

Annual Report 2024 2025

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2024-2025 Strategic Priorities Vision, Mission, Values

Our Vision

Supporting Individuals in a welcoming community.

Our Mission

We are dedicated to promoting quality of life through education, advocating inclusion, realizing dreams, and supporting people to be contributing members of their community.

Our Values

Respect, Inclusion, Empowerment, Integrity, and Innovation.



Pictured: Two people stand with bouquets of flowers.

Our Strategic Priorities

- Strong Community Relationships
- Diverse Service Options
- Dynamic Service Development
- Organizational Excellence
- Attractive Work Environment
- Capacity for Innovation



Pictured: Three people go on a walk in the sunshine.

Message From Executive Director Jennifer Croft

As we reflect on this past year at Community Living North Perth, I'm filled with gratitude and pride for what we have accomplished together. In a time of significant transition and growing needs, our team rose to the challenge — with compassion, resilience, and an unwavering commitment to the people we support.

We celebrated major milestones in organizational excellence, including achieving Exemplary Standing in our Accreditation and full compliance with provincial standards. These aren't just checkmarks on a list — they are a reflection of the thoughtful, quality-driven work our staff do every day.

We expanded and diversified our supports and services, opening our new home and launching our new Community Participation Hub. We increased access to community supports, grew our capacity to serve individuals with complex needs, and renewed our focus on individualized, outcome-based support planning. Our "Voices on the Horizon" self-advocates group continued to meet monthly, reminding us of the importance of listening and learning directly from those at the heart of our mission.

We also strengthened our workforce — updating our hiring and onboarding processes, increasing staffing by 14%, and delivering targeted training in advanced behavioural strategies, trauma-informed care, and equity, diversity, inclusion, and anti-racism. With 44% of our staff now having been with us for five years or more, our team's depth of experience and commitment is something we deeply value.



Pictured: Jennifer Croft the Executive Director of Community Living North Perth

In the community, we built and deepened important relationships — with families, funders, partners, and the broader public. The Bring Us Home campaign gained momentum, supported by donors, local businesses, and our incredible staff. We secured new grants, grew fundraising efforts, and laid a strong foundation for future sustainability.

Through all this, we've continued to listen — really listen — to the people we support, their families, and our staff. Their voices are shaping our direction. They've told us they want more opportunities for independence, connection, and inclusion. They want to be seen, heard, and supported in ways that reflect who they are and what they care about. And we are committed to delivering just that.

As we look ahead, we remain focused on advancing belonging and inclusion, strengthening our workforce, partnering meaningfully with those we support, and driving innovation in how we deliver and sustain our services. Together, we are bringing our mission to life — each and every day.

Thank you for being part of this journey.

Warm regards,

Jennifer Croft

Executive Director



The Community Living North Perth Leadership Team stands on the lawn outside of the main office building. Pictured (Left to Right): Paige Viol, Sondra Scott, Ray Ebertt, Bert (Jim) Miller, Connie Mayburry, Sonia Arnold, Tracy Wareham, Tiffany Walker, Susan Underwood, Jennifer Croft, Shannon Ostriyznick, Brooklyn Wright, Kimberly MacGregor, Abdon Aguillon.

Message From Chair of the Board Ben Underwood

This will sadly be my final annual “Message from the Chair.” I am moving away from the area for personal reasons and unfortunately will be resigning from the board. As I was writing this message, I looked back over all we have achieved as an organization over the last four years and was astounded. The progress accomplished, hurdles overcome, and plans for the future made were both endless and extensive. I was able to see the amazing care our staff provided for the people we support, the difference made in our communities, and the drive of our organization to continually improve and adapt.



Pictured: Ben Underwood the Chair of the
Community Living North Perth Board

I have also seen the challenges with fewer and fewer inflation adjusted dollars to provide supports and ever longer wait lists of people waiting for those supports. The good news is that our organization is taking steps to try and bridge that gap. The biggest waitlists we face are for supported independent living and group living supports. To address this, CLNP has purchased two new homes in the last 14 months. The organization had to be creative and strategic in order to fund the purchase of these homes.

Furthermore, CLNP has launched our “Bring Us Home Campaign” and has made considerable progress towards our goal of providing apartment style living spaces with 24 hour supports that people with developmental disabilities can call home. To further address the lack of funding we were able to reorganize our supports into “hubs” this year. This new hub model allows us to support more individuals, allows the people we support to get more individualized care, better scheduling for our staff, and more flexibility for arising needs. We have also completed our 5-year strategic plan to continue to provide and improve on our supports into the future.

