



# ANNUAL 2024 - 2025 **IMPACT** REPORT

COMMUNITY LIVING  
Owen Sound and District

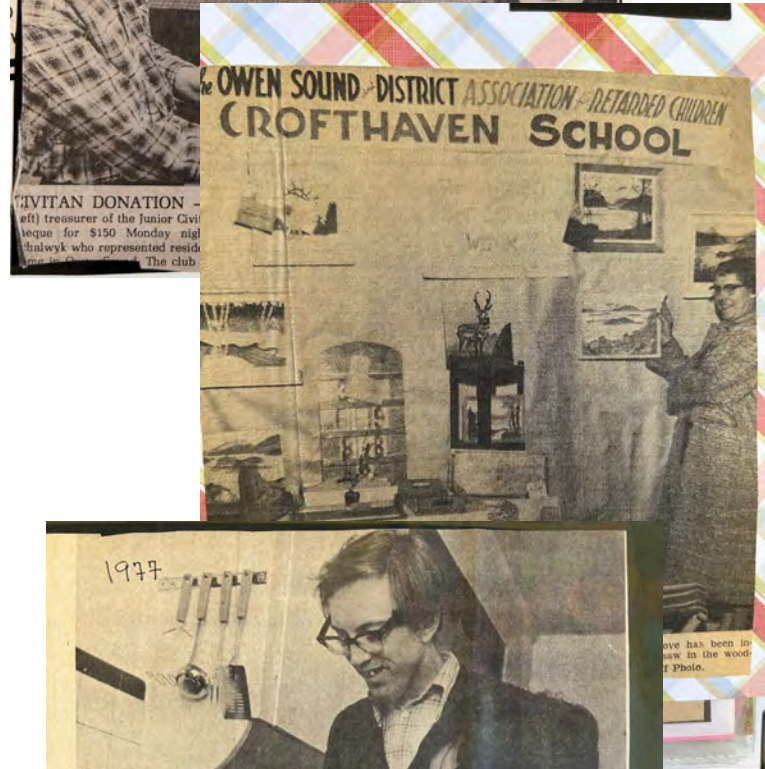


1954 - 2024



# TABLE OF CONTENTS

- 3..... *Board of Directors & Our Team*
- 4..... *Letter from CEO & Board Chair*
- 5..... *Our Mission & Values*
- 6..... *By the Numbers*
- 7..... *Strategic Plan*
- 8-9..... *Year In Review*
- 10..... *Tri Alliance Update*
- 11..... *Welcome to Support Services*
- 12..... *Supported Group Living*
- 13..... *Story: Sharp Dressed Man*
- 14..... *Supported Independent Living*
- 15..... *Intensive Supports*
- 16..... *Family Supports*
- 17..... *Story: Summer Team Program*
- 18..... *Early Intervention & Supports for Children*
- 19..... *Passport Program*
- 20..... *Story: Passport to Connection*
- 21..... *Community Participation*
- 22..... *Story: Community in Action*
- 23..... *Community Engagement*
- 24-25..... *Communications*
- 26..... *Quality Assurance*
- 27..... *Philanthropy*
- 28..... *Looking Ahead: Letter from the COO*



# BOARD OF DIRECTORS

Our Board of Directors provides strategic oversight, fiduciary guidance, and mission-driven support. While not involved in day-to-day operations, their collective expertise helps ensure accountability, long-term vision, and organizational integrity.

**PAUL MIDDLEBROOK**  
*Board Chair*

**BOB NICOL**  
*Vice Chair*

**ROS BROOKS**  
*Board Member*

**JOHN CHERRIE**  
*Treasurer*

**JUDY PORTEOUS**  
*Board Member*

**JAMIE NICOL**  
*Board Member*

**RON FENWICK**  
*Board Member*

**DAVE WENN**  
*Board Member*

**AL SMETHURST**  
*Board Member*

## MANAGEMENT & ADMINISTRATION TEAM

Our team is made up of dedicated professionals who bring expertise, compassion, and a shared commitment to advancing inclusive communities.

**MICHELE BELL**  
*Chief Executive Officer (CEO)*

**ADRIANA LONDOÑO**  
*Director, Finance & Corporate Resources*

**VINEETH JOHN**  
*Director, People & Culture*

**JODI KLERKS**  
*Manager, Supported Independent Living and Intensive Supports*

**SHERYL MARSHALL**  
*Support Services Manager – Family Support*

**MELISSA MERTINEIT**  
*Manager of Supported Group Living*

**TAMMY ROBERTSON**  
*Manager, Community Participation*

**SAMANTHA FANNING-PRETOVITCH**  
*Human Resources Coordinator*

**MIRANDA EMKE**  
*Finance Administrator*

**MELISSA ROBBINS**  
*Sr. Executive Administrator*

**JEFFREY ADISAM DHSC**  
*Chief Operating Officer (COO)*

**FIONA SMITH**  
*Director, Support Services*

**CHLOË DESCHÊNES**  
*Manager of Philanthropy*

**KIM JEX**  
*Manager, Payroll & Benefits*

**GARETH LLOYD**  
*Manager, Quality Assurance and Policy Development*

**JACKIE MCCARTNEY**  
*Manager, Passport and Individualized Funding*

**JENNIFER MORROW**  
*Manager, Early Intervention Supports for Children*

**SUE SKINNER**  
*Manager, Property & Resources*

**HEATHER TRAVIS**  
*Communications Manager*

**DARRIN WOODS**  
*Senior Financial Analyst*

**DIANE ERIKSON**  
*Administrative Assistant*

**LAURA VANDERHULST**  
*Passport Funds Administrator*

**VICKI REEVEY**  
*Supervisor, Supported Independent Living*

**MARY ROSENBURG**  
*Supervisor, Community Participation*

**COURTNEY ALBERT**  
*Supervisor, Intensive Supports*

**SHÂNIE MCCARTHY**  
*Supervisor, Supported Group Living*

**JESSIE SINCLAIR**  
*Supervisor, Supported Group Living*

**COLLEEN MCNABB**  
*Supervisor, Supported Group Living*

**KELSEY STEWART**  
*Supervisor, Supported Group Living*

**TAMMY KLAGES**  
*Supervisor, Supported Group Living*

## REFLECTING ON THE YEAR

# MICHELE BELL & PAUL MIDDLEBROOK

*CEO and Chairman of the Board*

Dear Friends and Partners,

This past year marked a major milestone for Community Living Owen Sound as we proudly celebrated 70 years of advancing inclusion, community, and belonging.

