shift Dryden Gathering*, which saw an outstanding turnout and set a strong foundation for future collaboration. Building on that success, we are planning a follow-up event, *Compassion in Action*, scheduled for October 2025.

Raising community awareness about how people access services and build meaningful connections is also a priority. To support this, we are organizing *Navigating New Horizons* on May 6, 2025 — a gathering of youth and adult service providers focused on understanding the developmental services (DS) sector, identifying gaps, and strengthening available supports.

Staff Development: Investing in Our Workforce and Culture

This year has brought intentional investment in the growth, support, and development of our staff at every level. A full assessment of frontline training needs has been launched, including surveys and manager feedback to identify opportunities for learning and upskilling. Succession planning for non-union roles is now underway, with tools and templates in development to prepare future leaders.
Through our partnership with Invictus, we are now engaging in agency-wide culture mapping, with values-based training and the development of shared norms and expectations scheduled for the fall.

Wellness and retention continue to be a priority. Our Wellness in Action Day, funded by a WSIB rebate, was incredibly well received. It reminded us that culture and wellness are not add-ons — they are core to how we care for and sustain our team.

Strategic Alignment: Building Operational Strength for Impact

Over the past year, our efforts have been centered on operationalizing the 2024–2027 Strategic Plan to life — ensuring that the infrastructure, systems, and processes we build are firmly aligned with our vision: No Barriers – Just Life. To support this, key performance indicators (KPIs) have been established and are reported to the Board on a quarterly basis to track progress and accountability.
From housing and digital transformation to staff development and community engagement, our operational work has been designed to strengthen the organization's resilience while remaining agile in a time of sector change. It's about making sure we're ready — for individualized funding, for emerging needs, and for the future of developmental services.

Key Highlights

🏠 People Supported: Expanding Choice and Independence

One of our proudest accomplishments this year has been the progress on creative and inclusive housing. The purchase of 11 Casimir enabled us to pull together an alternative 24-hour supports model and explore new opportunities like tiny homes and rezoning efforts that push beyond traditional models — all in pursuit of personalized, community-integrated housing options.

We've also laid the foundation for the PTI team, a model that will provide flexible, 24-hour staffing based on need and choice. A dedicated team is in place and development is well underway.

Our commitment to person-directed support continues, the 'Just Enough Support' model, and the expanded use of person-centred planning tools. In parallel, we've launched an assessment of training opportunities for people supported, ensuring their learning and growth are part of our operational priorities.

The formation of a self-advocacy group — led by people supported — is another exciting step forward, giving voice and agency to those at the heart of everything we do.

Community partnerships are essential to the well-being and inclusion of the people we support. In May 2024, CLDSL proudly hosted the inaugural *The Shift Dryden Gathering*, which saw an outstanding turnout and set a strong foundation for future collaboration. Building on that success, we are planning a follow-up event, *Compassion in Action*, scheduled for October 2025.

Raising community awareness about how people access services and build meaningful connections is also a priority. To support this, we are organizing *Navigating New Horizons* on May 6, 2025 — a gathering of youth and adult service providers focused on understanding the developmental services (DS) sector, identifying gaps, and strengthening available supports.

👥 Staff Development: Investing in Our Workforce and Culture

This year has brought intentional investment in the growth, support, and development of our staff at every level. A full assessment of frontline training needs has been launched, including surveys and manager feedback to identify opportunities for learning and upskilling. Succession planning for non-union roles is now underway, with tools and templates in development to prepare future leaders.

Through our partnership with Invictus, we are now engaging in agency-wide culture mapping, with values-based training and the development of shared norms and expectations scheduled for the fall.

Wellness and retention continue to be a priority. Our Wellness in Action Day, funded by a WSIB rebate, was incredibly well received. It reminded us that culture and wellness are not add-ons — they are core to how we care for and sustain our team.

🌱 Sustainability: Future-Ready Systems and Strategic Growth

Much of our operational energy this year has been focused on building sustainable, adaptable systems that support long-term impact. We've made significant progress in our digital transformation. SharePoint and ADP integration are helping modernize our workflows. The work continues to further enhance our IT strategy and partnerships.

