

APRIL 2025-MARCH 2026



ANNUAL MANAGEMENT REPORT

OUR YEAR OF OPERATIONS APRIL 1, 2025 - MARCH 31, 2026

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VISION

A community where everyone is valued

MISSION

To offer quality services and supports built on choice and advocacy, while fostering the community's capacity to value all members

LAND ACKNOWLEDGEMENT

Community Living Durham North acknowledges that this organization lies under the Williams Treaties and the traditional territory of the Mississaugas, a branch of the greater Anishinaabeg Nation, including Algonquin, Ojibway, Odawa and Pottawatomi. We recognize that land acknowledgments are not enough. We need to pursue truth, reconciliation, decolonization and allyship in an ongoing effort to make right with all our relations.

A Year of Change!

The period from April 1, 2025, to March 31, 2026, was another year of success and change throughout the organization. Change is inevitable in any organization and can create both challenges and opportunities. By embracing change, we continue to grow, learn, and challenge ourselves to do better.

One of the organization's most significant changes was the retirement of our steadfast leader, Glenn Taylor, on October 31, 2025, after 35 years of dedicated service. Glenn guided the organization through many challenges and milestones, including the COVID-19 pandemic, numerous expansions, and the purchase of an administration building that will bring the full administrative team together under one roof. His extensive experience and knowledge of working with the Ministry of Children, Community and Social Services were invaluable to the organization and the people we support. His determination to continually improve, grow, and expand our services will be part of his legacy for years to come. Co-workers, families, and people supported came together to celebrate his remarkable career and wish him well as he began a new chapter in his well-deserved retirement.



Leadership Program

Our Leadership Program has continued to churn out skilled graduates.

Jonathan Tooke, featured below with his mentor, Jessica Robinson, Program Manager. Jon is the most recent graduate of the Team Leader mentorship and was awarded a Team Leader contract position where he was able to put his enhanced skills to good use.



Our Internal Leadership program was introduced in 2018; to date we have sixteen graduates. To enter the program, people must apply and be accepted. They are then matched to a manager who provides mentorship through (a) face to face discussion (b) the review of written materials and (c) by including the person as the mentor performs key elements of the managerial role. In this way the mentee might share on-call responsibilities over a weekend or look in on an annual meeting in which a program's fiscal budget is being developed. Typically, the participant will also be enrolled in external training when a specific need area is identified. With their permission, graduates are celebrated in the agency newsletter and there is a waitlist maintained of interested applicants.

More seasoned managers typically mentor people already in a Team Lead role, hopefully equipping them for a future promotion into management. Newer managers who have excelled as Team Leaders, mentor Direct Support staff who have their eyes on a Team Lead role.

In 2025-2026, six managers fueled the program. Two of them mentored would be managers and four worked with Team Lead aspirants. This year, we had three employee graduates from the Team Leader mentorship. We also had two employees successfully complete the Manager Mentorship program.

Four of our current managers and six Team Leads are graduates of the Leadership Program. We are continuously reviewing the course content and updating information as necessary and making each person's experience individualized and geared towards the skills they would like to improve. We have added to the practical learning experiences as well. We have received positive accolades from all our graduates about the course content, the amount they learned and the confidence they have gained in their leadership skills.

Promoting internally has always been one of CLDN's strong points. Of our eleven current Program Managers, ten of them were hired internally, having previously worked for CLDN in a direct care capacity. Additionally, our Finance Manager, our Compliance Manager, both of our HR Managers, the HR Director, both Program Directors and our Executive Director were also "home grown."

Waiting to Belong- Advocacy

During the year, Community Living Durham North advanced the Waiting to Belong campaign to address the developmental services sector's growing pressures. More than 55,000 people are waiting for essential services while approximately 35,000 receive support, reflecting chronic underfunding, limited housing and direct-care options, as well as insufficient case management and urgent response support. Local waitlist data identified more than 10,000 people waiting for services in Durham Region. Executive Director Christine Robinson engaged provincial leaders and sector partners through meetings with Minister Peter Bethlenfalvy and MPP Todd McCarthy, as well as written and oral submissions at the Durham Region pre-budget consultation. Advocacy priorities included sustainable annual funding increases, enhanced Passport funding, expanded housing and support capacity, and recognition of workforce and service-continuity risks associated with collective bargaining pressures. These efforts reinforced the need for immediate provincial investment to maintain service quality and improve access for individuals and families.



