



Community Living  
South Muskoka

# Annual Report

2019  
2020



Serving Muskoka Residents since 1967

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# A MESSAGE FROM OUR CHAIR

Each year when it is time for the Annual Meeting, it seems strange to write a report that deals with the things that happened in the year proceeding our actual, annual year end. This year, of course, it is even harder. What has happened since the year end seems so much more important that what came before.

First, I want to take a moment on behalf of the Board to memorialize the passing of David Morrison. For those who weren't aware, David had a very distinguished volunteer career in the service of Community Living. CSLM was not David's first Community Living attachment. While still living in Mississauga, David was an integral part of Community Living Mississauga. Besides his leading of the Board, he directed the raising of sums of money that we can only dream of in South Muskoka. Moving north in his "retirement" he didn't leave behind his desire to be part of the Community Living Program. He, of course, preceded myself as Chairman. He was a leading part of the team that saw the vision for "the farm" as it was first known. It was not a simple thing to be allowed to acquire the large parcel of land on the Fraserburg Road that eventually would bear his name when the farm officially became Morrison Meadows. Morrison Meadows proves that innovative ideas can stand out even if we don't have the ability to raise GTA type funds on an annual basis.

Thank you David for your long contribution to the Community Living family, no matter where you lived. Our condolences to Margaret and the family with special prayers for our special friend Michael.

I know that for the staff who, as well as getting their regular jobs done, have had to do extra duties to help us through the pandemic, there is probably no memory of what came before, even though basically it has all happened in the year we will report on at the next annual meeting. But if we are going to properly serve the people who count on us for support, we can't pretend that the here and now doesn't exist. As staff members Covid-19 is the be all the end all until we can put it behind us. As a Board we can't thank you enough for your daily, unstinting, contribution. Krista updates us regularly on the superb contributions you keep making so be assured that we understand how stressful this time is for everyone.

My personal biggest disappointment of the past year, is that we have not been able to break ground on the affordable housing building we talked about a year ago. Unfortunately, the design we wanted to build proved too expensive—by about 5 or 6 million dollars—so we had to reconsider our wants and our needs. We presently are looking at a new proposal that is more affordable, but will still require hard work to raise the required funds. With the continuing help of CMHC, the town, the District and the Province we look forward to bringing more concrete news in the near future.

My personal thanks to all the Board members who on a monthly basis make some very difficult decisions to support the work that every member of the CSLM family does daily.

This report has been, as usual, Board oriented. However, there is not a board member who doesn't remember that we volunteer of our time to make sure that the developmentally disabled of South Muskoka have a good, fulfilling life. Through your professional work, we keep achieving that difficult objective.

Thank you for all you do!

*Gord Haugh*  
Board Chair

# EXECUTIVE MESSAGE

This past year has been an incredible journey for all of us. While we were in the midst of strategically moving forward with a number of initiatives to improve services, such as fully implementing new schedules in our 24 hour group living locations, increasing our Passport services, staff wellness initiatives, focused social media campaign, public speaking engagements and fund development plans, we were hit head on with the need to be able to respond rapidly to the ever changing world of COVID-19.

The speed with which our entire agency was able to switch gears and focus on the health and safety of those we serve and our staff was remarkable. Our resilience was put to the test, and everyone met the challenge and exceeded beyond all expectations. The dedication of our staff to the people they support has been extraordinary.

In the early days of the pandemic, I had a number of staff tell me they had clothes packed in their car and were ready to stay for as long as needed. The information we received was changing hour by hour and day by day and yet our management team and front line staff were up for the challenge of implementing new protocols that were constantly changing and most importantly dedicated to keeping people safe.

We introduced a number of new measures such as single location teams, closure of our congregated CPS services and reassignment of staffing, single employer status, all new Infection, Prevention and Control Measures, severe restrictions on visitors and ending all community outings. You would think with all of the change that the people we support would have struggled, however completely the opposite occurred. Our resilient teams and people we support were up for the challenge, and we started seeing record low numbers of behavioral incidents.

The support of our community through this pandemic was overwhelming. We had volunteers sewing masks and gowns, donations of hand sanitizer and food, friends and family scouring the province for Personal Protective Equipment (PPE) and most importantly in the early days of COVID, toilet paper!