Externally, our communications and branding strategy has taken off — with a strong, visible presence across social media, digital signage, and new promotional materials. We've committed to posting daily content and using every channel available to raise awareness about who we are, what we do, and the values that guide us.
We are committed to enhancing communication with staff and stakeholders through multiple platforms**.** As part of this strategy, we've introduced *Fireside Chats* and are regularly sharing committee updates and provincial news on SharePoint (Intranet) to ensure all staff have easy access to timely and relevant information.

Fee-for-service development, Indigenous and Community partnership planning, and preparations for sector change (including Journey to Belonging) are all actively in motion. While some initiatives are in early stages, they reflect our readiness to adapt, lead, and grow — even in times of uncertainty.

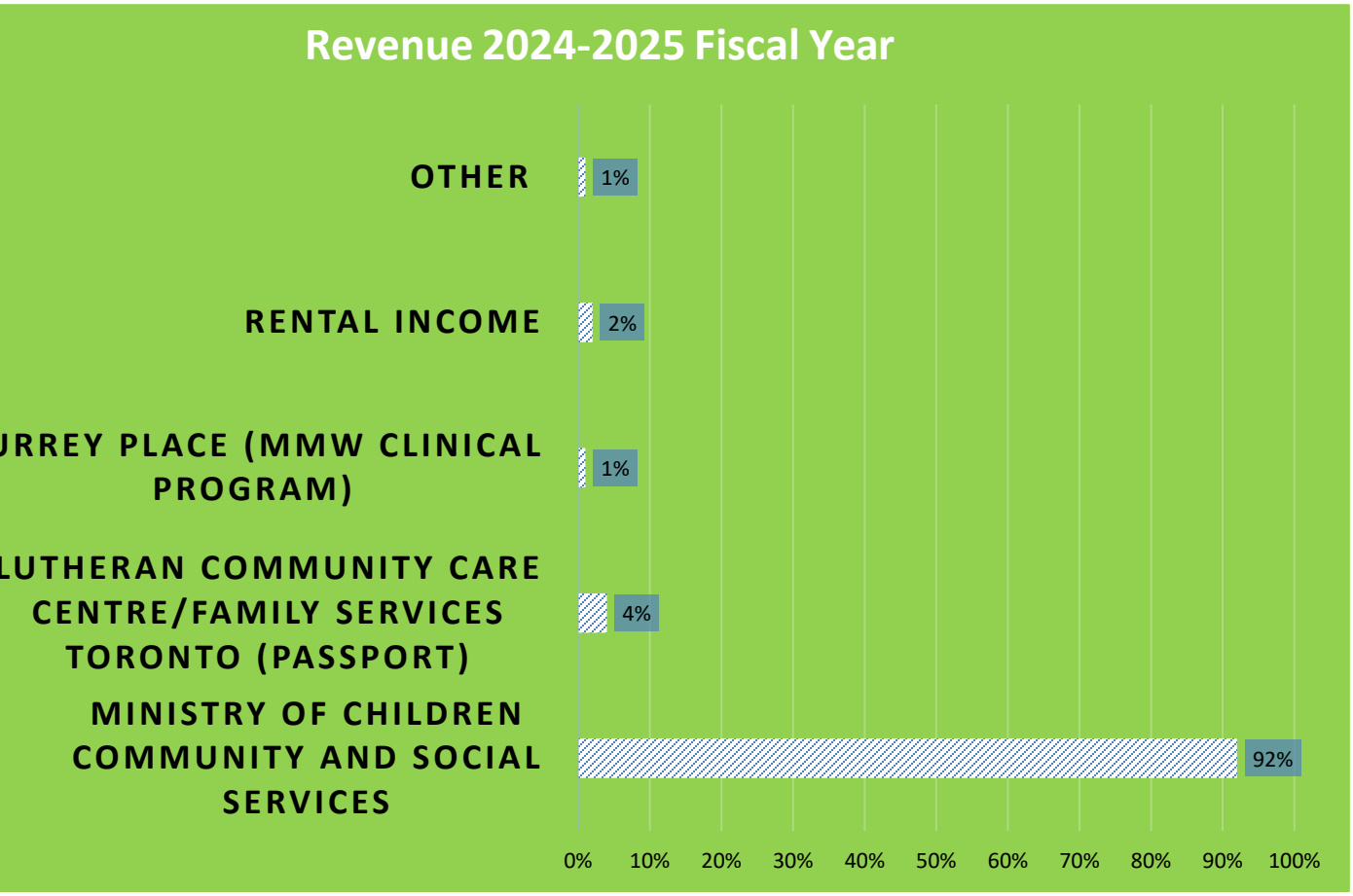
Looking Ahead
As we move into year 2 of the strategic Directions Plan, we remain focused on:

- **Advancing creative housing solutions**, including rezoning, partnerships with municipalities, and exploration of micro-housing, accessible housing and supportive tenancy models.
- **Strengthening leadership development and succession**, with a multi-year approach to internal pipeline growth for non-union and management roles.
- **Completing the agency-wide culture mapping initiative**, including the rollout of shared values, behavioural norms, and leadership accountability tools.
- **Continuing digital transformation**, including data integration, reporting automation, and increased use of real-time dashboards to support decision-making at all levels.
- **Enhancing our approach to onboarding and retention**, with refreshed orientation materials, peer mentorship opportunities, and clearer growth pathways for staff.
- **Formalizing our fee-for-service strategy**, including feasibility analysis and system readiness assessment.
- **Deepening Indigenous and Community partnerships**, through outreach, ceremony, and co-designed opportunities that honour local knowledge and reconciliation priorities.
- **Preparing for individualized funding and the Journey to Belonging (J2B)**, including business process mapping, readiness assessment, and internal education.
- **Expanding cross-agency partnerships** to share best practices, explore shared service models, and advocate collectively at the regional and provincial levels.
- **Increasing access to training for people supported**, including digital literacy, employment skills, and self-advocacy coaching.
- **Formalizing quality assurance and compliance systems**, to better track risk, incident trends, and continuous improvement.

Final Reflections
To the CLDSL staff — thank you. Your commitment, adaptability, and care are the engine behind everything we've accomplished.
To the Board — thank you for your ongoing support and governance leadership. It's an honour to help carry forward the operational vision you entrust us with.
And to the people we support and their families — thank you for inspiring this work every day. Our job is to make sure the systems behind the scenes are strong enough to hold up your dreams.

We're proud of the work so far — and even more excited for what's ahead.
Thank you,
Barb Kirouac, Chief Operating Officer

FINANCIAL OVERVIEW - REVENUE



FINANCIAL OVERVIEW – VICE PRESIDENT FINANCE

This past year, Community Living Dryden-Sioux Lookout (CLDSL) experienced steady financial growth with total revenue reaching $16.3 million. Approximately 90% of this revenue ($15 million) came from the Ministry of Community and Social Services (MCCSS). The remaining 10% came from other sources, including Passport funding and rental income.

Overall revenues increased by $1.9 million compared to the previous year, driven primarily by additional funding from MCCSS. This included a 3.3% increase to our base budget and additional program-specific funding under the Transitional Age Youth (TAY) program, which is directly for supporting youth moving from child-based services to adult-funded programs. While this year's increase to our base budget was welcome and necessary, it comes after decades of chronic underfunding in the sector. According to Community Living Ontario's 2025 pre-budget submission, developmental service organizations have received cumulative base funding increases of less than 7% over the past 30 years, while the cost of living has risen by nearly 70%.

As the organization grows, so does the need to adapt to how we work. After a retirement on the senior leadership team, we took the opportunity to expand our leadership capacity by adding new roles, including a Chief Operating Officer, to help guide operations and support long-term planning. We also saw several internal staff take on new responsibilities, including several taking on management positions for the first time. To support them in their transition and set them up for success, we invested in training and development focused on leadership and capacity building. Across all levels of the organization, we continue to go beyond the minimum training requirements to make sure our team feels confident and well-prepared.

We also continue to prepare for the Ministry's Journey to Belonging vision by taking a close look at our systems and processes. This included investing in our case management software to improve how we track and coordinate services, as well as laying the groundwork for future reporting and accountability requirements. These improvements are not only helping us stay aligned with the direction of the sector; they are also streamlining administrative tasks, reducing duplication, and making daily work smoother and more connected across teams.