Satisfaction Surveys

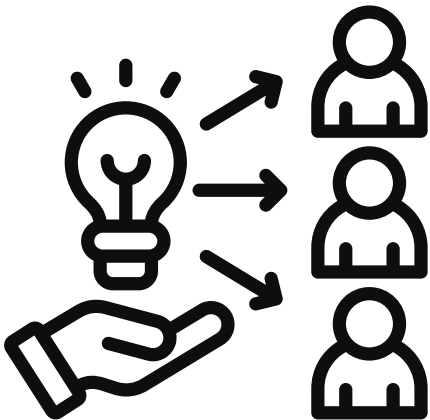


As reported last year we improved our feedback mechanism by asking families for structured and personal feedback during their family members' annual planning meeting. April 1, 2025, to March 31, 2026, which marked our first full year of collecting feedback from families and people supported. During this period, we identified opportunities to improve how we gather feedback and in February 2026, recognized the need to adapt our satisfaction survey using plain language. This change is intended to make the survey more accessible and engaging for people supported and to encourage greater participation in sharing their experiences and perspectives.

This year, feedback was received from 51 families and 68 people supported, compared with 32 families and 27 people supported last year. Overall survey participation increased by 101.69%, which is encouraging as we continue working to ensure that everyone who receives support has the opportunity to provide feedback on our services. Among the 68 people supported who responded, 71% selected "strongly agree," 27% selected "agree," and 1% left some questions blank. Among the 51 families who responded, 83% selected "strongly agree," 15% selected "agree," and 2% left some questions blank.

Family Gatherings

On August 20, 2025, CLDN hosted a family gathering focused on future planning and service navigation within the Developmental Services Ontario (DSO) system. Program Manager Christie MacDermid shared key statistics from 2024 related to waitlists and vacancies across the province. Families were also provided with housing resources originally presented at the Home Talk Forum on June 24, 2025, a collaborative effort involving CLDN, Participation House, CLAPW and CLOC. These resources outlined available support as well as innovative approaches to planning for future housing needs. The gathering concluded with opportunities for families to review materials, ask questions, and connect with one another about their experiences. A short, facilitated discussion invited participants to share what services they currently access, what additional support they require, and what has been most helpful to them. Families were also encouraged to record their feedback in writing.



Employee Years of Service Awards

Our Employee Awards Celebration took place on November 26, 2025. This year, we recognized 33 employees for their years of service. One employee was honoured for 40 years of dedicated service, three employees were recognized for 35 years, and three employees were recognized for 30 years. Employees were also celebrated for 20, 15, and 10 years of service to Community Living Durham North. During the celebration, we also acknowledged the recipient of the Star of Excellence Award.

Here's a couple of pictures highlighting employees and their years or service.



Tereasa being presented the 15 years of service award



Melissa receiving her 20 years of service award



Deanna, Tracey, and Bing enjoying the festivities recognized with a celebratory drink



Sandra who was recognized for 40 years of service



The Big Believer – High Achiever Award recognizes individuals or teams who provide exceptional support and contribute significantly to the success and well-being of the people they support. Colleagues and managers may nominate individuals or teams who demonstrate outstanding support. Each month, the Managers/Directors group reviews the nominations and selects a recipient. The chosen individual or team receives the monthly Big Believer – High Achiever Award. A summary of each monthly recipient is compiled and shared annually with the Board of Directors, who review the nominations and select one recipient for the Star of Excellence Award in recognition of exceptional support throughout the year.



This years recipient was Kathryn Papple

Administrative processes and Financial Department

The financial department continues to look for better ways to improve their administrative processes and make their day-to-day work more efficient. This year, a new accounting software, “Sage Intacct”, was implemented which will provide management more timely and useful financial information to support their daily decisions. It will also help reduce manual work, improve reporting, and make financial information easier to access and understand. The finance department will continue reviewing processes, identify areas that can be simplified, and research different tools to support staff and the organization.

