



Community Living  
South Muskoka

Annual  
Report

2018  
2019

Serving Muskoka Residents since 1967





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## A MESSAGE FROM OUR CHAIR

I am so pleased to write this report speaking about some of the highlights of the past year. And while this is the Annual Meeting of the year ended last March, this report will contain our activities from AGM to AGM.

First, we started the year with a sweet activity in more ways than one. We were chosen as the charity of choice by the Two Bracebridge Tim Hortons locations for the Smile Cookie Campaign and our staff, the people we support, and, in the end, the whole community got behind our effort. Now, I was involved with the Smile Cookie Campaign for 3 years in Gravenhurst to benefit the Curling Club. We thought we were working hard and were very pleased to raise about \$5000.00 each year. I expected similar results with our Community Living Campaign in Bracebridge. To say I was blown away would be an understatement. At the end of the campaign it was announced that we had raised over \$13,000.00 for CLSM. In fact, Tim Hortons Bracebridge was number two in sales for all of Northern Ontario, only being outdone by the much larger North Bay operation, with the General Manager commenting they couldn't have baked any more cookies than they did without compromising the rest of their baking menu. Our grateful thanks to Kevin Francis and his wife, the Bracebridge franchisees for this great opportunity.

Then, to continue speaking about our fundraising successes, we ended the year with our third annual, and best ever Boat Cruise. While we are still tabulating the final net results, we do know that we grossed in excess of \$30,000.00. So many people worked so hard to make this happen that it is folly to single out any one individual. However, I think that everyone involved would not criticize me if I gave a special thanks to first year Director Jack Naulls, for his extraordinary efforts to obtain sponsors and sell tickets to the cruise. His work made a huge difference. Thanks Jack.

The project that has been consuming a lot of Board and Executive time over the past year is the proposal to build an affordable apartment building and social service hub.

For those who haven't heard all the details, let me give you a precis. Last year we tried to find a new location for a group home in Bracebridge to replace one of the current homes that had a smaller communal space than was desirable. After our very good real estate agent stopped laughing, we were informed that finding any suitable space in town was a pipe dream in a very tight market. The only solution seemed to be that we would have to build if we wanted to move. Fortunately, our social services sector has many agencies who have faced the same problem and were willing to help. Principal among these was Reena which was established in the Toronto area in 1973 by parents of children with developmental disabilities as a practical alternative to institutions. Obviously, Reena had faced all the challenges we were bound to encounter and we were especially lucky that their CEO, Bryan Keshen, was willing to give of his time to help us understand the processes involved. And so, we embarked on a project that we hope will result in an apartment building with about 20 residential units and office space for social services agencies from the area, including CLSM.

Just over a year ago, we made a conditional offer to purchase the vacant land on Balls Drive in Bracebridge, just past the Big Pencil and behind the LCBO outlet. To make the sale final, we had to get rezoning of the land, and changes to the Official Plan approved by Bracebridge Planning Committee and Council. With these steps finally completed in early June of this year, we finalized the offer of purchase and closed the deal for the land.

As I write this report, we are about to make our final choice for an architect so we can describe our specifications and get a closer idea of what the expected costs may be for the building. We are currently working with figures between 8 and 10 million dollars, so as you can see, this is not a small undertaking. We have received seed funding from CMHC to begin the planning process that we hope will qualify our project for substantial mortgage funding. We are also awaiting the results of other funding proposals from various government agencies. One of these grants, should we be fortunate enough to receive it, would require us to have shovels in the ground by early next spring. But, we cannot live by government grants alone. We must demonstrate our ability to raise substantial funds ourselves. We have made a good start by now owning the land, however we must raise a substantial amount of money to avoid huge mortgage payments going ahead. Stay tuned for how you can help!

continued on next page...



## A MESSAGE FROM OUR CHAIR

I must thank all the staff for another great year of serving the developmentally disabled in our communities. As you are well aware, your work has largely been done without community awareness. As we move forward with our building project I expect our visibility will increase and your invaluable work will be more appreciated by all of South Muskoka.

I know that Krista will speak of our relationships with government in her report, but I would be remiss if I didn't thank her and her team for this year's compliance audit which found no deficiencies—a very difficult achievement.

In closing I want to thank our Board of Directors for their unstinting work to support the agency. Unfortunately, I have to announce that after years of dedicated service to both The Bala Learning Centre and CLSM Lang Moffat has informed me that he decided it is time to retire from the Board. I encourage you to read his resume on the CLSM website to gain a full appreciation of the wisdom we are losing with his retirement. Nevertheless, we should all be lucky enough to still make such a substantial contribution when we reach our 90's.