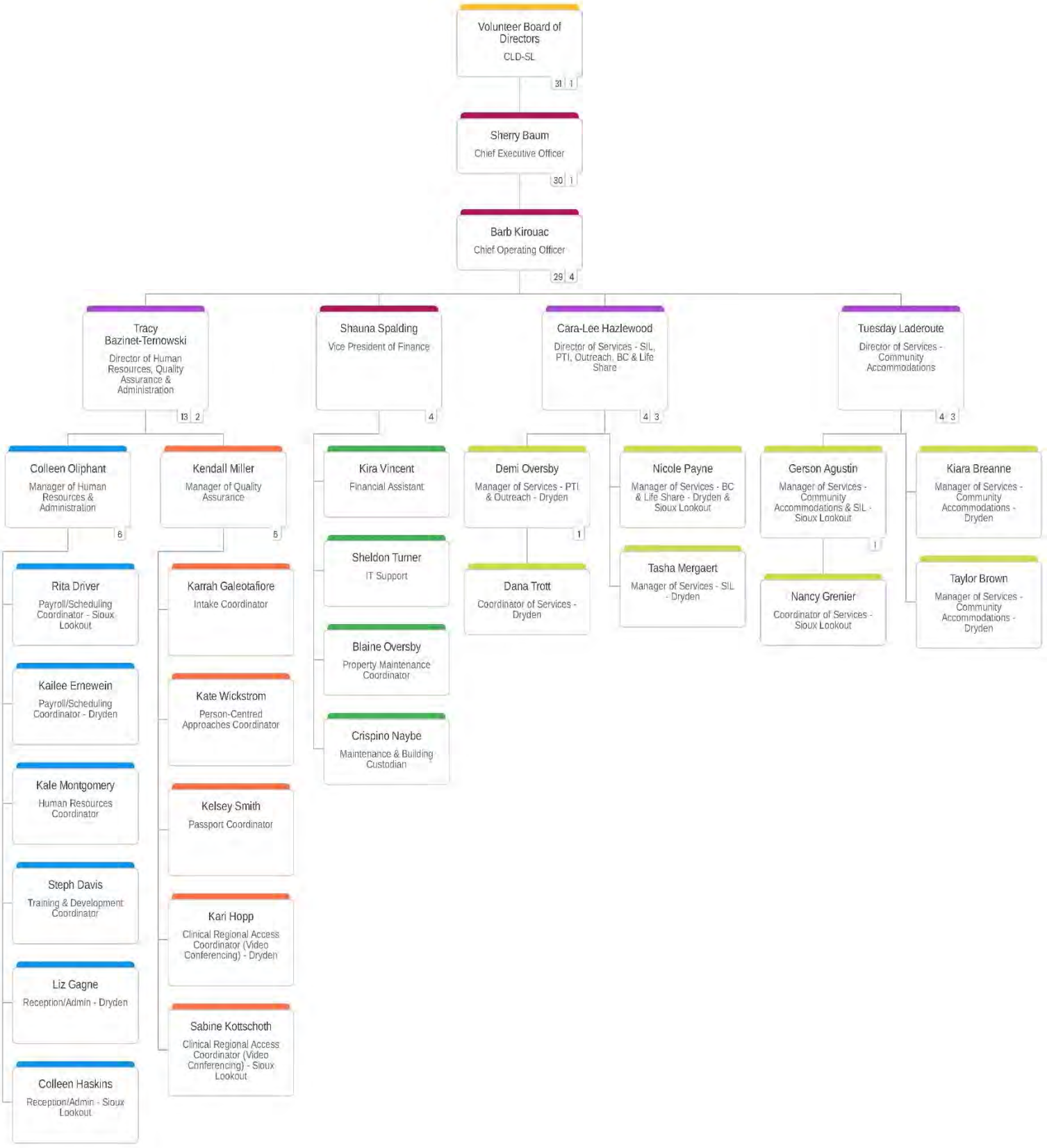
Recognizing the serious impact of the housing shortage, we also made strategic investments to expand housing options for the people we support. This included improvements to both owned homes and long-term leased properties, allowing us to increase residential capacity. These updates not only respond to the immediate need for more housing but also help ensure the homes are safe, comfortable, and person-centered.

