Community Living South Muskoka

An inclusive community where all are Valued, Respected, and Thrive

ANNUAL REPORT 2025/2026



Artwork Submitted By: Patrick Rice

Serving Muskoka Residents Since 1967

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CHAIRPERSON'S REPORT

Gord Haugh



As we gather for this year's Annual General Meeting, I am proud to reflect on the dedication, leadership, and collaboration demonstrated by our Board of Directors over the past year. During a challenging period, our directors remained focused on strong governance, organizational stability, and the work required to position the organization for the future.

I extend sincere thanks to Bruce for his significant work supporting our transition and compliance efforts under the Ontario Not-for-Profit Corporations Act (ONCA). I also thank Carol Ann for taking on the Treasurer's responsibilities and for assisting with the ONCA work. Their time, attention to detail, and commitment have helped the Board navigate important governance responsibilities.

Teghan and Bruce also provided valuable leadership in moving the Shared Service Organization initiative forward. Their efforts to organize a special meeting with the other agencies involved created an important opportunity to bring the Boards of Directors together, strengthen relationships, and support a shared understanding of the work ahead.

Congratulations and thank you to Laurie for stepping up so quickly and capably to take the reins of fundraising. Her willingness to assume this responsibility and the skill with which she has done so are greatly appreciated.

Thank you as well to Dr. Tina Kappos, a dedicated family physician and parent, for making time in her busy schedule to support the Board. Her perspective and commitment are deeply valued. I also thank Phil for continuing to serve alongside us despite the demands of a major move. His ongoing commitment has meant a great deal.

A special thank you goes to Linda O'Hallarn for her dedication and many years of volunteer service with the Board. Linda's contributions have made a lasting difference, and she will be greatly missed.

To all of our volunteer Board members, thank you for the time, expertise, and care you have brought to your roles. Your dedication throughout this challenging year has been exceptional. The Board's work is only possible because of your willingness to lead, ask thoughtful questions, make difficult decisions, and remain committed to the people and communities we serve. It has been a privilege to serve alongside you.

Gord Haugh

Gord Haugh
Chairman of the Board of Directors

CHIEF EXECUTIVE OFFICER'S REPORT

Krista Haiduk-Collier

The 2025–26 year was marked by resilience, growth, strong community partnerships and continued focus on high-quality, person-directed supports. Despite significant funding, workforce and infrastructure pressures, CLSM maintained services, advanced strategic projects and strengthened its connections across Muskoka.



Programs continued to respond to changing and increasingly complex needs across group living, Supported Independent Living, Community Participation Supports, Employment, Passport, Family Support, Respite and Special Needs Resourcing. Our Passport services experienced the highest growth since the beginning of the program. New residential transitions were supported, while teams also provided compassionate end-of-life and grief support during a year involving several significant losses.

MCCSS wellness visits confirmed that people supported appeared happy and well supported, with no concerns identified. Infection prevention practices were strengthened through refresher training and a tiered response to seasonal illness. Joint training initiatives also expanded staff capacity in mental health first aid, compassion fatigue, person-directed supports and leadership.

Following the March 2025 fire at the Gravenhurst CPS location, services were quickly relocated and continued without interruption. Throughout the year, CLSM worked with the landlord and insurer on repairs, including a replacement kitchen, and we returned to the space in the spring of 2026.

At Morrison Meadows, the new shade pavilion supported expanded programming and partnerships. Later in the year, structural movement in the clubhouse and major septic concerns required temporary program adjustments, engineering review and plans for substantial repairs. These issues were reported to MCCSS, and funding options were pursued.

CLSM also advanced the Habitat for Humanity six-plex partnership. By year-end, MCCSS had approved operating support in principle and the proposed head-lease structure was under legal review. The project represents an important opportunity to expand affordable, inclusive housing, although final agreements remained outstanding at March 31.

The organization continued to manage significant sector-wide funding pressures. CLSM participated in provincial pre-budget consultations and advocated with our local MPP for sustainable base funding, improved workforce stability and better access to services and housing. Important governance and infrastructure work included annual policy reviews, implementation of a Conflict of Interest Policy, improvements to information management, a phone-system upgrade and partnership work toward shared services with neighbouring Community Living agencies.

Community Living Month brought strong participation through the annual Pancake Breakfast, Community Living Idol, flag raisings and local partnerships. Employment services increased visibility through collaborations with local employers and a Cogeco video series highlighting people at work in their communities. Morrison Meadows hosted summer camp, school groups and community partners, helping more children and adults experience inclusive outdoor programming.