Our Housing and Homelessness Support Program (HHSP)

Community Living Durham North operates a Housing and Homelessness Support Program (HHSP) that is funded by the Region of Durham. The HHSP program provides housing stability support to people in the Scugog, Brock and Uxbridge Townships. It consists of two Full-Time Outreach Workers, one Part-Time Outreach Worker and a Program Manager that assist people to find and maintain affordable housing. The Outreach Workers provide a wraparound service connecting people to the various programs and resources available to them. For example, Outreach Workers will assist with RGI housing applications, connection to food security programs, mediation with landlords, employment supports, mental health supports, harm reduction supplies and education, crisis management, ID replacement, income supports to apply to Ontario Disability Support Program/Ontario Works, warming solutions in winter, and landlord tenant board hearings.

A priority of the program is to utilize a “Housing First” approach to ensure people are connected within their community and are safe. When we receive calls for people outside of region, we record these for regional statistics and connect the person to services in their area.

The program provides quarterly data reports to the Region. Client information is tracked in HIFIS, the Homeless Individuals and Families Information System. Clients consent to having their information and support recorded for coordinated access. They may also choose to complete the VI-SPDAT, the Vulnerability Index-Service Prioritization Decision Assistance Tool, which assesses acuity and helps determine eligibility for the region-wide By-Name List for priority housing and services. Outreach Workers can add individuals to this list, and agencies may offer services as names become eligible. For example, if a senior accessing our services requires supportive housing, they can be added to the appropriate By-Name List. When their name comes forward and the person accepts support, we work collaboratively with the receiving agency to provide a warm handoff.

Below is historical data regarding the program. The chart below highlights people housed in specific years.

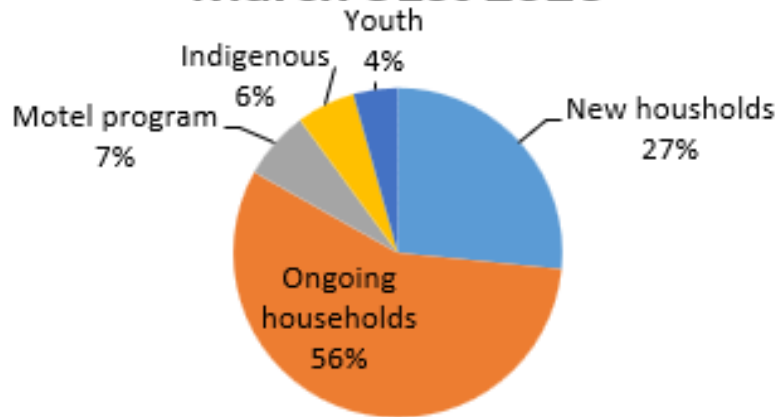
Year	People Housed
2019	36
2020	45
2021	41
2022	57
April 2023-March 2024	81
March 2024-April 2025	66
April 2025 – March 2026	56

As you will note for this reporting period April 2025 to March 2026 the people housed is lower this reporting year than the last two due to lack of affordable housing and housing opportunities in general. Rent costs continued to increase during this time frame which made it more difficult for people experiencing homelessness or unhoused to find housing on their identified income sources.

The program continues to persevere in finding affordable housing options for people in North Durham Region. This is particularly challenging as most housing options are not affordable to folks accessing our services with their current level of income. We strive to explore room rentals, or house share options for people and continue to work with landlords in the area that may be open to housing someone with a fixed income.