Since our founding in 1954, we've grown from a small grassroots initiative into a leader in supporting people to live full, meaningful lives as valued members of our community. While much has changed over the decades, our core mission remains constant: fostering dignity, choice, inclusion, and respect for all.

Guided by our 2023–2026 Strategic Plan, we made significant progress this year by focusing on the future. We strengthened service quality, modernized our communications, upgraded critical technology, and expanded our team with skilled professionals ready to meet emerging needs. We improved our quality assurance practices and modernized service delivery systems to better support the people we serve.

We're especially proud of the continued growth of our Passport Program, which now offers even more opportunities for personal choice and meaningful community connections. We also celebrated the renewed leadership of our self-advocates, whose voices drive us—and our broader community—toward greater equity and inclusion.

Other highlights include:

- Our second successful youth summer program, funded by the Trillium Foundation.
- A memorable "Christmas at the Legion" event, where 250 people celebrated together in style.
- The purchase of two new homes to support smaller, more autonomous living arrangements for individuals we serve.

These accomplishments reflect our deep commitment to person-centered support and are a testament to the passion, skill, and dedication of our incredible staff. Thank you for turning our vision into reality each and every day.

Looking ahead, we're excited to launch the next chapter with the relocation of our Community Participation program to a brand-new, purpose-built space. This move will create more opportunities for connection, growth, and inclusion. We're also eager to welcome new team members who share our commitment to building a stronger, more inclusive community.

As we honor our past and plan for the future, we thank everyone who has been part of this 70-year journey. Together, we continue to shape a community where everyone belongs.

## MISSION

Community Living Owen Sound and District is committed to assist people with developmental needs to live, work and participate fully in the community as valued partners.

## VALUES

### Dignity and Worth of Every Person

We begin by understanding the person, not just their needs. This value reflects the wholeness—mind, body, and spirit—of those we support.

*"I am appreciated for who I am. My situation is unique and never like a textbook."*

### Mutual Respect and Healthy Relationships

We treat others as we wish to be treated, recognizing each person's individual journey. Our interactions are rooted in understanding and respect for personal choices.

*"Respect goes both ways in healthy relationships. I want to be respected and I will respect others."*

### Family and Friends

The person we support is our primary focus. We honour and encourage the involvement of family and friends within their circle of support.

*"I am part of a circle of family and friends that is important to me."*

### Privacy and Confidentiality

We respect privacy and handle all personal information with care, following Community Living Owen Sound and District's confidentiality policy.

*"Respect everyone's privacy and property."*

### Informed Choice

We support people in making informed life decisions by helping gather the information they need.

*"Support me in making informed choices so that I can fulfill my dreams."*

### Risk, Opportunity and Lifelong Learning

We protect the integrity of those we support while promoting learning and growth—even when it involves taking risks.

*"There is good risk and bad risk. I want the opportunity to learn and try new things. If I mess up, nobody says I told you so, but I can learn from that experience."*

### Community Inclusion

We help build connections and foster a sense of belonging. Inclusion is guided by:

- Preference – what people like and want to do
- Opportunities – what's available
- Choices – the ability to act on those preferences

*"Being included and participating in things I enjoy is important to me."*

# BY THE NUMBERS

NUMBER OF PEOPLE &  
FAMILIES SUPPORTED

1287

NUMBER OF  
TEAM MEMBERS

159

FAMILY  
SUPPORTS

464

SUPPORTED  
GROUP LIVING

31

COMMUNITY  
PARTICIPATION

168

PASSPORT  
CONTRACTS

263

SSAH  
CONTRACTS

41

SUPPORTED  
INDEPENDENT  
LIVING

78

INFANT & CHILD  
DEVELOPMENT

202



# STRATEGIC PLAN

## Strategic Planning: Grounded in Insight, Driven by Impact

Our strategic plan ensures our goals reflect both the evolving realities of our sector and the voices of those we support. Our approach draws on sector trends, demographic shifts, economic conditions, and most importantly, direct feedback through stakeholder input. This combination of data and lived experience helps us shape a plan that is relevant, focused, and grounded in opportunity.



## Strategic Plan 2023-2026

### Empowering the people we support

Developing new ways to offer services and build skills in people we support and empower them to have a full life of choice and inclusion.

### Developing Creative Housing Solutions

Working with experts in our sector and communities in finding innovative and affordable housing solutions.

### Excelling in Complex Support

Evolving our training, housing, and operations to continue providing the best services and supports for people with complex needs, building on our reputation and the changing needs of the people we care for.

### Empowering our team

Recruiting, onboarding, communicating with, listening to, engaging, developing, and supporting our team members in creating a great place to work.

### Preparing for Sector Reform

Ensuring the preparedness of our team, the people we support, and the people who care for them for Journey to Belonging, everything we do will be considered and executed through the lens of customer choice and community inclusion.

### Building a Technology Foundation

Designing and implementing modern, consistent, accessible, user-friendly systems and align them with efficient and effective processes across all organizations.



# A YEAR REVIEW

## 2024–2025 Strategic Plan Accomplishments

In alignment with our 2023–2026 Strategic Plan, Community Living Owen Sound & District advanced major priorities across quality assurance, communication, technology, and workforce development — all with one goal: improving the lives of the people we support.

### Empowering the People We Support



This year saw the revitalization of our Self Advocates group, amplifying the voices of people we support and raising awareness about inclusion across our community. We expanded opportunities through both the Community Participation and Passport programs, increasing personal choice and autonomy. Additionally, more individuals were supported in housing that better meets their needs — giving them greater control and freedom in their everyday lives.

