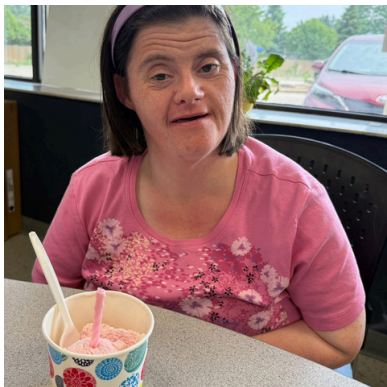


2024-2025

ANNUAL REPORT



Our Mission & Vision

OUR MISSION

We encourage and support each person to live active, rewarding and fulfilling lives in the community, by providing quality services, supports and opportunities that are determined by their dreams and goals.

OUR VISION

A world where each person with a developmental disability lives their dreams and choices as a respected and valued contributor to community life.



TABLE OF CONTENTS

- 2 Our Mission & Vision**
- 3 Core Values**
- 3 Board of Directors**
- 4 Message from the Board Chair**
- 6 Andy's story**
- 7 Message from the Executive Director**
- 9 Liisa's Story**
- 10 Treasurer's Report**
- 11 2024-2025 Financial Activities and Support**
- 12 Emma's Employment Journey**
- 13 Thank You to our Donors**

2024-2025 BOARD OF DIRECTORS

Shannon O'Neill, Board Chair

Anne Dean, Vice President,
Development Committee Chair

Chengbo Qian, Treasurer,
Finance Committee Chair

Kaitlin Nesbitt, Quality
Outcomes Committee Chair

Michael O'Connor, Governance
Chair

Michelle Marsden, Strategy and
Transformation Committee
Chair

Tom Whelan, Director at Large

Jennifer Blue, Director at Large

Paul Chiasson, Director at Large

Brian Delorey, Director at Large

Daniela Hampton-Davies,
Director at Large

Gayatri Aravind, Director at
Large

OUR CORE VALUES

For each person we support,
we value:

Citizenship

We enable citizenship for people we support through safe participation in all aspects of community life, respecting dignity and individuality.

Individuality

We provide personalized care to the people we support, tailoring our programs and service to their individual needs.

Quality

We provide programs and services with care and compassion by skilled, trained and dedicated staff.

Progressiveness

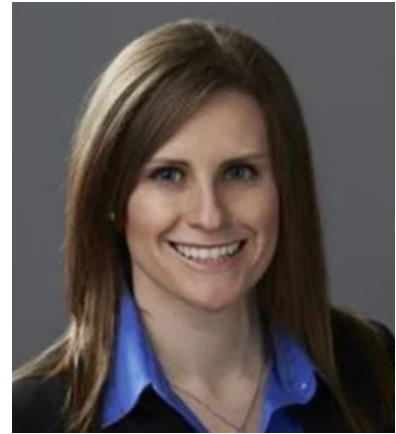
We are adaptable and open-minded, constantly striving to improve our programs and services, applying best practices and creativity.

Accountability

We accept responsibility for our actions and are answerable to the people we support, their families, our funding partners and each other.

MESSAGE FROM THE BOARD CHAIR

SHANNON O'NEILL



Over the past year, Community Living Oakville (CLO) experienced both challenges and milestones, while remaining steadfast in its commitment to supporting persons living with developmental disabilities to live, learn, work, and thrive in their community. The year was defined by resilience, innovation, and the collective efforts of CLO's management, staff, volunteers, and Board of Directors. It has been said that every new beginning comes from some other beginning's end – and this theme is evident through the many highlights of this past year.

Milestones and Achievements

Over the last year, CLO continued to face increasing fiscal pressures, and in October 2024, CLO was confronted with the difficult decision to close one of its homes. Through the dedication of CLO's management and staff, the individuals directly affected were successfully transitioned to other CLO homes, where person-centered services with a focus on community participation and inclusion continue to be provided.

In November 2024, CLO proudly celebrated its 70th anniversary. This milestone was not only a reminder of our history of dedication to enhancing the lives of individuals living with developmental disabilities but also an affirmation of our commitment to building a more inclusive future. Transformation was a central theme as we reflected on how programs and services – both within CLO and across the broader Developmental Services Sector – have evolved over the decades. This celebration brought together people supported, management and staff, community partners, and families and friends.

In the Spring, another transition laid the path for a new beginning when CLO purchased a new home to ensure housing security and continuity of service for four individuals following the conclusion of a long-term lease on one of CLO's residences. While it was bittersweet for the individuals to say farewell to a place filled with many years of memories, the move to a newly renovated home sparked excitement and paved the way for new partnerships.

Another notable achievement was the successful completion of CLO's 18-month accreditation check-in with the Council on Quality and Leadership. When CLO embarked on its accreditation journey, it paved the way for growth and new opportunities to foster an inclusive, equitable, and diverse community where every person supported is encouraged to live a rewarding life and fulfill their dreams. This milestone represents countless hours of dedication by management and staff and underscores CLO's commitment to quality and continuous improvement to better the lives of persons supported.