As Ontario re-opens and we return to some more familiar activities, our new task has been to mirror this re-opening to align with our strategic goals. Our staff have been tasked with considering significantly altered conditions in their service delivery with workplace conditions that have been altered and will most likely not return to past structures and conditions any time soon, if ever.

Families have been asked to make decisions regarding risks and determine the best possible care choices in an unknown world. This past year our teams have succeeded in a world of heightened pressure and the need for speed of service delivery and decision-making. We had to develop new structures to make decisions quickly, and as we go forward, our new normal will need to strengthen these structures to empower everyone to make decision quickly and efficiently.

Furthermore, we are committed to the people and families we support and each other. I am humbled by the efforts of the staff that I have witnessed this past year and the courage of the people we support. Everyone single person at CLSM should be proud of their accomplishments and ability to face this adversity head on.

- *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, 2020.

Once again the organization was successful in achieving a balanced budget for the 2019 – 2020 fiscal year with respect to the funding from the Ministry of Children, Community and 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 balanced budget were:

- In 2019/2020 Our funding revenue from the Province went up by 8%
- In 2019/2020 Our Direct Funding ( Passport ) went up by 52%
- In 2019/2020 Our overall revenue funding went up by 10%

However in 2019/2020 our overall expenses went up by 10% along with many Covid related expenses.

In this pandemic year we will have a continuum of challenges in 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.

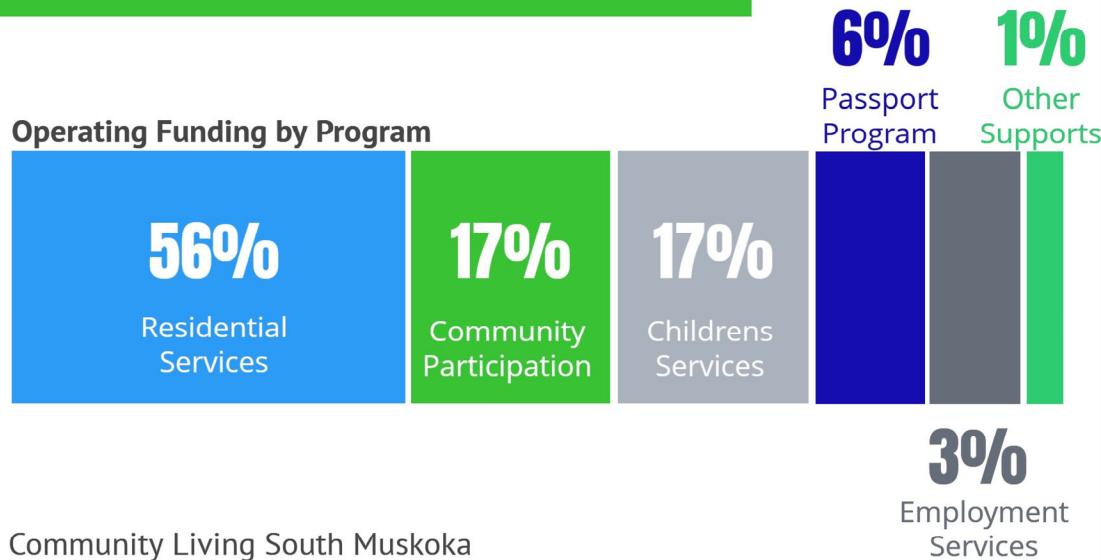
Our financial results of this year are a direct result of the dedication of all of our staff and the careful stewardship of our Former CEO Kelly Miles and our current Director of Finance Marilyn Jeffrey.