### Developing Creative Housing Solutions

Our Board's Housing Committee had a highly productive year. When a rental property no longer met our needs, we supported the purchase of two new homes to ensure safe and suitable housing. We also hired a housing consultant to assess our current portfolio and guide future planning. This partnership led to a funding application to the Canada Mortgage and Housing Corporation (CMHC) for a proposed 10-unit apartment complex on a vacant CLOSD-owned property — we're now awaiting the outcome. The committee remains committed to expanding housing options across both our Residential Group Living and Supported Independent Living programs, and is actively exploring community partnerships to do so.

### Empowering Our Team

Recruitment efforts restored our staffing levels to pre-pandemic strength, thanks to our investment in a centralized recruitment process. Regular team meetings, supervisor-led guidance, and organization-wide staff meetings have kept communication strong and supports consistent. These efforts have built a more connected and resilient team.



# A YEAR REVIEW

## 2024–2025 Strategic Plan Accomplishments

### Excelling in Complex Support

Many of the individuals entering our services today are young adults with more complex support needs. These individuals are thriving in small group or independent living environments, where they're making informed decisions and building confident, self-directed lives. We're incredibly proud of the young people who are stepping into adulthood with such strength and grace — and of the dedicated teams supporting them along the way.

### Preparing for Sector Reform

We continue preparing for the Ministry's Journey to Belonging (J2B) initiative. While final plans are still in development, we're using this time to strengthen our internal systems. We're centralizing and modernizing back-office operations and creating more individualized supports within group settings for new intakes, aligning with future service models.

### Building a Strong Technology Foundation

We've made major strides in our digital infrastructure, moving toward cloud-based systems, enhanced data management, and modern client service platforms. Our partnership with Tri Alliance Shared Services has positioned us for faster, more responsive service delivery now and into the future.

## Impact

These accomplishments reflect our commitment to person-centered, inclusive, and quality support. They position Community Living Owen Sound & District not only to meet today's needs — but to grow, adapt, and lead as our sector continues to evolve.

# AN UPDATE

## Working Together, Making an Impact

*from:*



This past year marked a defining chapter in the evolution of the Tri Alliance — a collaborative partnership between Community Living Walkerton & District, Bruce Peninsula Association for Community Living, and Community Living Owen Sound & District. Together, we've shown that shared leadership and coordinated services don't just create efficiencies — they raise the standard of support for the people we serve.

Across all three organizations, we've made meaningful progress in key areas: property care, transportation, communications, and team development.

- We launched a shared Maintenance Portal, allowing for faster response times and more consistent support for housing needs.
- We coordinated the purchase of new vehicles, improving safe, reliable access to the community.
- We hosted joint staff meetings, leadership forums, and cross-agency initiatives that strengthened collaboration, shared learning, and a unified culture.

Behind each shared system or cost-saving initiative is a deeper purpose: to redirect time, energy, and resources toward person-centered supports. Whether it's upgrading homes, streamlining repairs, enhancing accessibility, or elevating the voices of the people we support, every decision we make reflects our shared mission — inclusion, independence, and dignity for all.

### **And the results are clear.**

- Staff across agencies feel more connected and informed.
- Projects are being completed faster, with more care and intention.
- People supported are experiencing safer homes, stronger services, and more consistent community access.
- Teams are gaining confidence, building leadership capacity, and moving in a more unified direction.

### **Our Focus Moving Forward:**

- Build smart, scalable systems that work across all agencies.
- Stay accountable to our Operational Plans by measuring impact, not just activity.
- Invest in staff retention and leadership development through thoughtful hiring and culture-building.
- Keep the people we support at the center of every action and decision.

Tri Alliance is not about becoming one agency. It's about acting as one team when it matters most. It's about understanding that while each of our communities is distinct, our mission is shared. By working together, we're not just improving how we operate — we're building a stronger, more responsive future for person-directed support.

# SUPPORT SERVICES

## Supporting People, Supporting Change

As Community Living Owen Sound marks 70 years of service, we reflect not only on our proud history but also on the journey of support services within our organization. Over seven decades, the way we deliver support has evolved significantly .... responding to changing needs, new ideas, and a deeper understanding of inclusion and choice.

What hasn't changed is the heart of our work.

From the earliest days to today, our support services teams and departments have remained focused on one core commitment: helping people live their best lives. Whether it's through personal support, skills development, employment services, or community connections, every effort is rooted in respect, dignity, and the belief that everyone deserves to live fully as part of their community.

This section of our annual report highlights the work of our support services teams over the past year. It reflects their adaptability, creativity, and dedication as they continue to walk alongside the people we support—honoring the past while embracing the future.



Read Wyatt's story  
on Page 13





# SUPPORTED GROUP LIVING (SGL): CULTURE, CONFIDENCE, AND COMMUNITY

In nine Supported Group Living homes, a renewed focus on culture, confidence, and connection helped individuals move beyond daily care to truly thriving. These weren't just places to live—they became spaces where people grew, celebrated who they are, and felt part of something bigger.

People found new ways to express themselves and build confidence. One person attended a banquet in a sharp suit after a SkyDome trip, another pursued a passion for wrestling, and another gained new skills in swimming and classroom engagement. These stories weren't exceptions—they were the result of environments intentionally shaped to spark growth, trust, and self-worth.

By prioritizing empathy, consistency, and person-centered support, staff supported the creation of safe, empowering homes allowing people to thrive. Clear medication protocols, regular tenant meetings, and inclusive classes gave people a voice in their own care. Thoughtful onboarding and values-based hiring ensured relationships came first—because when trust leads, everything else follows.

## Key Activities:

- Monthly tenant meetings and inclusive classes
- Enhanced NVCI training
- Go Easy Care & medication policy rollout
- Tailored scheduling and staff onboarding

## Impact Summary:

Supported Group Living creates spaces where people not only lived, but truly thrived. Through intentional relationship-building, inclusive activities, and individualized care, we saw residents achieve personal goals and grow in confidence. From dressing up for banquets to participating in community outings, individuals connected with the world around them in ways that reinforced their self-worth and sense of belonging. Staff also found renewed purpose, knowing their efforts directly empowered people to live fuller, more joyful lives.