For those who haven't met them, please welcome Lin Davidson and Jack Naulls, Ryan Griffiths and Elaine Scriven to our Board. Please take a moment to read their bios on our site so you can appreciate the talents that have joined our ranks.

The coming year will be very challenging for the Board with some difficult decisions to be made as we try to meet our fiduciary responsibilities to ensure the financial stability of the agency. One thing that everyone should be aware of, as mentioned above, we must have a public fundraising campaign in order to have the funds necessary for the new building. These funds will be completely separate from the budget required for our day to day operations. As the old saying goes, we won't be able to rob Peter to pay Paul.

Thank you again for your continuing support of Community Living South Muskoka.

*- Gord Haugh*  
Board Chair





## EXECUTIVE MESSAGE

I am honored once again to be reporting on the amazing accomplishments of our dedicated team of staff, management, board, volunteers, families and most importantly people supported. One of the things that stands out for me when reflecting upon the year are the significant changes in the developmental service sector and how truly resilient people are here at CLSM; embracing change and bringing positive results. It has been a privilege to work with such a committed group of people. Their cooperation, ability to think 'outside the box' and deep caring about those we support is what makes this agency stand above others.

This past year also saw a change in our senior leadership team with Gene Greenhalgh, our COO retiring after over 30 years in developmental services. With change comes new opportunities, and we were thrilled to welcome Colleen Kelly-Berrichi and Cathy Meyer to a new management structure.

It should be noted that we successfully negotiated 3 collective agreements this year. In OPSEU we created what we believe will be sustainable part-time positions that have more 'regular' hours in a pay period with benefits. We also created new schedules which was a momentous change for the residential teams. My congratulations goes out to the scheduling committee for their tireless work on the implementation plan, the cooperation of OPSEU and all teams for accepting the change with open minds and helping us to find more efficient ways to operate the agency while providing quality services.

We continued down our road of innovation and creativity through our Morrison Meadows Social Enterprise Project. Thank you to staff who participated in the focus groups and for the team effort in creating a business plan and successfully receiving a social enterprise grant to get the process started. We are now in process of moving to a tourism model, and expanding our rentals of the facility.

We also have been doing a great deal of work behind the scenes to move forward with our outcome for live options and a social services hub. As our chairman explained in his report, this has been a long project, with lots of success so far in bringing together community partners and obtaining a CMHC seed grant. We still have a ways to go, but are hopeful to see the project closer to fruition by this time next year.

I would like to also note the work done to ensure that all of our group living residences were sprinkler and B3 compliant for January 1, 2019, thank you to everyone involved for making this happen.

Some other highlights were the creation of a Wellness Committee, significant expansion of our Passport Services, specialized training of staff, a perfect compliance inspection, expansion of our Events Committee and Fundraising efforts, and subsequent increase in our community involvement. This list just scratches the surface of the work done. I would like to end my message where I began with a reflection on resilience. With the 'unknown' challenges ahead of us, it is so important we continue to work together and embrace the change to come. With the examples of this past year, I feel confident that we will successfully meet any obstacles in the coming years.

- *Krista Haiduk-Collier*  
CEO



## TREASURERS REPORT

On behalf of the Board of Directors of Community Living South Muskoka I am pleased to report on the financial results for the year ending March 31, 2019.

Once again the organization was successful in achieving a balanced budget for the 2018-2019 fiscal year with respect to the funding from the Ministry of Community & Social Services and the District of Muskoka. Balancing our budget in these times of ever increasing costs and challenging revenue streams is a credit to the dedication of our very committed and talented staff.

Some of the highlights of the financial results that contributed to our ability to balance our budget were:

- In 2018/2019 we received additional funding through the Ministry to complete the installation of the sprinkler systems in the Spencer, Woodward & Fraserburg residences which are now complete,
- We achieved a 120% increase in our fundraising efforts and the operation of Morrison Meadows,
- We had a huge growth in the Passport Program (Direct Funding). Our revenue grew from \$237,030. to \$444,361. This means we have more individuals out in the community doing recreational activities.
- On the expenses side we continue to manage our spending in a very frugal way consistent with our mandate to provide the best service possible with limited resources.

No doubt we will continue to have challenges balancing our budget. However we are confident that the Ministry will continue to fund the very worthwhile needs of our organization and all the people we are pleased to serve.