Fund development had an exceptional year in 2025-26. Community events, local businesses, service clubs, families and individual donors helped CLSM meet its accessible vehicle fundraising target. A new hybrid wheelchair-accessible van arrived in October 2025. Major gifts, including two donations of $25,000 and several $5,000 contributions, demonstrated extraordinary community confidence. A formal Fund Development Committee was established to build on this momentum and guide future priorities, including food and housing security and accessibility improvements at Morrison Meadows.

Shortly after the fiscal year ended, OPSEU Local 305 members began strike action on May 25, 2026. CLSM activated its contingency plan, maintained essential residential and community services, communicated regularly with families and MCCSS, and adjusted or postponed events where necessary. The disruption placed significant demands on people supported, families, employees, management and the Board. Throughout, the organization's priority remained the safety, dignity and continuity of support for the people who rely on CLSM. This experience reinforced the importance of sustainable sector funding, workforce stability, respectful labour relations and strong emergency planning. At the time of this report, the agency is entering into 19 weeks of strike action by OPSEU.

As CLSM moves forward, priorities include resolving Morrison Meadows infrastructure needs, finalizing the Habitat housing partnership, strengthening workforce wellness and training , and continuing advocacy for sustainable developmental services funding. I extend sincere appreciation to the people we support, families, employees, our management team, volunteers, community partners, donors and Board members whose commitment made this work possible.



Krista Haiduk-Collier
Chief Executive Officer

TREASURER'S REPORT

W. Bruce Hemphill



On behalf of the Board of Directors of Community Living South Muskoka, I am pleased to report the financial results for the fiscal year ending March 31, 2026.

This year was a challenging one for CLSM and fortunately we did finish the year with a balanced budget for all transfer payment funding areas. We did not receive any base funding increase from the year prior. In fact we had a decrease in total transfer payments from the year prior. This was offset by the best year we have ever had in our fundraising campaigns. We paid off our wheelchair van in less than a year, as opposed to our target of two years.
Congratulations to our fundriasers and our generous donors !

This year, 2026 to March 31 ,2027 will be extremely stressful and challenging because of the OPSEU strike which is, as of the writing of this article, in it's 19th week.

The Board of Directors extends our sincere thanks to Krista Haiduk-Collier, our CEO, and to Kent Lee, our CAO, for their concerted efforts to anticipate the changing needs of CLSM and to find creative and sustainable solutions to our ongoing financial challenges