“

*These homes are more than houses—they're foundations for thriving lives.*

”

# WYATT'S STORY: INSPIRATION FROM A SHARP DRESSED MAN



When Wyatt first connected with us, he lived quietly in a basement apartment. He valued his solitude, but it came at the cost of connection. He kept to himself—disconnected from his community and hesitant to engage with the world around him.

That changed when staff met Wyatt where he was—literally and emotionally. They built trust by supporting what mattered most to him. Wyatt has style and knows it. He's always wanted to look sharp, like his favorite politician—classy, confident, dignified. So staff helped him set a goal: buy a suit. After two months of planning, measuring, and decision-making, Wyatt walked out of Tip Top Tailors feeling like Batman.

And the shift didn't stop there.

As his confidence grew, so did his world. With support from his mentor Jesse, Wyatt began exploring community events. First, a ROXY concert. Then, a Toronto Raptors game—huge for someone who once avoided crowds entirely. Jesse stood by him through anxious moments, not trying to change him, but giving him space to be himself and succeed.

That success set the stage for something even bigger: Wyatt's dream trip—back-to-back Blue Jays games, a stadium-view hotel, gourmet meals, the best seats in the house. He lived large, and the experience left a lasting mark.

Wyatt's journey hasn't been easy, but with persistence and the right support, he's shown just how far someone can go when given the chance to grow. His name is now spoken with pride across the agency—not because he's changed who he is, but because he's shown what's possible.

His biggest breakthroughs have come in his relationships. Wyatt now shares meals with housemates, gives high-fives at the movies, passes popcorn at the theatre. His empathy shines through in quiet, meaningful moments. These aren't just signs of maturity—they're proof that when people are supported the right way, they thrive.

The culture in Wyatt's home has shifted too. It's lighter, more joyful, more consistent. That stability has helped Wyatt step into his own. Today, he walks the streets proudly, fist in the air like Judd Nelson in The Breakfast Club, shouting, "You've got to live a little!"

And he is. Wyatt is preparing for his Roxy Stars performance, getting ready for Special Olympics soccer, and planning a summer camping trip—his next big adventure.

He's building deeper friendships. He's showing up, shining bright, and aiming higher. Most importantly, Wyatt now lives with confidence, dignity, and the belief that his best life is just getting started.

Let Wyatt's story be a reminder: never write people off. Give them the tools. Give them the opportunity. Some flowers just need a little extra sun and water.

# SUPPORTED INDEPENDENT LIVING (SIL): MEETING PEOPLE WHERE THEY ARE

## Key Activities:

- Harm reduction model implementation
- Evening/weekend support delivery
- Housing navigation partnerships
- Effective emergency responsiveness due to sufficient training and core skills of team members

## Impact Summary:

SIL demonstrated that with flexible, respectful, and well-coordinated support, people facing immense life challenges can stay safely housed, make empowered decisions, and reconnect with their communities. Each intervention—from crisis response to a housing win—was a step toward dignity, inclusion, and restored hope. Our partnerships allowed individuals to receive the right help at the right time, often preventing harm and promoting healing when it mattered most.

SIL continued to lead with flexibility and compassion, delivering life-affirming support to individuals facing complex realities like housing instability, mental health challenges, and addiction. By meeting people where they are—literally and emotionally—the program made space for dignity, safety, and transformation.

Lives were saved and changed. Someone who had long avoided support took their first steps toward connection. Another individual remained housed and active in their community while facing some personal struggles. Support from team members helped another individual reclaim physical boundaries in the personal space of their home, ensuring their continued residence. These outcomes show that the right support, delivered with respect, can shift entire trajectories.

Extended hours and a harm-reduction approach meant help was available when people needed it most. Collaborations with housing services, hospitals, and police allowed us to respond to crisis and build longer-term stability. Even as formal audits ensured accountability, unnecessary supports were phased out to encourage self-determination.

“

*Our support isn't always loud, but its impact is life-changing.”*

”



# INTENSIVE SUPPORTS: CREATING FOUNDATIONS FOR INDEPENDENCE

With the opening of Phoenix House, we expanded our capacity to support individuals requiring 24/7 care. A six-member staff team brought consistency and expertise, significantly reducing incident reports and enriching lives.

We piloted cross-site staffing models, which not only optimized resources but re-energized team morale. Staff could showcase their strengths across settings, delivering deeper, more diverse support.

“  
*Intensive support means  
thoughtful, consistent,  
empowered care*  
”

A new goal-setting framework led to tangible skill-building, with individuals actively planning their futures—many beginning to explore reduced support models. This is a testament to our focus on Empowering the People We Support and Workforce Development.

In 2025, our priorities include better measurement of independence progression, strategic development for Transitional Age Youth, and reducing stigma around "intensive supports" through community education.

## Key Activities:

- Opening and staffing Phoenix House
- Staff crossover model implementation
- Goal-setting revamp for supported individuals
- Incident reduction and morale boosting

## Impact Summary:

Through specialized staffing and personalized routines, the Intensive Supports program helped individuals not only stabilize but begin imagining more independent futures. Every goal reached—no matter how small—became a milestone in rebuilding confidence and agency. This year, individuals took greater ownership of their lives, while staff became champions of growth, proving that intensive care doesn't limit potential—it unlocks it.

# FAMILY SUPPORTS: LIFTING FAMILIES, STRENGTHENING FUTURES

Our Family Support team focused on connection, culture, and clarity. The Youth Inclusion Summer Program, funded by the Ontario Trillium Foundation, gave teens safe, enriching opportunities, from culinary workshops to a lemonade stand fundraiser. These experiences empowered youth and deepened their sense of community contribution.

Workshops co-hosted with DSO equipped families with essential knowledge around housing navigation and system engagement. Meanwhile, regional collaboration with BPACL and CLWD allowed for cross-learning and strengthened service alignment.

From attending diversity conferences to presenting to educators, our Family Support team extended their reach, raised awareness, and reinforced our values of Inclusion, Education, and Empowerment.