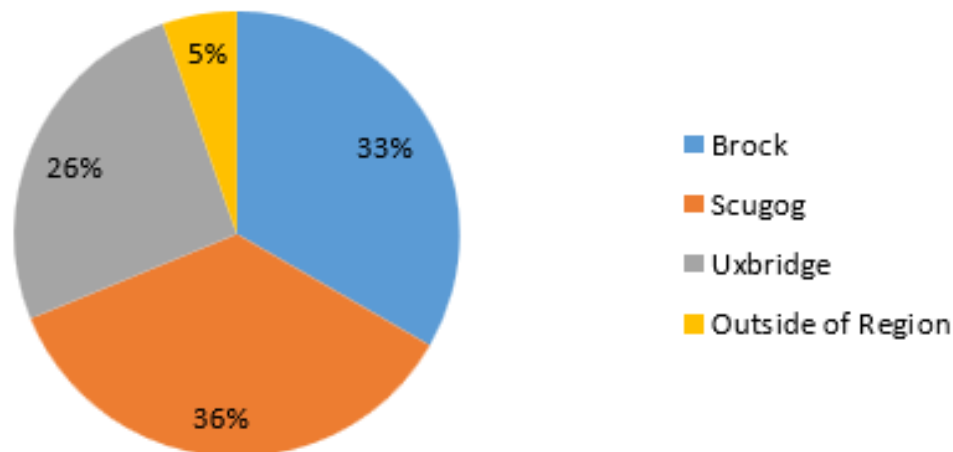
Here’s some more stats and data.

Program Participants April 1st 2025 to March 31st 2026

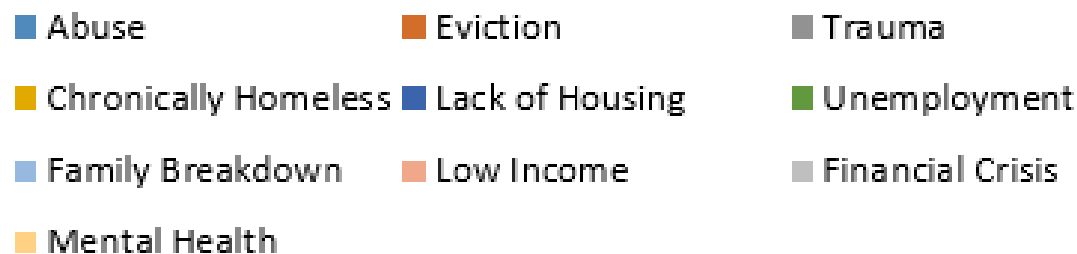


As you can see on going households continues to be higher in terms of program participants and this is due to insecure housing and people struggling to find any permanent housing.

Client Demographics by Township



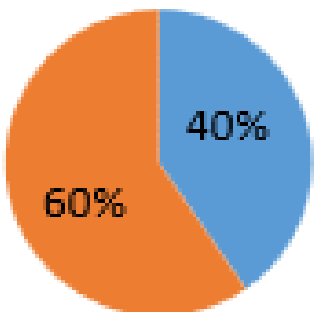
Contributing Factors to Homelessness or At Risk of Homelessness April 2025-March 2026



As you can see from the above chart, there are several contributing factors that contribute to our clients being homeless. The higher areas are mental health, low income and trauma. These things combined often make it difficult to find suitable housing and/or for the person to engage in finding housing.