While we are making great strides to address the rising needs, we still have great challenges ahead. Since 1992 our base funding has only increased 7%, versus 92% inflation during the same time, and Ontario has over 52,000 people on the waitlist for supports, versus 34,159 in 2020. Planning, strategy, and creativity can only get us so far when dealing with numbers like these. Our organization has been advocating with the #5toSurvive campaign last year and the #WaitingToBelong campaign this year, in both instances partnering and collaborating with other organizations, news and media outlets, and politicians, but we will need public support. I ask that you reach out to local politicians and assist us in advocating as well as look out for our donating asks in our #BringUsHome campaign.

Thank you to our staff for coming together to provide outstanding care every day for those we support, our board for their hard work and for volunteering their time, and our executive director for her leadership and commitment to continuing improvement and excellence.

While I am leaving the board, I know that the organization is in very capable hands and I am excited to see what they will accomplish in the year to come.

Best Regards,

Ben Underwood

Chair of the Board



The Volunteer Board of Directors from the 2024/2025 term stand with the Executive Director and Executive Team Assistant. Pictured (Left to Right): Bethany Dinsmore, Ashley Fox, Michelle Whitney, Virginia Dunbar, Jennifer Croft, Ben Underwood, Brooklyn Wright, Tammy Northam, Tiffany Freer, David Capek, Karen Huber, and Lisa Schaefer.

Strategic Accomplishments

2022-2025 Strategic Plan Accomplishments

As we prepare to roll out our new Strategic Directions for Community Living North Perth (CLNP), it is a great time to reflect on the accomplishments from our previous Strategic Plan.

Over the past three years, CLNP has made tremendous progress toward the vision outlined in our 2022-2025 Strategic Plan: Supporting individuals in a welcoming community. With a focus on four priority areas—Services in the Community, Community Presence, Organizational Stability, and a Dynamic Team—we have strengthened our supports, expanded partnerships, and created new opportunities for people with developmental disabilities to live full, inclusive lives.



Pictured (Left to Right): CLNP's Tracy Wareham and ED Jennifer Croft stand with MCCSS Minister Parsa, Mayor Todd Kasenberg, and CAO Kriss Snell at the ROMA conference.

Organizational Excellence

Behind the scenes, we've improved systems to support quality, safety, and efficiency:

- We earned Exemplary Standing in our Accreditation from Accreditation Canada, meeting best practice standards in collaboration with our health system partners.
- We launched ShareVision, a secure electronic record system that supports better planning, communication, and documentation.
- We strengthened HR practices—revamping hiring, onboarding, training, and evaluation processes.
- We improved our business and financial oversight by strengthening internal financial controls and updating data tracking systems—giving us better insight to support informed decision-making and long-term sustainability.

Strong Community Relationships

We have worked hard to deepen relationships and raise awareness about the rights, needs, and contributions of people we support. Highlights include:

- Engaging hundreds of stakeholders through surveys, focus groups, and events.
- Partnering with the Municipality of North Perth, Voices of Huron Perth, Community of Character, and others.
- Launching the Bring Us Home campaign to address the urgent need for housing, including presentations to funders and all levels of government.
- Supporting self-advocates to host a community movie night and present to our Board.
- Participating in community events like the Listowel Parade, Community Living Month, and local fundraisers—showcasing our presence and commitment to inclusion.
- Building a professional and recognizable image for CLNP through consistent branding, engaging social media campaigns, and regular local media coverage, which has strengthened our reputation as a trusted community partner.

Dynamic Service Development

As needs and systems change, we've remained proactive and responsive:

- We advanced housing initiatives, including expanding our housing inventory and securing additional funding for youth transitioning to adult services.
- We collaborated with local employers and employment partners to enhance job training.
- We revised schedules and staffing models to provide more consistent, person-centered supports. Satisfaction levels among people supported reached 92%, and family satisfaction with supports rose to 96%.
- We submitted and secured funding for innovative projects and services, even as we continued to explore and adapt based on community feedback.



Pictured: The self-advocates group "Voices on the Horizon" pose for a group photo with a few CLNP staff members.

Diverse Service Options

Our programs continue to grow and evolve to better meet individual needs and promote inclusion:

- We've launched dozens of new one-time events and ongoing programs, from arts and wellness to life skills and advocacy.
- Over 80% of people supported have achieved at least one goal in their Individual Support Plan.
- We expanded community-based activities and welcomed community members into our programs.
- We invested in accessible vehicles and improved physical spaces to increase participation and comfort. Efficiency remained high with less than 1% of support hours cancelled at short notice.