## Key Activities:

- Youth Inclusion Summer Program
- Housing navigation workshops with DSO
- Diversity and Belongingness Conference attendance
- School board partnership presentations

*“Empowered families shape stronger futures.”*



## Impact Summary:

Family Supports played a crucial role in strengthening the social fabric of our community. By equipping families with knowledge, tools, and connections, we created ripple effects that reached far beyond individual households. Youth gained confidence through inclusive programming, and parents found clarity and empowerment in planning for the future. These collective efforts nurtured more resilient families and more inclusive communities.

# SUMMER TEEN PROGRAM: HIGH FIVES ALL AROUND

By Cathy Foster

During the summer of 2024, Community Living Owen Sound and District brought back its vibrant Youth Inclusion Program for teens aged 13-17, thanks to generous support from the Ontario Trillium Foundation's Resilient Communities grant. Over the course of nine exciting weeks, participants had a blast diving into activities that built community connections, fostered new skills, and encouraged social interaction.

With the help of energetic summer staff mentors, the group enjoyed a packed schedule that included swimming, park visits, farm tours, museum trips, movies, and sunny days at local beaches. A standout moment was the pizza-making workshop hosted by Papi's Eatery and Lounge, followed by a fun tour of the Roxy Theatre. The youth also participated in creative workshops run by Glimmer Owen Sound.

In July, the teens took the initiative to plan and host a lemonade stand fundraiser, donating the proceeds to the Owen Sound Animal Shelter—a heartwarming way to give back to their community.

The summer wrapped up with a lively celebration showcasing the participants' talents and a slideshow of unforgettable memories. The program provided an incredible opportunity for youth to engage in fun, community-based activities, while building friendships and exploring new experiences.

A huge thank you to everyone who made the 2024 Youth Inclusion Program such a success!



# EARLY INTERVENTION & SUPPORTS FOR CHILDREN: INCLUSION FROM THE START

This year, our Early Intervention team embraced change and innovation. New technology tools and leadership transitions reinvigorated our staff, helping us build team capacity and increase service impact.

We tackled the childcare access gap through phased service strategies, aligning directly with our Strategic Plan's call for Innovative Programming and Community Partnerships.

A pilot partnership with Grey County allowed our Special Needs Resource (SNR) team to support EarlyON sites, increasing visibility and reducing access barriers for families. An inclusive playgroup and a parent peer support group, both launching in 2025, will further these goals.

“

*Inclusion begins  
before school  
starts.*

”



## Key Activities:

- Inclusive playgroup and peer support planning
- Grey County EarlyON site pilot
- Tech upgrades and onboarding of new SNR staff
- Addressing childcare access barriers

## Impact Summary:

Early Intervention provided the youngest members of our community and their families with a head start on inclusion, support, and success. By reducing barriers to early learning environments and promoting connection through inclusive play and family groups, we laid the foundation for lifelong participation. Children were not only seen and heard—they were welcomed, supported, and empowered to thrive.

# PASSPORT: LEADING THROUGH INNOVATION AND SYSTEM DESIGN

This year, CLOSD became a provincial leader in Passport administration. We designed and implemented frameworks—from TIMMS budgeting software to administrative workflows—that are now being adopted province-wide.

Over 410 group activities were delivered by six Passport Community Support Workers, while 254 individuals received direct support, purchases assistance, and planning services. Our team conducted surveys to align services with personal goals, reinforcing dignity and choice.

“

*Choice is powerful—and Passport makes it possible.*

”

Looking ahead, a private purchase model will be rolled out in 2025-26, expanding access while preserving quality. This growth is rooted in our focus on Sustainable Services, Financial Innovation, and Scalable Impact.

## Key Activities:

- 410 group activities delivered
- TIMMS software and workflow development
- Province-wide sharing of administrative models
- Planning for private purchase model expansion



## Impact Summary:

Passport services gave people real, tangible choices to lead lives that reflect who they are. Whether it was through social groups, personal purchases, or skill-building activities, individuals used their funding to connect, grow, and belong. Our innovations didn't just streamline systems—they directly impacted people's ability to participate more fully in their communities with autonomy and pride.

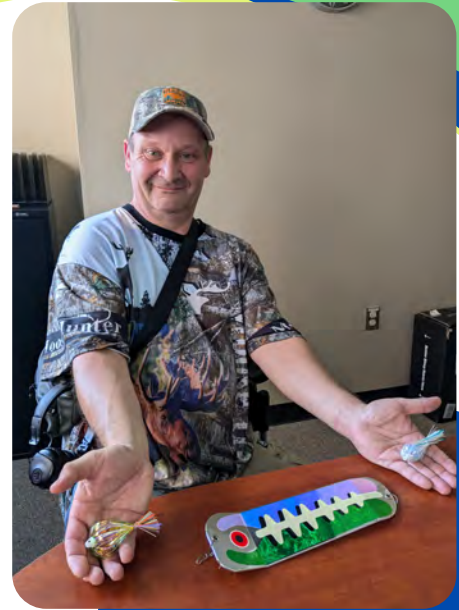
# PASSPORT TO CONNECTION

*By Brian Cameron*

My name is Brian, and fishing has been a passion of mine for as long as I can remember. Over the past year or so I've been doing a lot of research into making my own lures, spinners, and flashers for fishing, maybe even start my own business and sell them. I stumbled upon a small company in Michigan, Purple Taco Fly Supply, owned by a man named Leroy. Leroy helped me figure out what type of supplies I needed to make my own lures. He was very helpful!

I then contacted the Passport office at Community Living Owen Sound to see if my Passport money could be used to purchase the supplies. I was happy to learn it could!

So, we went ahead and ordered hundreds of dollars worth of supplies and I was excited to get started on making some unique and quality lures. After the order was placed, I realized that perhaps I had ordered too many supplies and was hoping to return some of them, so that I wouldn't use all my Passport money. However, the owner of the shop, after hearing my story, went ahead and just put \$345 back on the credit card! Just like that! And I didn't need to return anything. We sent him a thank you card with some pictures of the lures I had made. I will never forget his generosity towards me. I can't wait to share my love for fishing with people I run into, and possibly give them (or sell them) a lure or two.