People Housed in Motels

■ 2024-2025 ■ 2025-2026

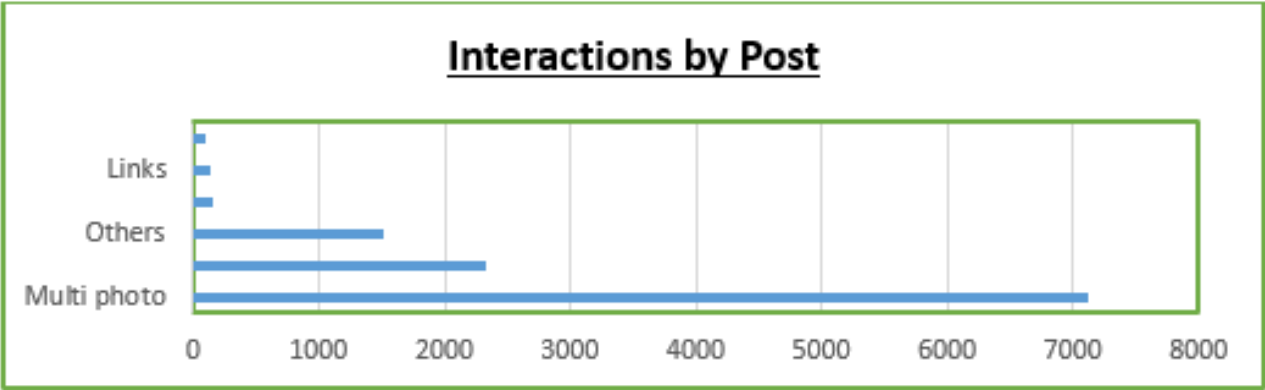


We ran a winter warming program funded by the Region of Durham beginning from November 15th, 2025 to April 17th, 2026. We housed a total of 15 people including families and children. This program ran past our fiscal ending March 31st, 2026 due to ongoing need.

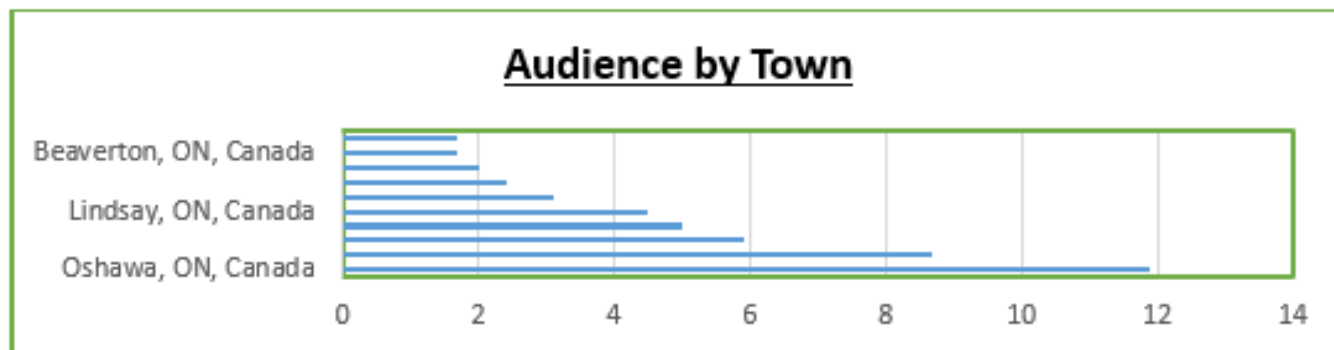
Our Social Media Activities

Our social media platforms once again surpassed the previous year’s reach and continue to be an important tool for advancing our vision of a community where everyone is valued. Through regular posts and engagement, we increased public awareness, shared information about developmental services, and highlighted the remarkable people we support. Social media continues to strengthen connections with families, staff, and the broader community, while supporting recruitment, volunteer engagement, and self-advocacy. In 2025–2026, our content interactions reached 11,400, a 51.9% increase over the previous year. Our Facebook page received 20,500 visits, representing a 61% increase. Furthermore, our Facebook followers grew by 175, bringing our total number to 1,432.

The data chart below reflects that our posts to receive the most interactions are those with multiple photos attached.



Most of our audience consists of people who reside in Durham region. However, our viewership does expand to the Kawartha Lakes, Peterborough and Toronto areas. See illustration below:



Our Top 10 posts resulted in 54,193 views which equate to 13.5% of our viewership total of 403,000. Our reach was 30,907 people which means that 23,286 viewers reviewed the post more than once.

The most popular post to receive the largest reach was on February 6, 2026, that highlighted David attending the Hardy Concert. This post received 4196 views.



The post to receive the most interactions was February 25, 2026, for Pink Shirt Day. A day to promote kindness and to stand together against bullying.