At year-end, our audited financial statements show an excess of revenue over expenses of $758,717. That number is mainly the result of how capital assets are treated under accounting rules. While we capitalize these purchases in our financial statements (as required by Canadian accounting standards), MCCSS requires that these same purchases be reported as expenses. So, although the financial statements show a surplus, the detailed schedules we submit to MCCSS show a balanced position, confirming that all ministry funds were spent as expected. The figure also includes activity from an investment in a subsidiary, which contributed both income and an impairment during the year.

Our financial statements were audited by MNP LLP and we received a qualified audit opinion. The qualification relates to two common issues in the not-for-profit sector: one, vacation pay isn't recorded as a liability because it's not an eligible expense under MCCSS guidelines; and two, donation revenue can't be confirmed for completeness due to the nature of cash gifts. These qualifications don't impact the overall fairness of the financial statements, which are prepared in line with Canadian accounting standards for not-for-profit organizations. The full audited statements, along with the auditor's report, are available on our website.

Shauna Spalding,
Vice President Finance

ADMINISTRATIVE ORGANIZATIONAL CHART



CELEBRATE EMPLOYEE MILESTONES

YEARS OF SERVICE AWARDS 2024



5 Years
Danielle Zoccole

10 YEARS
Tuesday Webb-Laderoute
Sandra Woolfrey

15 Years
Glen Armstrong
Barbara Kirouac

20 YEARS
Shawnda Bell
Kathleen Bazinet

30 YEARS
Sherry Baum

NEW TO THEIR POSITIONS IN 2024-2025:

Chief Operating Officer
Barbara Kirouac

Directors of Service:
Cara- Lee Hazlewood
Tuesday Webb-Laderoute

Director of HR, Quality Assurance and Administration:
Tracy Bazinet-Ternowski

Manager of Human Resources and Administration:
Colleen Oliphant

Managers of Services:
Kiara Breanne
Taylor Brown
Demi Oversby

Human Resources Payroll Administrator
Kailee Ernewein

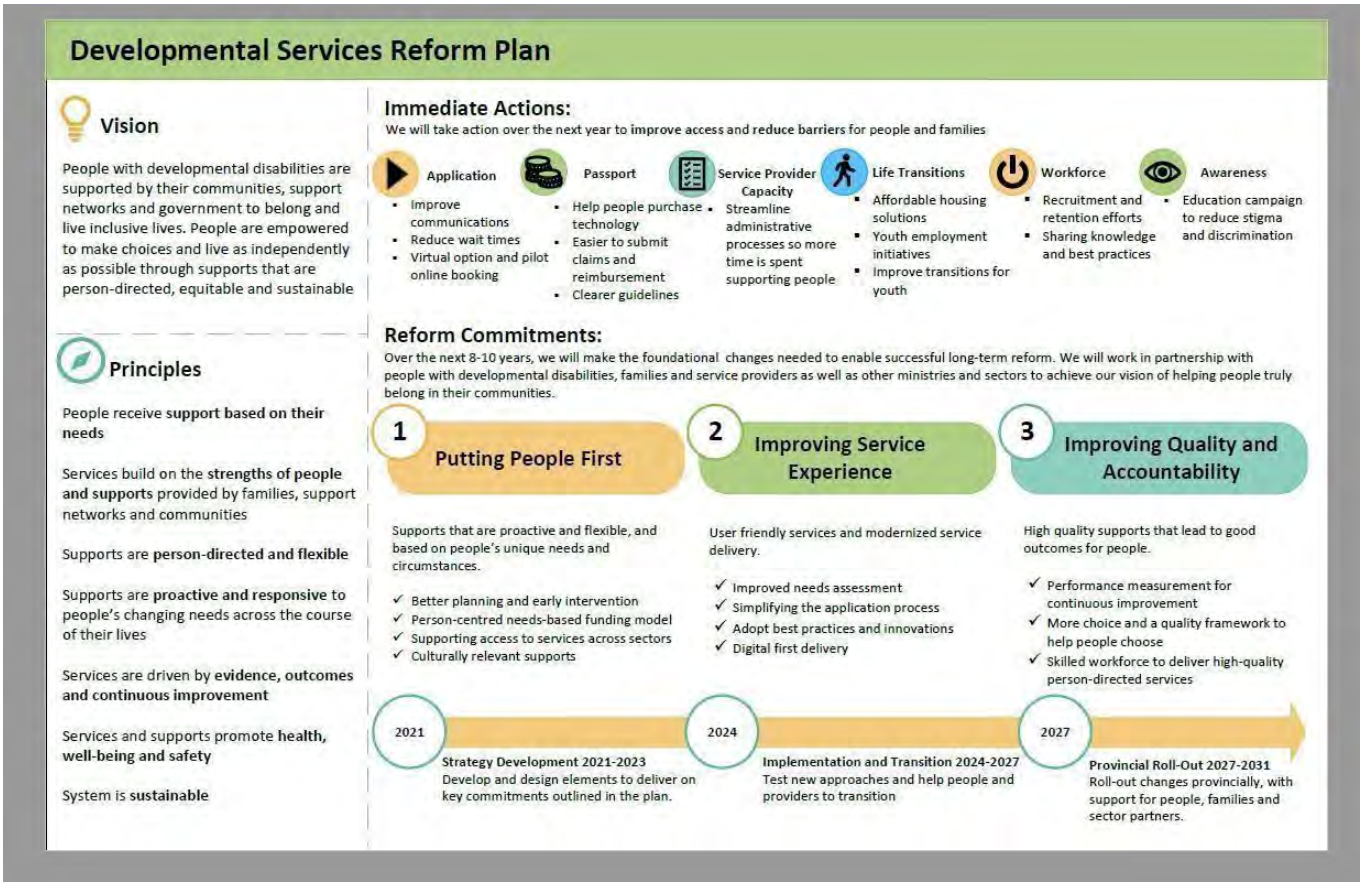
Financial Assistant
Kira Vincent



JOURNEY TO BELONGING – J2B

Ministry of Children, Community and Social Services (MCCSS)

J2B is the Developmental Services Reform Plan Journey to Belonging: Choice and Inclusion. Although MCCSS is delayed in their implementation they are following the plan. Starting with a study done by KPMG including looking at other jurisdictions, now they are planning how to implement individualized funding based on algorithms tied to the Supports Intensity Scale done by the DSO and use by the present individualized funding program – Passport.



Journey to Belonging: Choice and Inclusion
https://www.ontario.ca/page/journey-belonging-choice-and-inclusion

Journey to Belonging video:
https://youtu.be/vZwKLafzZ3s

Plain language version:
https://www.mcss.gov.on.ca/documents/en/mcss/developmental/DS_Refor m_Plain_Language-en.p