# COMMUNITY PARTICIPATION PROGRAM (CP): REINVENTING ENGAGEMENT

“

*We build programs by listening to the people they're for.*

”

## Key Activities:

- Staff-led, person focused program development
- Inter-site training alignment
- Digital documentation system rollout
- Morale-building initiatives

Our Community Participation program redefined its approach with a focus on inclusive, person-directed planning that put people we support at the center of every decision. By aligning practices across sites, we created more consistent and reliable experiences, no matter where someone received support.

Staff training and onboarding improvements meant people were met by teams who were better prepared, more confident, and more connected to each other. Digital documentation tools and shared practices helped track progress more clearly and respond to individual needs faster. When staff were empowered to lead and innovate, the result was richer, more engaging opportunities for the people we support to grow, connect, and thrive.



## Impact Summary:

The Community Participation program turned group activities into personal journeys. By empowering staff and participants to co-create experiences, the program became a vibrant platform for connection, creativity, and purpose. Every aligned practice and digital tool we implemented translated into more responsive, individualized support—and ultimately, a richer community life for everyone involved.

# STANDING UP, STAYING CONNECTED: HOW ONE GROUP TURNED DISAPPOINTMENT INTO COMMUNITY POWER

*By Mary Rosenberg*

When a group in our Community Participation (CP) program was suddenly excluded from a local community venue—wrongly accused of damaging a pool table they had paid to use for over a year—it wasn't just about losing a weekly outing. It was about losing a place where community members felt welcome, seen, and part of the community.

But the group didn't let that stop them.

They talked about what happened, how it felt, and what they wanted next. Together with CP staff, they identified other local spots where they felt respected — places like neighbourhood pubs, restaurants, and the Sunset Family Fun Centre. They made the choice to shift their energy toward spaces that truly welcomed them.

The group also decided to speak up. With support from the Grey Bruce Advocates and CP staff, they wrote a letter to the venue that had excluded them. Every member signed it. It was confident, heartfelt, and clear: they deserved to be treated with dignity.

That letter was just one step. What followed was a bigger movement—one led by the group themselves. They chose new hangouts, built new connections, and strengthened relationships with community partners who value inclusion.

Sunset Family Fun Centre, already a trusted spot, heard their story and stepped up, even planning to bring in a pool table so the group could keep playing. They've since gone even further—offering free bowling and mini-putt, not just for our group, but for other Community Living programs across the region.

This wasn't just about finding a new place to hang out. It was about reclaiming power, choosing dignity, and building stronger community ties on their own terms.

## **Why it matters:**

People supported lead the way—they know what matters to them and were empowered to use their voices. CP staff are there to listen, back them up, and make sure their voices stay at the center. This story is a testament to what happens when people advocate for themselves and are met with real, ongoing support.

The result? Not just inclusion—but ownership, pride, and change.



# COMMUNITY ENGAGEMENT



# COMMUNICATIONS: TELLING OUR STORY, STRENGTHENING OUR VOICE

This year, CLOSD's communications efforts stood out for their strategic reach and inclusive spirit. From publishing our largest-ever issues of Perspectives, our signature agency newsletter, to leading agency-wide branding initiatives, our work centered the voices and values that make our community unique.

We developed a unified communications framework, including brand guidelines, content templates, and training sessions that empowered staff across departments to contribute confidently. The results? Sharper, more consistent messaging, faster turnaround times, and greater connection across all levels of the organization.

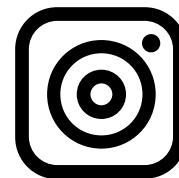
“  
*When we tell our story  
with clarity and heart,  
we bring people together.*  
”

We also prioritized internal cohesion. Through all-staff meetings, internal newsletters, and collaborative events, we strengthened cross-team relationships. Centralized in-house design support made our communications more cost-effective, timely, and visually impactful.

Our work advanced key strategic goals: increasing financial efficiency through in-house content production, enhancing staff capability and morale through training, and amplifying our public presence through digital engagement and storytelling campaigns.

Looking ahead, we're preparing to launch a full Communications Plan, deepen partnerships with Self-Advocates, and expand our focus on digital media and accessibility.

follow us on Instagram @CommunityLivingOSD



## Key Activities:

- Launch of largest Perspectives newsletters to date
- Agency brand strategy development
- Communications guide and content templates
- Staff training in digital storytelling and social media
- Enhanced internal communication tools and workflows



# COMMUNICATIONS: TELLING OUR STORY, STRENGTHENING OUR VOICE



## Impact Summary:

Our communications work brought clarity, cohesion, and connection to every corner of CLOSD. By amplifying the voices of the people we support, equipping our teams to share with confidence, and creating tools for consistent engagement, we helped bridge gaps between programs, staff, families, and the broader community—ensuring our mission is not just heard, but felt.



# QUALITY ASSURANCE

Key achievements this year included a focused initiative to improve cross-agency collaboration through standardized policy management and compliance practices. These efforts reflect a commitment to organizational cohesion and shared accountability.

The department observed smoother operations through tools like AIMS, Citation, and SharePoint, enabling staff across agencies to stay connected and streamline their work—directly supporting digital transformation and collaborative operations.

Major systems such as Citation (for policy reviews), OneDrive/SharePoint (for shared documents), and GoEasyCare (for payroll and shift management) further enhanced efficiency and reduced duplication, reinforcing standardization across agencies.

Support for strategic priorities included implementing scheduled QAM audits, developing follow-up protocols, and onboarding education for new staff—enhancing both quality assurance and workforce development.

This year, we improved how we track staff compliance with policies and procedures. While Citation continues to be our main HR platform, we worked with our IT department to create a new internal database that helps organize and filter the data from Citation.

This new system makes it easier to see:

- Which staff are missing required policies
- What location they work at
- How long the items have been outstanding



These changes help us stay on top of compliance and allow for quicker, more focused follow-ups. Best of all, the system can be used across all three agencies, giving us a consistent and efficient way to manage policy compliance.

# PHILANTHROPY

[Services](#)[Resources](#)[About Us](#)[Careers](#)[Community](#)[Contact](#)[MAKE A DONATION](#)

This year marks an exciting milestone for Community Living with the launch of our new Philanthropy Department and the establishment of a dedicated Manager of Philanthropy to support all three communities under Tri Alliance. While we are still in the early stages, our primary focus has been on building a solid internal structure to guide development initiatives across each agency. We've begun implementing essential systems and procedures, recognizing that this groundwork is crucial for sustainable fundraising and long-term organizational growth.