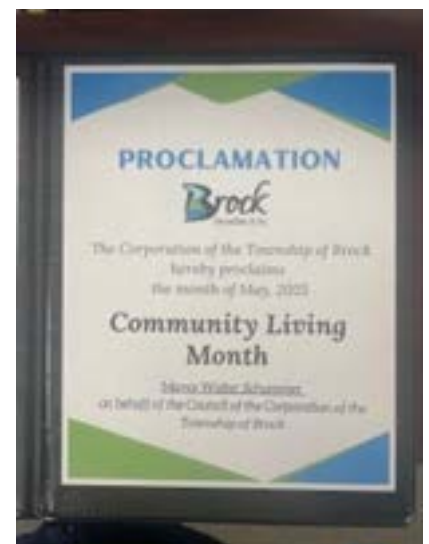


May 2025 Community Living Month Activities

During Community Living Month in May, we wanted to give back to the community and raise awareness of our organization. We invited the people we support to distribute Kit Kat bars to community members who had made a positive difference in their lives, such as a special bank teller, librarian, employer, or community group.



Once again, we organized and participated in flag-raising ceremonies in the townships of Uxbridge, Brock, and Scugog to raise awareness of our organization and the people we support during Community Living Month.



Summer Social

On June 11, 2025, we kicked off the summer with our Summer Social, bringing together people supported and staff from across our program locations for an afternoon filled with sunshine, laughter, food, and fun.

The Summer Social was a wonderful opportunity for people to spend time with friends from other locations, reconnect with familiar faces, and build new connections outside of their usual programs and homes. The afternoon included a BBQ, outdoor games, and plenty of opportunities to socialize, relax, and enjoy the beautiful summer weather. One of the highlights of the afternoon was our baking contest, with many locations showcasing their creativity and culinary talents. People supported and staff worked together to prepare and present their delicious creations, adding a little friendly competition to the celebration. There was certainly no shortage of treats or smiles as everyone sampled the entries!



Self-Advocate Group

The ATEAM Executive had the pleasure of being guest speakers at the Scugog Accessibility, Diversity, Inclusion, and Equity (SADIE) Committee meeting on May 1, 2025. During the meeting, the ATEAM spoke about the importance of accessibility in all aspects of our community and highlighted the value of true inclusion for individuals of all abilities. ATEAM was honored to accept a monetary donation to further our advocacy work



Members of the ATEAM attended the 72 Community Living Ontario: Inspiring Possibilities AGM and Conference in London Ontario Sept 16-18. Nicky Jones, Reanna Lucas, Jessica Robinson and Kathy Turner represented CLDN at this year's conference. Niko Pupella and Amber Taylor-Pupella also attended the event representing the Community Living Ontario Council. Both Amber and Niko were invited to share their voices at the conference. Niko delivered a powerful message during the breakout session "What is Belonging?", reminding everyone that: "Belonging is a right, not a gift." While Amber had the honor of introducing keynote speaker Madison Tevlin, an advocate and inspirational speaker whose story touched the entire audience.

On September 22, the ATEAM then had the honor and privilege of attending the Region of Durham Accessibility Awards Celebration and Dinner in Ajax. The ATEAM Executive was presented with a beautiful award highlighting their ongoing dedication to accessibility by making our community one of Diversity, Equity and Belonging.



Respite Services

From April 1, 2025, to March 31, 2026, Developmental Services Ontario (DSO) identified 44 respite resources in Durham Region. Of these, CLDN supported 12 new families in securing respite support for their loved ones. Seven people received support at our Port Perry home, while five received support at our Uxbridge home. We currently support 33 people at our Uxbridge Respite home and 38 people at our Port Perry Respite home, for a total of 71 people across our respite services.

When resources are declared, our agency reaches out to families to provide information on what services we offer and what our respite programs entail. We then complete an intake process with the family to determine if our support can meet the needs of the individual and whether what we offer is of interest to the family. Often, our respite support acts as an “in-between” while families are sometimes waiting on permanent residential support. Additionally, we assisted two individuals with transitioning over from respite to residential support by working alongside the other agencies to collaborate with information sharing to ensure a smooth transition for both the family as well as the individual.