W. Bruce Hemphill

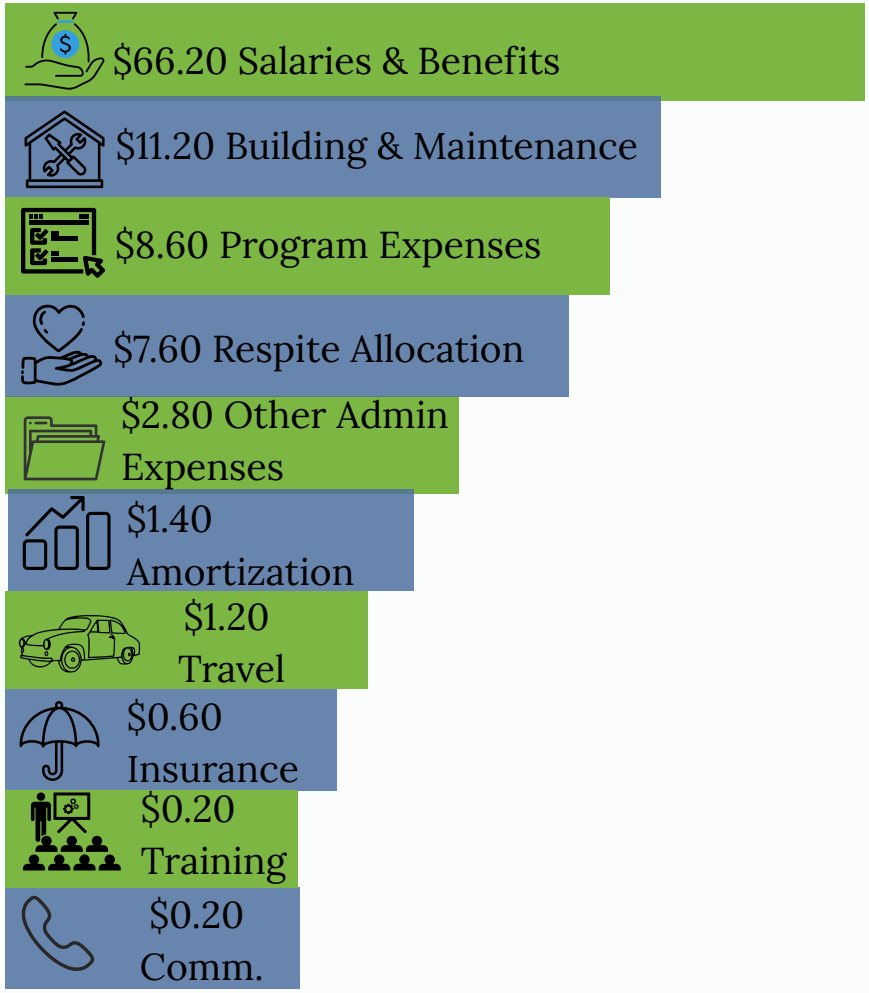
W. Bruce Hemphill
Treasurer

2025/2026 FINANCIAL REPORT

Community Living South Muskoka
Statement of Operations

For the fiscal years ended March 31st 2025 and 2026	2026	2025
REVENUES		
Operating Grants & Funding	13,354,567	13,598,331
Rent Revenue	602,598	603,709
Fundraising & Morrison Meadows Operations	265,834	192,616
TOTAL REVENUES	**14,222,999**	**14,394,656**
EXPENSES		
Salaries & Benefits	9,353,055	9,399,234
Operating Expenses	4,775,341	4,848,109
TOTAL EXPENSES	**14,128,396**	**14,247,343**
Surplus(Deficit) for the year	**94,603**	**147,313**
Repayable to MCCSS	0	0
Unrestricted net assets, beginning of year	404,746	257,433
Unrestricted net assets, end of year	**499,349**	**404,746**

How are CLSM Operating Funds Spent?
Every $100 spent in 2025/26



Operating Funding by Program



STRATEGIC PLAN

Vision

An inclusive community where all are Valued, Respected and Thrive

Our Mission

Building independence, fosttering inclusion, and empowering people living with a disability across their lifespan

Values

Excellence: Excel in leadership, accountability, 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 and celebrating their successes





UPDATE ON STRATEGIC PRIORITIES

Community Living South Muskoka is now in the second year to its three-year strategic plan. This report highlights progress made towards our strategic priorities and the work continuing across the organization.

Supporting and Developing Valued and Skilled Employees

Community Living South Muskoka has established four key objectives under this priority for the three-year plan. During the second year, we continued to build on the foundation established in Year One and made meaninful progress in each area.

The first area of focus is to improve staff retention. This involved setting baseline retention measures and reducing staff turnove by 25% compared to previous years. We are pleased to report that this target has been successfuly achieved, confrirming that our retention strategies from year one have proven effective.

The seocond area of focus is to improve trust and staff morale through improved communciation. Virtual staff town halls continued through the year. While attendance remained steady there was a slight increase noted with guest speakers. The stay interviews have been well received with the new staff members that have done this through the onboarding process. The wellness team is ensuring that events and activities are accessible and something that staff will want to participate in. The team even threw their first ever wellness fair in 2025, which provided and opportunity for staff members to gain valuable resources and be able to try new activities.

The third area of focus is to enhance employee training and orientation. The medication committee has diligiently undertaken the development of best practices and institued improved medication training protocols. Medication error tracking has indicated new training and orinetation has been successful. Expanded training initiatives regarding suicide assist and safe talk methodologies have been completed by more staff members. Staff have also been trained with trauma informed care and participated in a two-day compassion fatigue and Mental Health First Aid training.

The fourth area of focus is to create greated colloborations across programs. The goals were to develop a primary staff orientation checklsist which was both created and rolled out. Feedback has been very position.

This year, an example of our commitment to supporting values and skilled employees includes continuing dementia screening initiatives and ensuring that staff posses comprehensive understanding of these protocols. As the individuals we serve continue to age, all available resources prove invaluable in supporting their needs.

AT A GLANCE

405 Hours of First Aid & CPR Training

5 N95 Fitting Sessions

58 Staff Fitted with N95 Masks

AT A GLANCE

1.2K Followers

2.1K Followers

UPDATE ON STRATEGIC PRIORITIES

Building Partnerships for Our Future

Community Living South Muskoka has been exceptionally fortunate to gain remarkeable partnerships and maintain the relationships that have already been developed.