The creation of this role represents a significant step forward for Community Living. It enables us to be more intentional and strategic in how we engage supporters, pursue funding opportunities, and communicate our mission. In our first year, we've prioritized identifying the organization's most pressing funding needs and begun shaping targeted fundraising and grant development plans in response.

In addition, we are strengthening our community presence by cultivating meaningful relationships with local nonprofits and community organizations—laying the groundwork for future partnerships and collaborative initiatives.

We are also excited to be moving forward with impactful campaigns like Giving Tuesday, in which we participated at the end of 2024. These efforts help amplify our mission and connect us with a broader base of supporters. Currently, we are working on updating our website to better reflect our work and initiatives, while also drawing attention to our "Donate Now" button through compelling impact stories that show the real difference community support makes.

Although this work is still evolving, we're energized by the potential it holds. With a dedicated focus on philanthropy, we're ready to dream bigger, connect more deeply, and expand our impact in meaningful ways. This is just the beginning, and we're excited for what lies ahead.



# LOOKING AHEAD

## a letter from the COO

As we close out this year, our sights are firmly set on the future—with clarity, momentum, and a shared commitment to impact. In the year ahead, we'll be driving harder against our Operational Plan, using it not just as a guidepost but as a tool for focused action. A renewed emphasis on KPI tracking will help us better define what success looks like—making it easier to celebrate our wins, spot opportunities for growth, and stay aligned across teams.

Recruitment and retention remain front and center. We're continuing to invest in our people by strengthening leadership pipelines, refining onboarding experiences, and creating a workplace culture where staff feel supported, valued, and motivated to grow.

We're also deepening engagement—both internally and in the communities we serve. Through more frequent communication, inclusive events, and platforms for authentic storytelling, we're building stronger connections and amplifying the voices that matter most.

Finally, we're laying the groundwork for our next Strategic Plan. This will be a co-created vision, shaped by data, dialogue, and shared values. It will reflect not just where we are, but where we want to go—and who we want to be - committed to equity, inclusion, and bold leadership in the sector.

The work ahead is clear. The energy is real. And the path forward is ours to shape—together.



Jeffrey Adisam DHsc  
Chief Operating Officer



# COMMUNITY SNAPSHOTS





# THANK YOU

To our staff, partners, families, and communities—thank you for your continued trust, collaboration, and support. Your commitment fuels our progress and strengthens everything we do. We look forward to another year of working together to build inclusive, vibrant communities for all.

## CONTACT US :



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/CommunityLivingOwenSound

**COMMUNITY LIVING**  
Owen Sound and District



March 31, 2025

# Year End Report for Community Living Owen Sound and District

Prepared by:  
FINANCE DEPARTMENT





## TABLE OF CONTENTS

### Financial Report 2024-2025

What we have today	.....	2
How did we do this year	.....	3
Operations revenue	.....	4
Operating expenses	.....	5





## WHAT WE HAVE TODAY

### Community Living Owen Sound and District March 31, 2025

<u>What we own</u>		<u>What we owe to others</u>	
Cash	\$981,681	Amounts owed to suppliers	\$2,393,897
Accounts receivable	146,212	Deferred contributions	772,829
HST Rebate receivable	111,660		
Prepaid	7,018		
			<u>\$2,796,230</u>
Capital Assets-Land & Building (net)	3,964,536		
Capital Assets-Equipment (net)	83,152	<u>What we have for our future</u>	
		Capital asset fund	1,927,980
		Operating fund	199,553
			<u>\$2,127,533</u>
	<u>\$5,294,259</u>		<u>\$5,294,259</u>

## How did we do this year

### How did we do this year?

#### Revenue

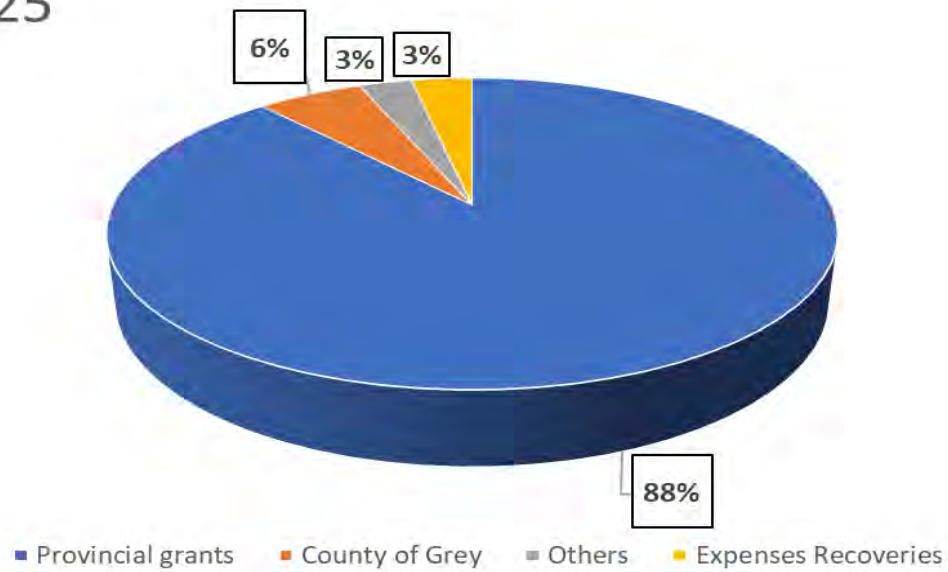
	2024	2025
Funding	\$12,597,242	\$ 11,306,380
Special Services at Home and Passports	1,561,305	1,237,670
County of Grey	894,046	908,837
Bruce Grey Child and Family Service		
Keystone Child, Youth and Family Service	519	371,524
Donations and Bursary	51,756	203,007
Expenditure recovery	512,074	183,648
Other	336,225	269,940
Amortization of deferred contributions	58,000	21,262
	<u>\$16,011,167</u>	<u>\$14,502,258</u>