*W. Bruce Hemphill*  
*Treasurer*



# 2019/2020 FINANCIALS

## Operating Funding by Program



Community Living South Muskoka

## Statement of Operations

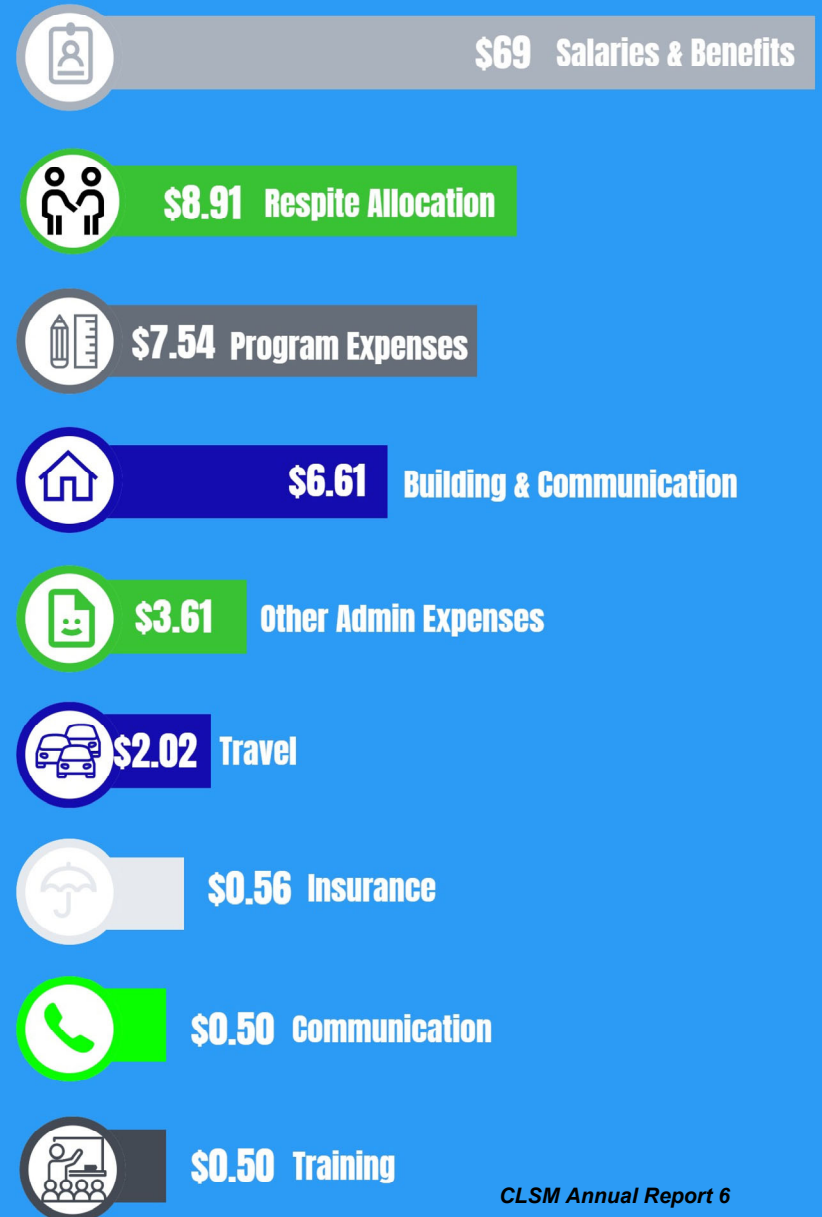
For the fiscal years ended March 31st 2019 and 2020

	2020	2019
<b>REVENUES</b>		
Operating Grants & Funding	10,330,836	9,285,228
Rent Revenue	551,238	558,209
Fundraising & Morrison Meadows Operations	147,804	172,115
<b>TOTAL REVENUES</b>	<b>11,029,878</b>	<b>10,015,552</b>
<b>EXPENSES</b>		
Salaries & Benefits	7,140,022	7,158,220
Operating Expenses	3,703,942	2,684,192
<b>TOTAL EXPENSES</b>	<b>10,843,964</b>	<b>9,842,412</b>
<b>Surplus/(Deficit) for the year</b>	<b>185,914</b>	<b>173,140</b>
Repayable to MCCSS	-	(18,249)
Unrestricted net assets, beginning of year	79,668	(75,223)
Unrestricted net assets, end of year	265,582	79,668

## 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 Muskokan countryside.

With the onset of COVID 19 this year, events at Morrison Meadows have been greatly curtailed, as has the committees ability to carry out a sustainability study on the property. The committee has however continued to meet on a regular basis via video conferencing to discuss the long term future of the farm.

The Farms ability to sustain a financially stable income for CLSM has been discussed at length, with it being concluded that the property requires a properly implemented assessment on how it should be utilized in order to fulfil its potential. I intend to work closely with the appointed reviewer to ensure that a successful outline is produced to help move the project forward.

The view of the committee is that the property should be utilized as an outdoor recreational style area, one that would need limited resources introduced into its structure but provide maximum profit.