HIGHLIGHTS IN PICTURES

Donations and Sponsorships







Dryden GM Ice Dogs
Dryden



Hub Collective
Sioux Lookout



Wilsons Business Solutions
Dryden



Manitoulin Transport
Dryden



Kano Reid
Dryden

HIGHLIGHTS IN PICTURES

Events



















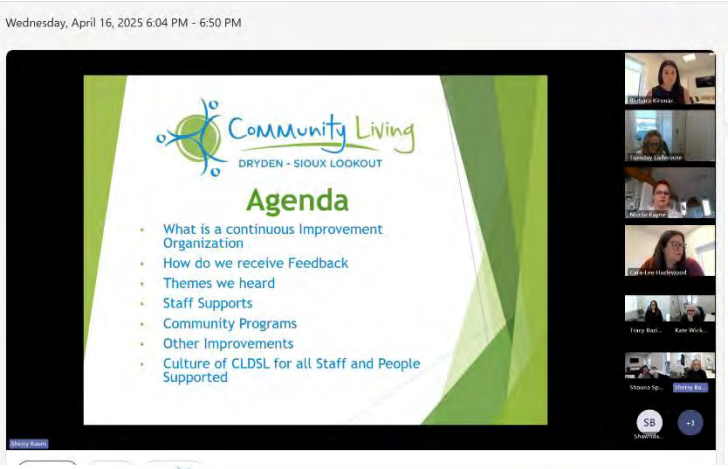




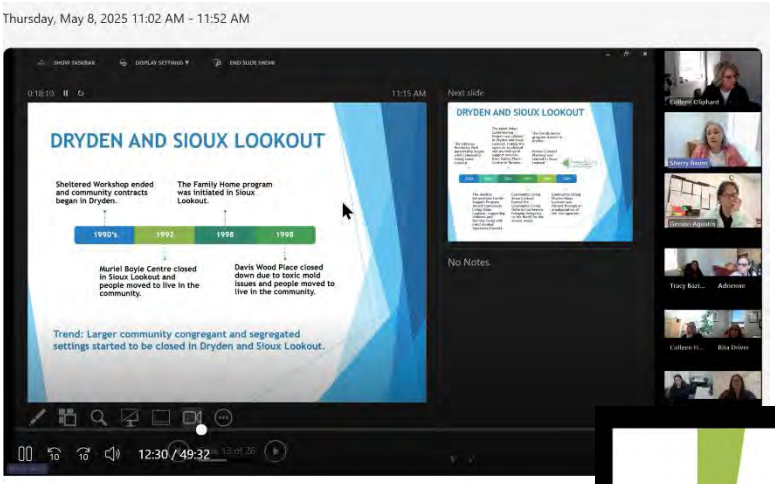
HIGHLIGHTS IN PICTURES

Agency Fireside Chats – Part of the Communication Plan is keeping staff informed.











HIGHLIGHTS IN PICTURES

Campaigns and Advocacy





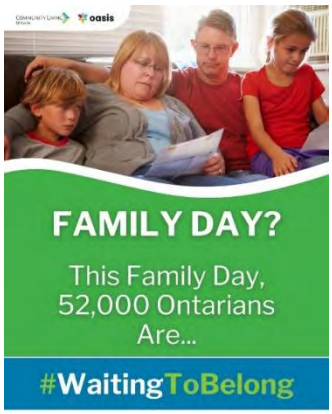
























Day at the Legislature with
Community Living Ontario Reception

CORE VALUES
CLDSL Values and Aspirations
Know your Why before you Figure out How

PEOPLE

Rights and Dignity - Why? Universal value for all people

- We believe that all people have value and deserve respect
- We subscribe to a Code of Conduct and Professionalism
- We Encourage self-determination*
- We Promote responsibility and informed choice
- We Nurture autonomy and empowerment in the people we support
- We Develop Just Enough Supports models of support*
- We support Supported Decision Making*
- We advocate for these inherent rights We value self determination

Leadership at All Levels - Why? We all have something to contribute.

- Communication and transparency at all levels is our goal
- Mentorship* is used at all levels Everyone is an ambassador*

Wellness - Why? People are not just Surviving but thriving.

- Psychological, Emotional, Environmental Health and Safety*
- Workplace/Life balance is our goal Trauma informed
- We use harm reduction* models

Person-Directed Focus that Promotes Strengths & Gifts - Why?

- People want to control their own lives
- We use Person-Centered Approaches* We believe everyone has **a** Core-Gift*
- We use Personal Outcome Measures*

COMMUNITY

Community First Approach - Why? People live in the community

- We believe in Community Living and Learning
- People use community services. We use "Asset Based Community Development*
- We Promote building stronger relationships in the community
- We collaborate* with others to improve our communities through community development

Inclusion - Why? People want to belong

- Diversity*, Equity* and Inclusion* Bringing your whole self to work
- Social Role Valorization/Authentic Valued roles*
- We build Social Capital*

QUALITY

Quality Assurance - Why? We have accountability to the people we support

- Seeking Accreditation with CARF* Quality of Service* and continuous improvement
- Performance Outcomes*

Employer of Choice - Why? Empowered, community-minded staff are our best resource.

- Professional and personal development Learning Organization*
- Extensive Onboarding
- Staff engagement surveys
- Collaborative performance management* Developmental Services Core Competencies*
- Growth Mindset*

Why do we do what we do? **PEOPLE, COMMUNITY, QUALITY**



For contact information for Intake:
Phone: 1-807-701-5370

Referrals and eligibility for developmental services are completed through Developmental Services Ontario (DSO).
https://www.dsontario.ca/