Our financial results of this year are a direct result of the dedication of all our staff and the careful stewardship of our CFO Kelly Miles.

*W. Bruce Hemphill*  
*Treasurer*



# 2018/2019 FINANCIALS

## Operating Funding by Program



## Community Living South Muskoka Statement of Operations

For the fiscal years ended March 31st 2018 and 2019

	2019	2018
<b>REVENUES</b>		
Operating Grants & Funding	9,285,228	8,963,428
Rent Revenue	558,209	585,967
Fundraising & Morrison Meadows Operations	172,115	77,924
<b>TOTAL REVENUES</b>	<b>10,015,552</b>	<b>9,627,319</b>
<b>EXPENSES</b>		
Salaries & Benefits	7,158,220	6,948,359
Operating Expenses	2,684,192	2,654,684
<b>TOTAL EXPENSES</b>	<b>9,842,412</b>	<b>9,603,043</b>
<b>Surplus/(Deficit) for the year</b>	<b>173,140</b>	<b>24,276</b>
Repayable to MCCSS	(18,249)	
Unrestricted net assets, beginning of year	(75,223)	(99,499)
Unrestricted net assets, end of year	79,668	(75,223)

## How does CLSM spend Operating Funds?

**\$100**  
Operating Funds  
2018/2019





## MORRISON MEADOWS

Owned and operated since 2008, our 35 acre farm on the outskirts of Bracebridge has proven to be a popular destination for those who wish to enjoy the beautiful Muskoka countryside.

As in previous years numerous events were organized at the property in 2018 including, an Easter Event, Fall Harvest Festival, Mud Run, as well as offering school groups the opportunity to explore their local surroundings all year round. The summer of 2018 saw Dog Fest Muskoka utilize the property for the first time, with over 2000 people attending the event over the three days.

Morrison Meadows presents a unique opportunity to both Community Living and our local communities. Several plans are in place along with the foundations for several fundraising events.

Plans include:

- Snowshoe Events
- Cross country skiing
- Winter Camping
- Art shows
- Sensory Walking trails
- Possible outdoor rink
- Maple Syrup festival

We the committee hope to be able to bring Morrison Meadows mainstream as an independent fund raising opportunity. This will allow CLSM to financially support our community above and beyond it's current government allocation.

*- Linda Gillis Davidson*





## Rights Committee

The rights committee is still active at CLSM,

The Mandate of the Rights Committee is to ensure that Community Living South Muskoka protects the human, civil and legal rights of people receiving support. The committee is also tasked to encourage rights education for everyone receiving support from Community Living South Muskoka and the community at large.

Where rights are being restricted by Community Living South Muskoka without an appropriate support plan and risk analysis the Rights Committee will review the restriction and make appropriate directives to remove or reduce the impact of the restriction to the individual's life.

The committee has not received any Right's Restrictions during the past year. The committee believes this is in part due to the Positive Based Support Model being utilized throughout the agency. We also feel a key factor is the annual Right's training the all people participate in.

Current members: Linda O'Hallarn, Samantha McBride, Rob Dennys, Ian Mortimer, Scott Harris, Dawn DeCaire and Aleisha Burta.

We would like to encourage all people to feel comfortable to approach the committee at any time

*- Linda O'Hallarn*





## STRATEGIC PLAN UPDATE



Valued, Skilled  
Staff

**678**

Hours of  
First  
Aid & CPR  
Training

**1170**

Hours of  
Safe  
Management  
Training

**594**

Volunteer  
Hours  
Completed

We recognize and value the contribution each and every staff member makes to the success of the agency, and we continue to invest to help build skills, confidence and tenure. This year saw our staff undergo training in areas including Mental Health First Aid, Deaf Blind Intervenor, water treatment testing, communication development, and safe food handling. A Pharmacology course was run in conjunction with Goergian College, and several members of our supervisor team were afforded the opportunity to attend the Fierce Conversation training. As with previous years we will once again be presenting our core value awards to individuals nominated by their peers for excelling in their roles, and providing staff with the opportunity to avail of financial assistance to participate in educational and training opportunities through the Barb Luckasavitch Scholarship. Our newly created wellness team have been working hard to promote staff wellness, organizing events such as Yoga, Step Challenge, Fitness Bingo and Lunch and Learn sessions. The team have also distributed information on Mental Health to staff, ran an Anti-bullying day, as well as organizing a fun baseball game in partnership with Special Olympics.