CLSM received an invitation to serve as a member of the Town of Bracebridge Accessibility Advisory Committee (AAC), in addition to our participation on the Gravenhurst AAC. This committee is responsible for advising council on identifying, preventing and eliminating barriers in municipal services and facilities. The Bracebridge and Gravenhurst Committees came together to throw an accessible event to provide resources for the community. This was well received and are planning to have an annual event.

The Town of Bracebridge commemorated their 150-year milestone. They invited CLSM to participate in the celebration and operate a vendor table dedicated to creating bracelets while advancing community inclusivity as well. Both staff and people supported collaborated in assisting children with the jewelry crafting.

CLSM has partnered with the Beaver Creek Institution Community Service Volunteer Group to facilitate cleanup initiatives at the group homes and Morrison Meadows. This partnership aims to enhance the maintenance of our properties while providing a cost-effective solution to ensure upkeep while helping the incarcerated individuals in their final stage of their rehabiliatation and enabling them to engage in meaningful community service activities.

Rock Solid Wresting approached the agency to be the charity of choice at their most recent wrestling show in Bracebridge. This amazing wrestling production tours throughout Ontario, showcasing their talent while also contributing to local charities in each town they visit. This group demonstrates a strong commitment to create exciting entertainment while providing meaninful support to the communities.

UPDATE ON STRATEGIC PRIORITIES

Ensuring Our Financial Sustainability

During the year, Community Living South Muskoka advanced its financial sustainability work by evaluating program unit costs, expanding fee-for-service opportunities, strengthening Morrison Meadows' operations, and building fundraising and marketing capacity.

Unit costing was completed for most programs, with children's services remaining. Morrison Meadows generated more revenue between April and September 2025 than in the entire previous fiscal year, and its committee was reactivated. The agency also implemented the Glass Register donor system, established a fund development committee with Board participation, issued a donor newsletter, received a 100 People Who Care grant, maintained a full Board complement through September 2026, and began work on a renewed website.

Together, these achievments provide a stronger foundation for diversified revenue and long-term financial resilience as the sector prepared for MCCSS's Journey to Belonging reforms.







EMPLOYEE SERVICE AWARDS

5 YEARS OF SERVICE



10 YEARS OF SERVICE



15 YEARS OF SERVICE



20 YEARS OF SERVICE



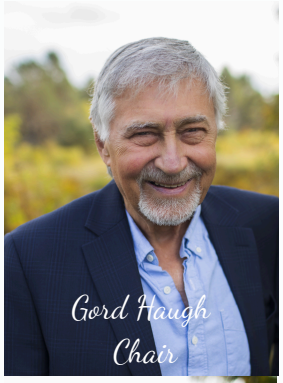
30 YEARS OF SERVICE



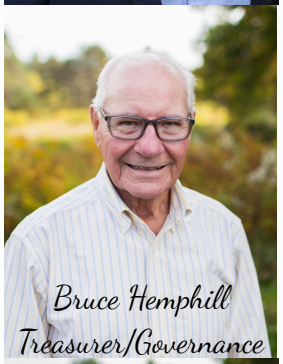
35 YEARS OF SERVICE



2025/2026 BOARD OF DIRECTORS



Gord was an independent corporate communications consultant with clients in both government and the private sector. Gord was previously Manager of Public Affairs for The (then) Canadian Manufacturers' Association, Executive Director - Communications for the WSIPB, Communications Advisor to the Commissioner of the Inquiry into the Air Ontario Crash at Dryden, Ontario and a senior consultant with GPC Communications. Within government, he has been Chief of Staff to several ministers and Communications Advisor to others. Gord is Past President and Director of the Gravenhurst Curling Club, a Trustee of the Stan Darling Environmental Education Fund and a Senator of Junior Chamber International. Gord and his wife, Shelley, live in Gravenhurst, on the shores of Kahshe Lake.



Bruce is an active volunteer in his community of Gravenhurst. He was a Vice President and Director of the Gravenhurst Curling Club. He was a Director of the Gravenhurst Rotary Club and served as a member of the Governance, Finance and Bingo committees, and was a Trustee for the club. He is the current Ombudsman He is the former Chair of the Downtown Revitalization Committee for the Town of Gravenhurst. He was just recently awarded the designation of the 2025 Senior of the Year from the Town of Gravenhurst for his contribution to the community through volunteerism, committee work and humanitarian activities. Bruce is a graduate of Ryerson University in Business Administration with a major in Finance. He holds diplomas from the University of Windsor Law School in Conflict Mediation and Advanced Alternative Dispute Resolution.