A Dynamic and Caring Team

Our team is the heart of what we do. We've invested deeply in building a strong, supported, and engaged workforce:

- Wellness events, professional development opportunities, and leadership training have supported staff well-being and growth.
- New roles, clear scheduling, and improved communication have helped reduce turnover and absenteeism. A dramatic reduction in staff turnover from 29% in Q2 to 0% in Q4 was seen.
- Over 80% of staff say they are satisfied with their jobs and look forward to coming to work.
- We are proud of the culture of care, compassion, and professionalism that our staff show.

Innovating for the Future

We know that sustainable, creative approaches are needed to meet tomorrow's needs:

- We've diversified our revenue sources with new grants, donations, and fundraising campaigns.
- We launched a Foundation Search initiative and trained fundraising champions.
- We've grown the skills of our Board and staff, and laid the groundwork for future innovation and service growth.

Thank You to Our Stakeholders

We're grateful to every person supported, family member, staff member, donor, volunteer, and partner who has helped us bring this Strategic Plan to life. With your support, we're creating a more inclusive and welcoming North Perth—together.

Let's keep the momentum going!

Campaign Updates

Bring Us Home



Pictured: A ribbon cutting ceremony for the grand opening of a CLNP home.

We want to express our deepest gratitude to all who have supported our Bring Us Home campaign so far. Your generosity is helping us take a vital step forward in addressing the urgent need for supportive housing in North Perth. Thanks to your commitment, we are laying the foundation for a project that will give people with developmental disabilities a real opportunity to live with dignity, independence, and the support they deserve.

Stable and suitable housing remains one of our most pressing priorities. Currently 46 individuals are actively waiting for housing in the area—three of whom have experienced homelessness in the past year. Many of those in need are youth transitioning from the child welfare system or school supports, or older adults whose aging caregivers are no longer able to provide assistance. We are also seeing an increase in individuals with dual diagnoses, who do not qualify for supported housing programs due to behavioral or mental health challenges.

Our new building will include 15 self-contained apartments, giving each resident a private and secure place to call their own. At the same time, shared common spaces and round-the-clock staffing will provide support for daily living, personal development, and community engagement. This approach allows residents to learn and grow in a safe environment while building the skills they need for greater independence. Though the need far exceeds the capacity of this first building, it represents a critical and hopeful beginning.

As we continue this journey, we invite our community to stay involved. We are looking for partners, advocates, and donors—those willing to stand with us to raise the \$4 million needed to bring this vision to life. Every single dollar will go directly to building supportive housing in North Perth. Whether through financial gifts, in-kind donations, or community advocacy, your support is what makes this work possible. Thank you for being part of the solution.

Celebrating Our Donors & Funders

To Our Incredible Donors,

From the bottom of our hearts, thank you for supporting our Bring Us Home campaign. Your generosity and compassion have made a profound impact.

Because of you, we are one step closer to bringing hope, stability, and the promise of home to those who need it most. Your belief in our cause fuels our work and reminds us that together, we can create lasting change.

Doug and Sandra Boertien

Generous Personal Donation to our Bring Us Home Campaign



Pictured: Three representatives from the Kinette Club of Listowel hold a large cheque with the CLNP Community Engagement Lead.

Kinette Club of Listowel: \$5500

Shamrock Sharing 50/50 Draw Recipients

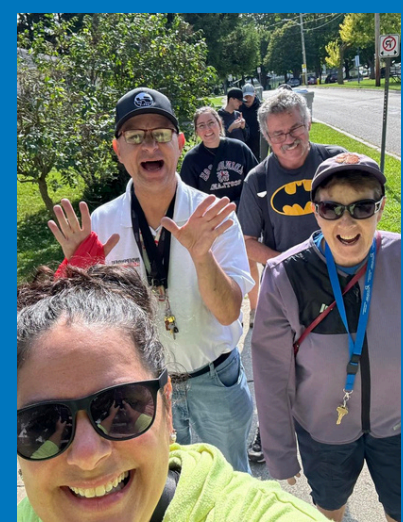


Pictured: A representative from the North Perth Fire Department stands by a firetruck with the CLNP Community Engagement Lead.

North Perth Fire Department: \$2000

Proceeds from the Fireman's Breakfast

An Overview Supports & Services



Pictured: Several people go on a walk in the sunshine.

Community Living North Perth provides a wide range of supports to 54 people with developmental disabilities, tailored to meet their unique needs and goals. Support is flexible and can range from a few hours a week to 24/7 assistance, depending on each person's situation. Our services include Supported Group Living, Intensive Support Residence, Supported Independent Living, Employment Supports, Community Participation, and management of Passport funding. Community Living North Perth is committed to fostering inclusion, independence, and community connection for the individuals we serve.