People who participate in our respite programs have opportunities to spend time away from their families, pursue their individual interests and goals, and build new friendships with other respite guests. The following are examples of activities our respite guests participated in over the past year:



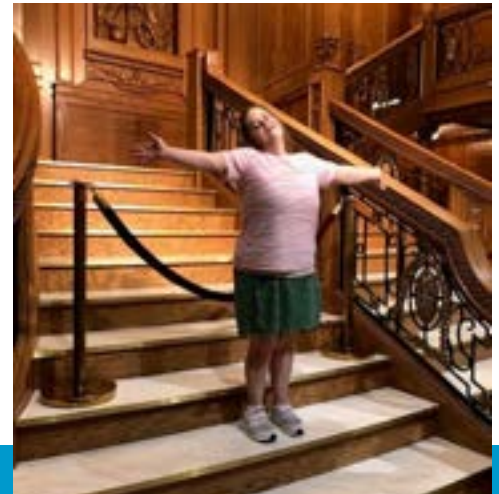
Dining experience at the CN Tower in Toronto!



Out enjoying the Oak Ridge's trail in the “trail capital of Canada” Uxbridge!



Titanic exhibition in Toronto!



Major Renovations to Our Group Home in Cannington: Conversion to B3 – Occupancy Home

In January and February 2026, significant renovations were completed at one of our group home locations in Cannington to enhance fire safety and support the home's transition to a B3 – Care Occupancy. The home is shared by six women, each with unique support and accessibility needs, making it essential that our environment continues to evolve to meet their changing needs.

The renovations included the installation of new fire-rated doors and a sprinkler system, along with other enhancements designed to strengthen the overall fire protection measures within the home. These improvements provide additional time for evacuation in the event of a fire, creating a safer environment for the people we support and the staff who work alongside them.

Beyond meeting enhanced safety requirements, these renovations represent an important investment in supporting people to remain in their homes as they age. As individuals experience changes in mobility, health, and support needs, ensuring that their homes can accommodate these changes is critical to maintaining stability, familiarity, independence, and quality of life.

Third Party Financial Audits



At the beginning of each year, the Program Managers and Program Directors complete an annual third-party audit of the finances of people supported for the previous calendar year, in accordance with Policy B-6: Money Management Supports and the requirements of Quality Assurance Measures Regulation 299/10.

These audits are conducted to ensure accountability for the services we provide and to safeguard against the misappropriation of people's funds.

The audit includes a review of each person's banking records, cash on hand, settlement accounts, and gift card records. All individuals who require assistance with the management of their finances had their 2025 financial records reviewed by a Program Manager and Program Director who were not affiliated with their program.

In total, the financial records of 96 people supported in Residential Services and 35 people supported through Community Supports/Supported Independent Living were reviewed.

Based on the review conducted, there were no financial irregularities, or concerns were identified. The audit concluded that financial management practices were being implemented in accordance with agency policy and the requirements of Quality Assurance Measures Regulation 299/10.

Employee Health and Safety

Our 2025-26 Joint Health and Safety Committee was and is comprised equally of Employee and Employer representatives. This year we welcomed new members on both the Employee and Employer side

3 of our 8 reps are Health and Safety certified.

The committee meets every other month to review all employee injuries and violence in the workplace. The committee is committed to identifying patterns and trends, as well as mitigating risks enhancing the well-being of all employees.

Each year, or pending any changes, the committee reviews all lift plans for people who require ambulation assistance. The purpose is to ensure not only accuracy, continuity, safety and easy to follow formatting.

The committee reviews the following policies yearly and makes recommendations to the Executive Director.

- Violence in the Workplace,
- Employee Health and Safety
- Prevention of Harassment
- Emergency Planning
- Prevention of Assault and Abuse



Some of the highlights identified in April 2025 to March 2026 were;

- It was identified that incident report descriptors on our AIMS database were too broad. Updates were made to encourage more accurate reporting of information.
- Management is reviewing Violence in the Workplace reports and, as a proactive measure, Managers have been attending Joint Health and Safety Committee meetings. This allows Managers to address any program- or people-related questions and identify potential contributing factors to the reported incidents.
- Two resource guides were created to assist with completing more thorough risk assessments.
- Training regarding Snow Shoveling safety is now provided yearly, and all locations have access to ergonomic shovels and shoe cleats
- Increased education on preventing slips, trips, and falls throughout the year
- Monthly newsletters from the committee providing education and support