Plans include:

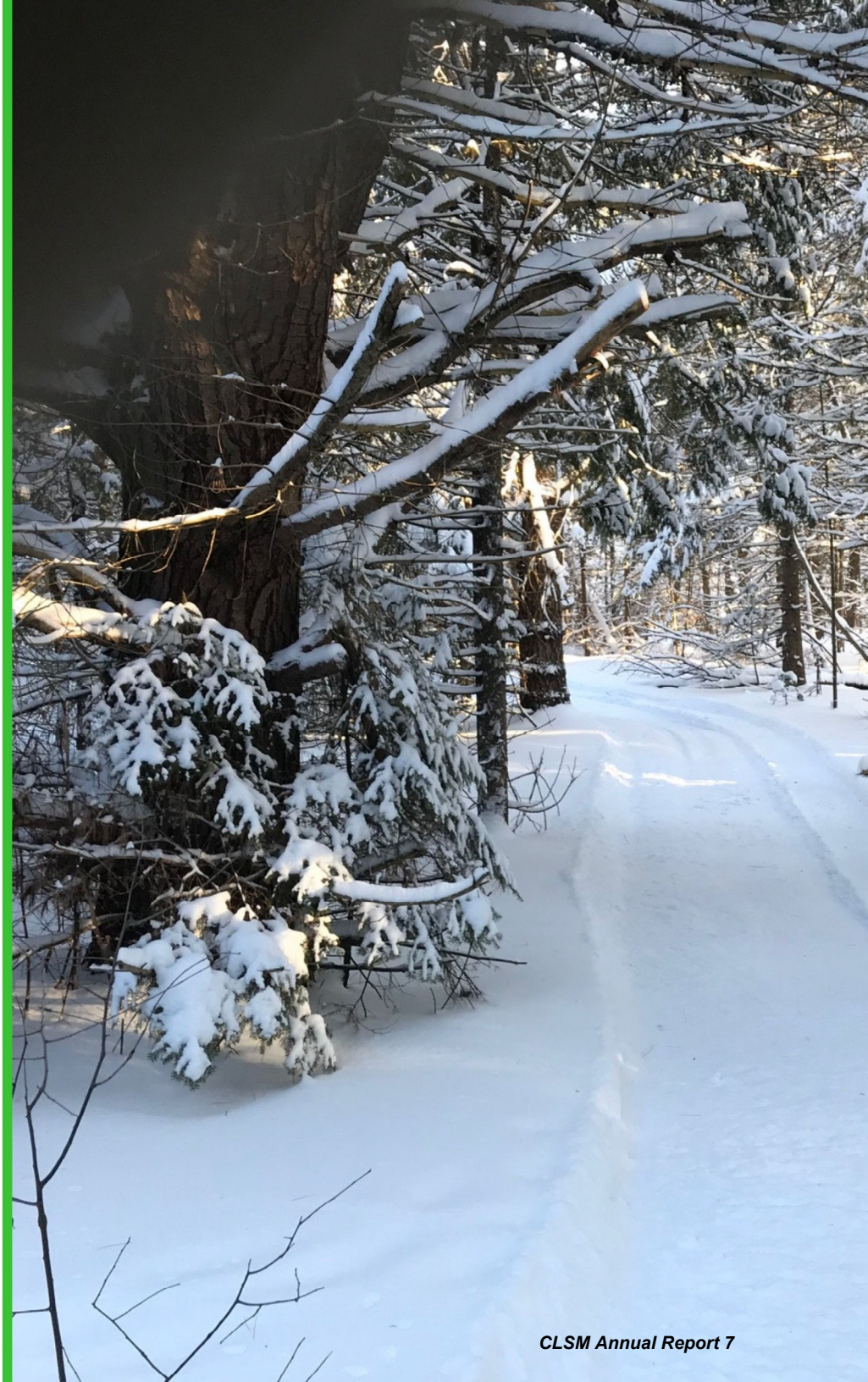
- Snowshoe Events
- Cross country skiing
- Camping all seasons, all types
- Drive in Theatre
- Nature Walks
- Glamping, associated with various health initiatives

These plans are designed to ensure maximum privacy for the the residents of our residential home on site, as well as helping to create a stable financial platform for the property.

The committee continue to work diligently to ensure that the Meadows will become a successful enterprize, one that will serve visitors from near and far for many years to come.

We were all sad to learn of the passing of David Morrison in early September, and we the committee would like to recognize his vision and his contribution to Morrison Meadows. David had a passion for the outdoors and Muskoka and volunteered endless hours of his time to the property to make it what it is today. He will be greatly missed.