#### Expenditures

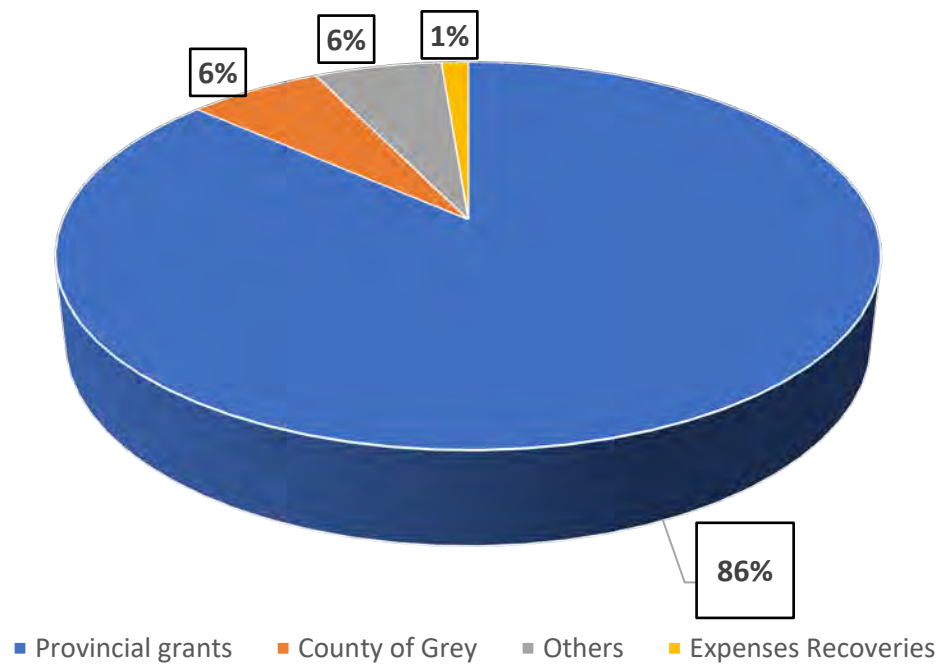
Salaries and benefits	\$9,315,047	\$8,384,294
Staff Travel	60627	45,352
Staff Training	22,856	39,017
Purchases services	2,919,362	2,683,317
Professional Fees	559,695	572,903
Supplies	757,833	430,104
Communications	82,803	59,535
Occupancy Costs	786,284	617,946
Vehicle operation	254,012	79,182
Amortization of Capital assets	146,274	100,627
Other	-153,523	278,750
Allocate Administration	1,302,817	1,158,561
	<u>\$16,054,087</u>	<u>\$14,449,588</u>
Excess of Revenue over expenditure	<u>\$ (42,920)</u>	<u>\$ 52,680</u>

## OPERATING REVENUE

2025

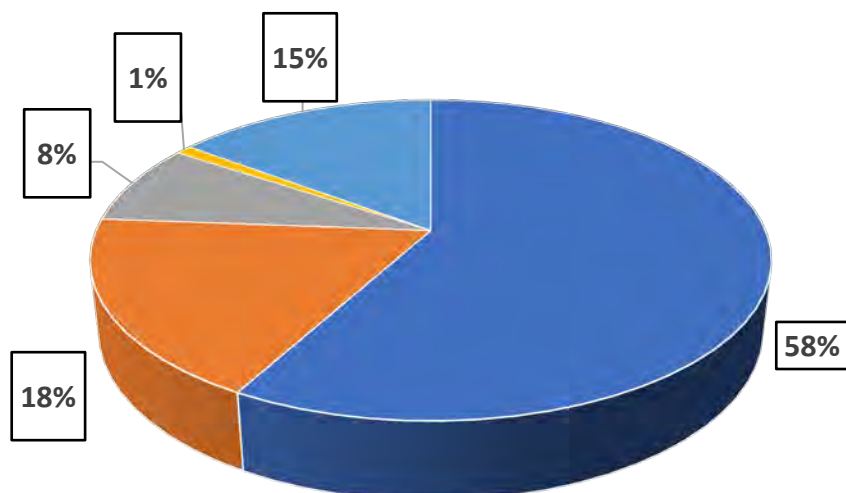


2024



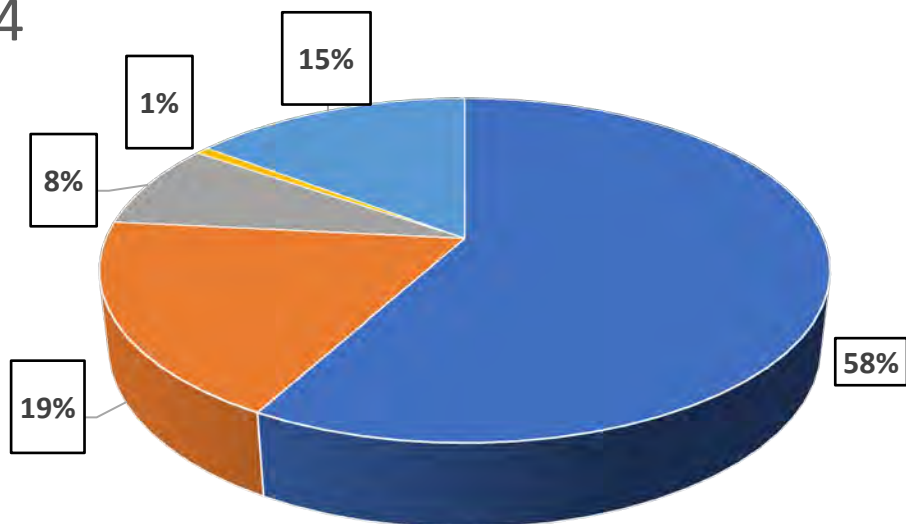
## OPERATING EXPENSES

2025



■ Salaries and Benefits ■ Purchases Services ■ Allocate Admin ■ Amortization of capital ■ others

2024



■ Salaries and Benefits ■ Purchases Services ■ Allocate Admin ■ Amortization of capital ■ others