Linda came to Community Living South Muskoka and worked for the organization for twenty years as the manager of what was then known as the Vocational Program. Linda and her family provided respite for the Family Home Program for many years and her two children have both worked for CLSM.
Linda has been a resident of Muskoka for over 40 years. Her interests include travel, reading and personal fitness. She is involved in her church community and sings in the choir.



Phil joined the Board in 2021 and has been an appreciated asset. He has experience working for many volunteer organizations within his community and has honed a broad set of skills through his involvement. He has been a volunteer for Canadian Adaptive Snowsports (CADS), assisting individuals with disabilities to ski and has been involved with Muskoka Victim Services and Rotary Bracebridge.
Phil has a long professional history in finance and accounting and his sense of duty and kindness are witnessed daily.



Carol-Ann started her career as an Early Childhood Educator for the Region of Peel and went on to provide private daycare and support for children with autism. She spent several years employed as a Children's Ministry Coordinator and volunteering in youth ministry.
As a mature student, she continued her academic journey by completing a certificate in Child Abuse Studies, a diploma in Social Work, a BA in Social Development Studies and, in 2017, graduated with her Master of Divinity. She is currently the minister at Trinity United Church, Gravenhurst.
Carol-Ann's expertise and experience with and love for children and adults with disabilities is a welcomed asset for Community Living South Muskoka.



Tina holds a BSc from the University of Windsor, her MD from the University of Western Ontario School of Medicine and finished her education at McMaster University in the Family Medicine program. Between 1994 and 1996, Tina worked as a physician in the Hamilton area before relocating to Bracebridge with her spouse, Dr. Biagio Lannantuono, to continue her medical career in our community. Tina has served as Secretary/Treasurer, Vice President and then President of the Muskoka Algonquin Healthcare hospital board and was on the Medical Advisory Committee. She has also been involved as the Chair of the Obstetrical Services Committee, as Co-Chair for the Family Practice Committee at MAHC, and as a member of the LHIN Maternity and Child Community of Practice Committee. She acted as co-chair to Monsignor Michael O'Leary Parent Council and is currently active as co-chair of the Cottage Country Family Health Team. Despite her busy schedule, Tina has also volunteered for Tuberous Sclerosis Canada.
Tina's knowledge of Community Living South Muskoka comes from first-hand experience. Professionally, she cares for patients with developmental disabilities and her daughter is an adult client of the organization.



Teghan has always been a key member of any community she has been a part of, with her parents working in local politics and her family's long history of being members of the Markham Fair. She has always had a passion for volunteering, helping the less fortunate and aims to inspire people around her. Teghan recently became the Member Services and Communications Coordinator for the Gravenhurst Chamber of Commerce, where she excels in providing excellent client service. Teghan has spent time working abroad at the Walt Disney World Resort in Orlando, she was an army cadet and participated in her local 4-H club. She enjoys listening to music and spending time with loved ones. Teghan is excited about her future with Community Living South Muskoka and is looking forward to meeting everyone involved



Laurie is passionate about helping to support communities and individuals to thrive! A newly retired elementary school teacher for the York Region District School Board, Laurie is delighted to share her extensive experience in event coordination, community outreach, and leadership skills on the Board of Directors. She received the “Outstanding Service Award” as well as Elementary Teacher of the Year for YRDSB. Over the last 30 years, Laurie’s motivational speaking business, Ultimate Synergy, has also been able to make a positive difference for non-for profit organizations, camps, school boards, recreation and aquatic conferences, as well as for universities and colleges throughout Ontario. Laurie’s interests include being a spin instructor, playing golf, working out, travelling the world, gardening, and reading. Most importantly, Laurie’s faith is what fuels her love for her family, friends and her Bracebridge community.

VOLUNTEER OF THE YEAR

Laurie Crossett

Laurie became a part of the Community Living family by coincidence, when she met an individual in the community, who is supported by one of the CLSM programs. This intial meeting blossomed into a meaningful friendship, and Laurie unknowingly became a "natural support".