Intensive Supports Program

Our IS program offers continuous, high-level care for individuals with complex needs. We currently support two individuals in this program, each receiving 24/7 assistance from a dedicated team of two staff members at all times. This intensive staffing model delivers continuous, around-the-clock support and is designed to ensure safety, stability, and personalized care tailored to each individual's needs. Supports focus on building daily living skills, managing behavioural needs, encouraging community involvement, and enhancing overall well-being. Our goal is to provide a secure, supportive environment where each person can build meaningful relationships and enjoy a fulfilling quality of life.



Pictured: A young woman sits at a festive table with a birthday cake.

Group Living Support Program

Our SGL program provides safe, inclusive, and person-centered support to individuals living in shared residential settings. We operate three homes, where eight individuals receive ongoing assistance tailored to their unique needs and goals. Support is provided based on each person's level of need and includes 24/7 staffing to ensure a stable and supportive living environment. Our dedicated team helps individuals with daily living tasks, health and wellness, life skills development, volunteer jobs and community inclusion. The program is built on fostering independence, building meaningful relationships, and enhancing quality of life within a warm, home-like atmosphere.



Pictured: A young woman stands in front of a firetruck.



Pictured: A man feeds goats while an alpaca looks over the fence.

Passport Program

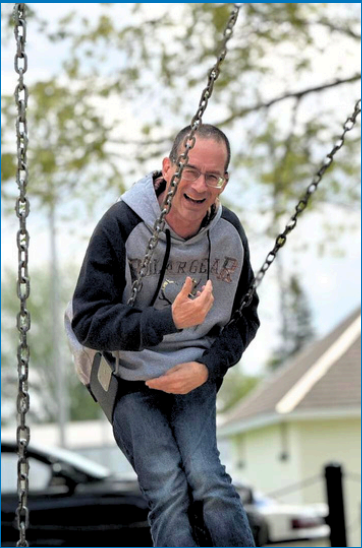
Our Passport Program is funded solely through individual passport funding, which is often the only source of support for the people we serve. Participants can manage the funds themselves or have our agency submit receipts and handle reimbursements. The program is flexible and person-centered—funds can be used for support services, craft supplies, electronics, internet or phone bills, and more. We currently support 16 individuals who rely entirely on this funding.

Supported Independent Living Program

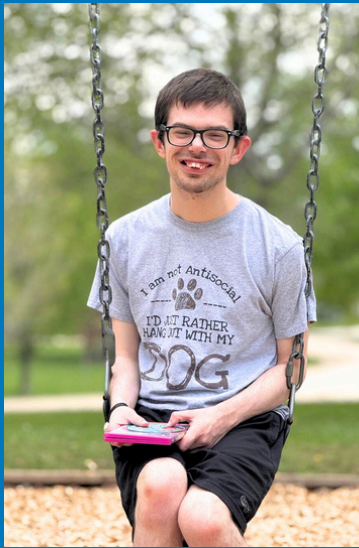
Our SIL program is funded by the Ministry of Children, Community and Social Services and supports adults with developmental disabilities in developing life skills and working toward independence in various areas of their lives. Each person in the SIL program also receives Passport funding, which can be used for additional supports. Support is person-directed and flexible, offered between the hours of 8 a.m. and 10 p.m., based on individual goals and preferences. We currently support 21 individuals in this program.

Community Participation

Funded by the Ministry of Children, Community and Social Services, the CP Hub supports individuals living at home with family or friends to engage in their communities through work, volunteering, or programs. To better support individuals in crisis who need more help but cannot access additional funding, we recently expanded the program and purchased a dedicated home. We moved into the new space on Monday, June 23, 2025. The CP Hub runs Monday to Friday from 8 a.m. to 4 p.m. We currently support 7 individuals, with plans to grow. Participants also use Passport funding to cover days not funded by MCCSS.



Pictured: A man smiles while swinging on a swing set.



Pictured: A man poses on a swing while holding a DVD.



Pictured: A man laughs while sitting on a swing.



Pictured: A man poses on a swing and smiles.

Summer Support Program

Each summer, we invite youth aged 14–21 with developmental disabilities to join our Summer Support Program, offering them a chance to enjoy a typical summer, however that looks for them. Together with families, participants set personal goals such as resume building, job searching, swimming, socializing, crafts, or excursions. Our Summer Support Program is funded entirely through fundraised dollars.

In Summer 2024, we supported 7 students and expect similar numbers for 2025. The program typically runs Monday to Friday, 9 a.m. to 4 p.m., with flexibility for evening and weekend support, based on a 40-hour week.

With Respects In Memoriam

Gayle Pattison 1955 - 2025

We remember with deep appreciation the life of Gayle Pattison, who passed away on May 10, 2025, in her 70th year.