*- 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.

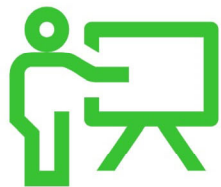
Current members: Linda O'Hallarn, Samantha McBride, Rob Dennys, Ian Mortimer, Scott Harris, Dawn DeCaire and Aleisha Burta.

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

**516**

Hours of  
First  
Aid & CPR  
Training

**1140**

Hours of  
Safe  
Management  
Training

**336**

Volunteer  
Hours  
Completed

Our staff are the key component of what makes our agency a success, which is why we continue to promote a learning culture to encourage continuous education and personal growth, helping us to build skills, confidence and tenure. This year saw our staff participate in training in areas including Deaf Blind Intervenor Services, Safe Management, True colors personality traits exercise, early learning workshops, training on the impact of trauma on children and early learning and Childcare professional engagement conference. This year also saw staff from all areas of the agency undergo training in completing quality Person Centred Plans for the individuals we support, as well as two staff members gain their health and safety qualification. Our Barb Luckasavitch scholarship recipient for 2018/19 has put the bursary to good use continuing her studies to complete her DSW apprenticeship. Once again this year we will 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 wellness team has continued to promote staff wellness organizing events such as step challenge and weightloss challenge, as well as organizing a fun floor hockey game in partnership with special olympics, and putting together a big puzzle to celebrate Autism Awareness.



A Leader  
in Innovation

**9**

Student  
Placements

**10**

Summer Youth  
Program  
Attendees

**750**

Attendees at  
Morrison  
Meadows Events

As an agency we continue to look for ways to be innovative, exploring alternative revenue streams and working to strengthening the agencies funding base. To this end alot of focus has been on developing our passport offering, adding additional staff and expanding services. This focus has seen our passport revenue increase by 52% with 126 individuals supported. Our passport program continues to offer innovative opportunities such as a driving course with Ricks Driving School, animal therapy, life skills courses and employment courses. We continue to expand our revenue streams and community partnerships by renting our Morrison Meadows property to several local schools and Early ON Program, and we continue to invest in our youth programs with our board contributing \$5000 fundraised dollars to running the 2019/20 summer youth program. The affordable housing project is still in the development stage with changes having been made to the original plans, and it is hoped to make this a reality in 2020. Our childrens services supervisor worked in collaboration with One Kids Place to develop a proposal for Autism called 'Muskoka Kids Matter'. This proposal was to help fill a gap in how assessments for developmental disabilities are conducted. Planning continues for creating a social enterprize of an outdoor recreational facility at our Morrison Meadows property.

## PASSPORT FUNDING

at March 31, 2020

**126**

Individuals receiving  
Passport Support  
Through CLSM

**616,648**

In Passport Funds

**52%**

Increase in the  
Passport Program  
since 2018/2019

**29**

Staff supporting  
Individuals with their  
funding

# STRATEGIC PLAN UPDATE



## Highly Valued Community Organization

**35%**  
Increase  
in  
Social Media Presence  
since 2018/2019

**1119**  
**365**  
**490**

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. This year saw the agency commission two videos to assist with promotion in our local communities. Our general agency video which was released in September 2019, has proven to be a huge success, and we hope to release our passport/respite video later this year. Also this year our employment team developed an employment services brochure showcasing the benefits of employing an individual with a developmental disability, as well as participating in the Bracebridge Chambers Lunch and learn session focusing on employment. 2019 saw the agency continue its partnership with Sawdust City Brewery in offering Brewery Bingo and this raised \$4620. The agency also hosted a successful Gravenhurst Chamber After Hours event, as well as another wonderful CLSM Idol Gala dinner at the OAR in Gravenhurst. As an agency we rely on our willing group of volunteers to help us make our events a success. We would like to thank all 35 volunteers for their time and support. With regards to violence in the workplace, 2019 saw a reduction in serious occurrences, as well as a reduction in incidents of a physical nature. We continue to engage our staff in training on positive based language, and the development of quality individual support plans, to help minimise incidents moving forward.