During this time, Laurie discovered that Community Living has much more to offer and was inquiring how to further assist the organization. When approached with the opportunity to join the Board of Directors, she readily accepted without hesitation. Upon joining the Board, her talents particularly stood out in the area of fundraising and quickly joined the events committee.

Laurie consistently strives for innovative approaches to make fundraising enjoyable while maximizing value of the investment. From the initial brainstorms and visionary ideas to the diligent efforts required in organizing and executing these events, she showcases her commitment and positive energy. Her work goes beyond logistics and she understands that events are fundamentally about fostering connection and creating environments that build lasting relationships with our community.

With Lauries unique expertise and passion she has become the chair of the CLSM Board Fund Development Committee. This comittee provides a strategic approach to fund dveelopment for CLSM including guidance and leadership on fundraising and donor stewardship. This initiative marks a new endeavor for her, and CLSM is eager to see the outcomes it will produce.

Thank you for the countless hours you have dedicated to volunteer work at CLSM. Your vision and dedication have not gone unnoticed.









COMMUNITY PARTNER OF THE YEAR

Hospice Muskoka

Hospice Muskoka is an integral piece to the community by offering support to individuals and families that are facing life-limiting diagnoses. Through the dedication of healthcare professionals and volunteers, the organization ensures that every patient is treated fairly at a time of uncertainty.

As the individuals supported age, Community Living South Muskoka has been utilizing this community partner for assistance in many ways. Individuals have used their facilities for their choice of end-of-life care. The staff provided compassionate care to the residents, ensuring their comfort and that their care aligns with their wishes. The workers and volunteers consistently provide thoughtful care and deliver exceptional services. While staff and volunteers concentrate on providing this care, they also assist in other areas.

Last year, there were both anticipated and unanticipated losses, which both staff members and people supported, needed resources and support to process their grief. Hospice was able to offer this emotional support assistance that was much needed.

Hospice Muskoka

EMPLOYER OF THE YEAR

Town of Bracebridge

The Town of Bracebridge showed an interest in the Employment Program during our annual Pancake Breakfast event after hearing from people in the employment program. After receiving more information and resources about the program, they immediately said yes to hiring on people supported. This was the start of an amazing partnership with the Community Living South Muskoka employment team throughout the past year. Presently, the town has hired two individuals as facility monitor assistants.

The facility monitor assistant roles include maintaining the cleanliness of the facilities, assist in room setups and takedowns for events and to ensure that the facility is accessible for all patrons. The assistant roles are offered from September to June, however the Town of Bracebridge went over and above for these two workers. They showed such great enjoyment in their jobs at the town office, they agreed to keep them employed by offering them positions as assistant camp helpers. This role is to assist the camp counselors in the day-to-day activities of the summer camp at the Bracebridge Sportsplex.

Community Living South Muskoka would like to thank all of the Town of Bracebridge staff for being very welcoming and supportive; they are a great community role model of what inclusive employment is all about.

BRACEBRIDGE
The Heart of Muskoka

CELEBRATION OF LIVES



ELIZBETH SNOW
1961 - 2025



BEVERLY TOMPKINS
1956 - 2025



WAYNE EAGLES
1956 - 2025



RANDY MCDONALD (COON)
1985 - 2025



LINDA HARBRIDGE
1961 - 2025



DEBBIE HULME
1954 - 2025

A great soul serves everyone all the time.
A great soul never dies,
It brings us together again and again .

Maya Angelou

LAND ACKNOWLEDGEMENT

Community Living South Muskoka is located on the traditional land and treaty territory of the Anishnaabeg, which includes the Ojibwe, Odawa and Potawatomi Nations, collectively known as the Three Fires Confederacy. The Huron-Wendat, Chippewa and Algonkian peoples and the Haudenosaunee Nations have also walked on this territory over time. CLSM would like to acknowledge the First Peoples, who, for thousands of years before us, were and are still the keepers and caretakers of this land where we now live and work, in particular the Wahta Mohawk First Nations, the Potawatomi of Moose Deer Point, the Moon River Metis and the Chippewas of Rama.

We are dedicated to honouring Indigenous history and culture and are committed to moving forward in the spirit of reconciliation and respect with all First Nation, Metis and Inuit people. We recognize all the generations of Indigenous People and their historic connection to this place and we are grateful for the opportunity to share this land. We also recognize the contributions First Nations, Metis, Inuit and other Indigenous Peoples have made in both shaping and strengthening this community in particular and our province and country as a whole.