A Leader  
in Innovation

**5**

Student  
Placements

**49**

Accommodation  
Reviews  
completed

**6**

Summer Youth  
Program  
Attendees

Being innovative is a cornerstone to success, and this is something we strive to do every day; exploring diverse revenue streams and innovative service programs. As respite lead Agency for the North East Region we are entrusted to ensure that over \$1.1million is allocated out to families utilizing local service agencies! Once again our Summer Youth program attendees enjoyed a host of fun activities such as Hummer Tours, Canada's Wonderland, Cleveland's House and High Falls Water Park over the 8 week program. This year has seen us undertake an ambitious affordable housing and social services hub development, the planning for which is well underway. The land has been purchased, and all processes at Town and District level have been completed. It is hoped to have the building process started in spring 2020. Planning also continues for creating a social enterprise of an accessible tourist destination at our Morrison Meadows property.

## PASSPORT FUNDING

at March 31, 2019

**92**

Individuals receiving  
Passport Funding

**\$444,361**

In Passport Funds

**87%**

Increase in the  
Passport Program  
since 2017/2018

**16**

Staff supporting  
Individuals with their  
funding



# STRATEGIC PLAN UPDATE



## Highly Valued Community Organization

**65%**

Increase  
in  
Social Media Presence  
since 2017/2018

**828**  
**317**  
**329**

Facebook  
Followers

Twitter  
Followers

Instagram  
Followers

Our team here at Community Living South Muskoka remain focused on ensuring that the community recognizes, respects and is inspired by what we do. Our communications committee continue to work hard on developing innovative communication strategies, and on increasing our presence on social media, as well as promoting all CLSM events. 2018 saw the agency run a very successful Smile Cookie campaign in conjunction with Tim Hortons Bracebridge, raising \$13,298, as well as a successful Steamship fundraiser raising over \$24,000. Our partnership with Sawdust City Brewery to host Brewery Bingo proved be a big hit bringing in nearly \$3,000. Our transition from a paper to electronic record management system continues to gather pace, with all staff in the agency receiving training on the new system. Although we had a small increase of 16% on violence in the work place incidents in 2018/19, we are pleased to note that with ongoing staff training on positive based language and consistency we have seen an over all reduction of 26% in the past two years.



## Person Centered

**139**

Individuals  
Trained

**416**

Training  
Hours

**38**

Individuals  
Employed

**16**

Employers

**305**

Children/  
Youth  
Served

**154**

Adults  
Served

We continue to focus on the individuals we support to maximise their abilities by ensuring that they are provided with innovative and broader community opportunities. We ensure that our staff are trained in all aspects of goal setting and developing Individual Support Plans, with 57 of our primary staff undergoing Smart Goal training this year. 2018 also saw us develop a partnership with the Muskoka Lawn Bowling Club, for Indoor bowling, and the team have continued to ensure that all our supported individuals who attend our day program have a minimum of two community inclusion activities which relate to their goals. Of the 305 children/ youth served, 76 were in our Resource Teacher program and 212 in our Family Support Worker program. We had 137 children/youth and 20 adults utilise our respite services in 2018/2019. We continue to celebrate the successes of our supported individuals through our social media platforms and showcasing their personal achievements in the agency newsletters.



## MEET OUR BOARD OF DIRECTORS

"LEADERS BECOME GREAT NOT BECAUSE OF THEIR POWER, BUT BECAUSE OF THEIR ABILITY TO EMPOWER OTHERS"

-John C. Maxwell



**Gord  
Haugh**

Board Chair



**Bruce  
Hemphill**

Treasurer



**Linda  
O'Hallarn**

Secretary



**Ryan  
Griffiths**

Director  
Communications



**Linda  
Davidson**

Director  
Morrison  
Meadows



**Lang  
Moffat**

Director



**Elaine  
Scriven**

Director  
Education



**Jack  
Naulls**

Director

## YEARS IN SERVICE





## CORE VALUE AWARDS

### CLSM CORE VALUES



Advocating  
for  
Others

Individual

John Potter



Creative  
Problem  
Solving

Individual

Sherry Wilde



Developing  
Others

Team

Manitoba St.