Gayle was a long-time member of the Community Living North Perth family, and her presence brought warmth, and joy to those who knew her.



Pictured: Gayle Pattison smiles for the camera.

Gayle was the daughter of the late Henry and Ruby (Casemore) Pattison and was lovingly connected to a large and supportive family. She is remembered with affection by her siblings Margaret (Carl) Pritchard, Barbara (Barrie) Thomson, Shirley (Keith) O'Connell, Jeanne King, and David (Cathy Bagyan) Pattison, along with her many nieces, nephews, and cousins.

Throughout the years, Gayle's life was enriched by the care, inclusion, and community offered by Community Living North Perth. Her family has expressed heartfelt gratitude for the dedication and compassion shown by our staff and volunteers over the years.

Employee Appreciation

Staff Appreciation Night

Staff Appreciation Night was held on September 25, 2024, and it was a memorable evening filled with great food, recognition, and fun! The night kicked off with a delicious Italian dinner from Marchello's, featuring incredible chicken parmesan and pasta. Meals were provided for all staff, including those on duty, ensuring no one missed out—and no one left hungry!

Following the meal, we celebrated our team's dedication with service awards. Congratulations to the following staff members for their outstanding years of service:



Kelly Hallman

35 years



Connie Mayburry

30 years



Hiedi Long

25 years



Katie McWaters

10 years



Alexis Patterson

5 years

The evening wrapped up with a lively game of trivia hosted by Noah Tall Trivia. Staff were randomly grouped into teams for a competitive and entertaining match. Prizes were awarded to both the highest and lowest scoring teams. The Salt and Pepper Team claimed first place, earning trophies and bragging rights, while Tyler's Angels took home the "honorable mention" for last place and received a candy bag.

It was a fantastic evening of celebration and camaraderie—thank you to everyone who made it a night to remember!

Training Advancements

Our staff has been very busy this year with a wide variety of training opportunities over and above mandatory annual training.

Crucial Conversations for Accountability was completed by all of our leadership and the coordinators in October and November of 2024. This course teaches how to handle high-stakes conversations where emotions run strong and opinions differ, focusing on improving performance and fostering accountability. This leads to better feedback, stronger relationships, and improved conversation outcomes.



Trauma Informed Care was completed by 25 staff members in 2024. Key topics include understanding trauma, recognizing its signs, and implementing trauma-responsive practices. The course also addressed self-care for practitioners to prevent vicarious trauma and burnout.

All staff that were hired before January 2025 have now completed Personality Dimensions Training with Hannah from Build a Kick-Ass Company. The interactive training helps individuals interpret the results of their personality assessment, and learn how to effectively use the tool for personal growth, team building, and interpersonal communication.

Psychological First Aid was completed by 28 staff members in 2024. This course covers foundational knowledge and skills for providing immediate support to individuals experiencing distress after a difficult situation. The course aims to equip participants with the ability to offer support, promote resilience, and connect individuals with appropriate resources.

Other courses taken this year include Transition from Clinical to Community Living, Dare Training, Seizure First Aid, Support Worker Sexual Training, and Safe Food Handling.

An Overview Financials

During the year, CLNP dedicated efforts to implementing policies and procedures aimed at controlling expenditures, diversifying funding, and increasing capital purchases to ensure the expansion and rearrangement of services in preparation for a transition to the Journey to Belonging, the long-term vision of the Ministry of Children, Community and Social Services for developmental services in Ontario. We plan to implement stricter financial accountability plans in the next fiscal year to ensure excellent financial stewardship.

Revenues

The total revenue for fiscal year 2024-25 was \$4.6 million, where 84% of this revenue originated from the Ministry of Children, Community and Social Services (MCCSS). The Ontario Trillium Foundation, fundraising efforts, rental income, and fee-for-service programs provided the remaining balance.

CLNP was honoured to receive a two-year \$200,000 grant from the Ontario Trillium Foundation to improve our human resources infrastructure. We are grateful for the \$2,000 grant provided by Stratford Perth County Foundations to create a sensory room that will benefit the people we support.

Expenses

The total expenses for 2024-25 were \$4.5 million, where 79% represent salaries and benefits costs. In April 2024, as part of the collective bargaining agreement with our Union, staff received a 3% salary increase.

Investments

During the year, we acquired two new sites in Listowel: 720 John Street and 820 Tremaine Avenue, a \$1.3 million investment. Both places will expand housing and community activities for the people we support.

Financial results are presented in accordance with the Canadian accounting standards for not-for-profit organizations. These financial results have been audited by our external auditors, Ward and Uptigrove. Audited financial statements are available on our website.



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