## Person Centered

**139**  
Individuals  
Trained

**410**  
Training  
Hours

**25**  
Individuals  
Employed

**22**  
Employers

**339**  
Children/  
Youth  
Served

**210**  
Adults  
Served

Our supported individuals are at the centre of everything we do here at Community Living South Muskoka, which is why we continue to ensure that they are provided with a broad range of community activities designed to maximize their abilities. This year saw the completion of one page profiles for all 31 individuals in our employment program to assist in their employment search. We continued to focus on staff training, to ensure that supported individuals received quality personal support plans, and we facilitated two people to undertake self advocacy training at Camp Hill. We are pleased to report that we had a perfect compliance inspection from the Ministry, and that we continue to move forward with our strategic goal of providing meaningful and quality inclusive opportunities. 2019 saw many fantastic adventures most notably to the Kelly and Ryan show and Ellen DeGeneres show, as well as the achievement of some long held dreams like swimming in a pool for the first time, or watching their idols 'KISS' in concert. Of the 339 children/youth served, 123 were in our Resource Teacher program, and 216 in our Family Support Workers program. We had 126 children/youth, and 23 adults utilize or respite services in 2019/20.

# MEET OUR BOARD OF DIRECTORS

"A LEADER IS ONE WHO KNOWS THE WAY, GOES THE WAY, AND SHOWS THE WAY"

-John C. Maxwell



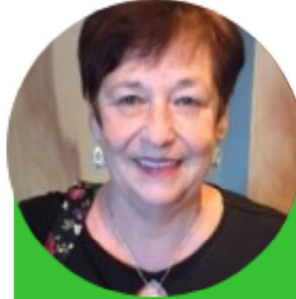
**Gord  
Haugh**

Board Chair



**Bruce  
Hemphill**

Treasurer



**Linda  
O'Hallarn**

Secretary



**Ryan  
Griffiths**

Director  
Communications



**Linda  
Davidson**

Director  
Morrison  
Meadows



**Elaine  
Scriven**

Director  
Education



**Jack  
Naulls**

Director

# YEARS IN SERVICE

Bryan Scott

Crystal Taylor

Nadia Handsor



Nerissa Brydges

Amy DeCaire

Anita Aenishaenslin

Kayla Carr

Juliet Canning

Kelly Marion

10

15

Sherri Jones

20

Rebecca Leeder

Jennifer Van Klink-Mandigo

Sharon Norrie

30



# CORE VALUE AWARDS

## CLSM CORE VALUES



Advocating  
for  
Others

Individual

Wendy Miller  
Fran Kettle



Creative  
Problem  
Solving

Individual

Monica Marchand  
Team  
Woodward Street



Developing  
Others

Individual

Sarajane  
Charron

## OPEN CATEGORIES



Teamwork

Team

Childrens  
Services Team



Leadership

Individual

Krista Haiduk-  
Collier



Adaptability

Team

CPS Teams  
Bracebridge and  
Gravenhurst



# CONGRATULATIONS

## Volunteer of the Year Award Wendy Davidson & Colleen Ormsby

This year's Volunteer of the Year award is a joint award presented to Wendy Davidson and Colleen Ormsby.

Wendy has been a great supporter of CLSM for several years. As well as assisting at many of our agency events including our Pancake Breakfast and CLSM Idol, Wendy has formed a real bond with one of our supported individuals Caroline, assisting her in being an active part of the local community.

Colleen has also been a great supporter of the agency for several years, be it in the capacity of a Family Home provider, or most recently spending over 10 hours per week shopping to ensure those living in our group residences never went without during the Covid Pandemic.

It is heartwarming to know that we have friends like Wendy and Colleen in our CLSM Community, Thankyou Ladies for all that you do!



## Employer of the Year Award

Community Living South Muskoka (CLSM) is pleased 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 Food Basics Bracebridge as Employer of the Year for 2020

### Food Basics Bracebridge

Dan Lensen & Team

Since March 2020 Food Basics has employed one of the individuals we support on an ongoing basis to assist with duties including store sanitizing and product replenishment.

Food Basics provides a safe, positive and inclusive environment for people with developmental disabilities to work. Dan and his team ensure that the people we support are treated in a very positive, friendly and inclusive manner.

*"Everyone can do simple things to make a difference, and every little bit really does count."*

Stella McCartney

## CELEBRATING THE LIVES...

*Sheila Canning*

*Ted Ingleson*

*Kennedy Field*

*David Morrison*

'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".

Explore innovative programs to offer a variety of individualized accommodation choices.