Individual

Cassie Dietl

### OPEN CATEGORIES



Teamwork

Team

CPS Bracebridge



Enthusiasm

Individual

Taylor Watson



Care  
and  
Compassion

Individual

Sydney Haime



# CONGRATULATIONS

## Volunteer of the Year Award **Gord Haugh**

Our Board Chair Gord Haugh stands out as an extraordinary volunteer through his leadership and dedication. He has been a member of our Board of Directors for over 11 year, 9 of those in the role of Chairman. He gives selflessly of his time; willing to drop everything to come up to the office for a last minute emergency meeting, sign a cheque or meet with the ministry. He has attended countless numbers of community meetings to promote the agency and ensure that we are known for the work we do. His vision and enthusiasm have been a driving force behind many of our projects. Through this award, we are pleased to honour Gord for all he has given of himself to Community Living South Muskoka.



## Employer of the Year Award

In 2016 Community Living South Muskoka (CLSM) was very pleased to announce the establishment of our inaugural Employer of the Year Award to recognize businesses in our region for their commitment to creating an inclusive and diverse workforce by employing people with developmental disabilities. After careful consideration, our Employment team has selected both McDonalds Midland and McDonalds Muskoka as Employers of the Year for 2019

### **McDonalds Muskoka**

**Mark & Carol Cruden**

Since 2008 McDonalds Muskoka has employed one of the people we support on an ongoing basis to assist with duties including clearing tables, general cleaning and meeting and greeting patrons

### **McDonalds Midland**

**Alan Cumber**

Since 2007 McDonalds Midland has employed one of the people we support on an ongoing basis to assist with duties including dishwashing, and general store cleanliness.

Both McDonalds Midland and Muskoka provide a safe, positive and inclusive environment for people with developmental disabilities to work. Mark, Carol and Alan ensure that the people we support are treated in a very positive, friendly and inclusive manner.

*"Act as if what you do makes a difference...It does."*

-William James



## CELEBRATING THE LIVES...

*Shirley Smith*

*Jan Vandersluis*

*Nicole King*

*Mark Richard*

*Norma Guilford*

*Lisa Fenn*

*Sheila Stratton*

*Bob Gilmore*

'We think about you always,  
We talk about you still,  
You have never been forgotten,  
and you never will'



# STRATEGIC PLAN

## DEVELOPMENTALLY DISABLED INDIVIDUAL

### VISION

The "Go To" expert for those impacted by a developmental disability

### MISSION

Community Living South Muskoka provides lifetime support to all those impacted by a developmental disability, utilizing skilled staff and effective partnerships involving the individual, the family and the community with the result that the individual is accepted as a valued community member.

### KEY VALUES

#### EXCELLENCE

Excel in leadership, accountability, best practices and social inclusiveness to ensure continued quality service.

#### TRUST

Garner trust in all our relationships based upon honesty and integrity.

#### RESPECT

Value people for their uniqueness and contributions, while appreciating differences.

### SUCCESS FACTORS → Performance Measures

#### A Highly Valued Community Organization

We will work to ensure that the community recognizes, respects and is inspired by CLSM, its success stories and its high quality affordable services.

#### A Leader in Innovation

We will work to increase the proportion of direct funding coming in to CLSM to strengthen our funding base. We will explore diversified revenue streams and innovative service programs.

#### Person Centred

We will focus on the individual to maximize their abilities.

#### Valued, Skilled Staff

We will invest in our staff to build skill, confidence and tenure.

### PRIORITIES → Goals

Become well known through identifying champions and developing and implementing a communication and social media strategy.

Explore alternate revenue streams from such sources as health, education and the private sector.

Train all staff in utilizing tools such as "SMART Goal Setting" to ensure individuals achieve success.

Engage staff in personal visioning regarding their development as Community Living staff.

Build trust in constituents, staff, community members both professional and public, individuals with developmental disabilities and their families.

Indicate to Ontario post-secondary institutions our willingness to be partners in research that has the potential to enrich service to those we serve.

Provide broader community experiences for the individuals we serve and celebrate and expand on their learning.

Develop a learning culture to encourage continuous education and personal growth.

Expand the positive based model to involve all CLSM locations.

Connect with Transitional Aged Youth as they move from Special Services at Home at age 18 years to direct funding and market the services and supports available through CLSM.

Identify staff who champion the Mission, Vision and Values. Recognize staff talent and utilize in succession planning.

Streamline operations by continuing to increase technical efficiency and increasing time available to people supported.

Enhance post-secondary student placements within the agency to attract qualified future staff.

Develop innovative community opportunities for the individuals we serve.

Develop a recruitment strategy that incorporates the Mission, Vision and Values of the agency and the provincial best practice of "Core Competencies".