In addition to the quality of services, community participation is a core focus at CLO. It is with great admiration that I report that CLO received the *O'Connor Macleod Hanna Community Award* at the Oakville Chamber Business Awards in June 2025 in recognition of its community engagement and social responsibility. Throughout the year, CLO fostered meaningful connections with the broader Oakville community through events such as Oakville's Santa Claus Parade and CLO's annual Food Truck Friday event and the Golf Tournament. While the success of these events is made possible by generous donors and community partnerships, CLO management and staff have shown unwavering commitment to building an inclusive, equitable, and diverse community to enrich the lives of people supported.

Financial Stewardship

As with many organizations in the Developmental Services Sector, CLO faced ongoing fiscal challenges throughout the year. In response, CLO management and the Board of Directors collaborated to establish a long-term strategy and guidelines for managing capital, infrastructure future program needs to ensure financial stability. I would like to specifically thank Tom Whalen, Chengbo Qian, Michelle Marsden, Suresh Tharma, and Alexandra Hoeck-Murray, and our Finance Committee for their leadership and contributions to this important work.

Governance and Oversight

The Board remained active and engaged throughout the year, providing oversight, guidance, and support across all areas of CLO's work. Our committees—including Finance, Governance, Development, Quality Outcomes, and Strategy & Transformation—have each played an essential role in ensuring CLO remains accountable, forward-looking, and aligned with its mission and vision.

On behalf of CLO, I want to extend my sincere thanks to all members of the Board for their continued commitment, leadership, and collaboration. I would particularly like to thank our committee chairs – Chengbo Qian, Anne Dean, Michael O'Connor, Michelle Marsden, and Kaitlin Nesbitt – for their leadership and contributions. I'm also pleased to report on the successful onboarding of the new members who joined last year. Each has integrated seamlessly into the Board, bringing valuable skills, perspectives, and energy that have strengthened our governance work.

Additionally, I would like to specifically thank our departing Board member, Michael O'Connor, for his valuable insights and dedication since joining the Board. Michael's knowledge of community participation and donor stewardship helped expand the work of the Development Committee, while his thoughtful leadership as Governance Chair guided our oversight responsibilities and governance practices.

On behalf of the Board of Directors, I extend my gratitude to our Executive Director, Alexandra Hoeck Murray, for her exceptional leadership, vision, and advocacy. I also thank our management team, dedicated staff, and volunteers who carry out CLO's mission and vision each day, creating opportunities for people supported to live their dreams while fostering a community of inclusion and belonging.

Final Reflections

In closing, I would like to thank our members, families, friends, volunteers, and all people supported for your steadfast commitment to ensuring CLO can continue to grow and serve. The past year has been one of resilience, reflection, and forward momentum. With the new strategic frameworks, the strength of our partnerships, and the passion of our people, we are confident that CLO is well-positioned to continue supporting individuals living with developmental disabilities to live fulfilling lives and to dream, inspire, and belong.

Thank you,

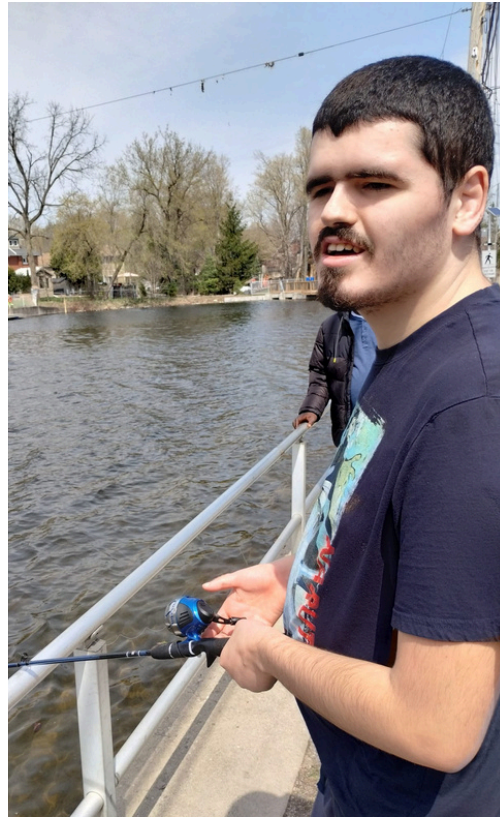
Shannon O'Neill
Board Chair
Community Living Oakville

ANDY'S STORY

Andy has been part of the Community Living Oakville family since 2017. Over the years, he has made incredible progress, steadily building confidence, independence, and deeper connections with those around him.

Andy's daily routine is calm and structured, incorporating activities that bring him happiness, such as relaxing drives, spending time outdoors, and going out with his housemates. These familiar routines have continued to support his sense of comfort and belonging.

In 2023, Andy experienced some challenges, but through the consistent and ongoing support of his dedicated team of Direct Support Professionals and clinicians, he was empowered to work through them using personalized strategies that focused on his strengths and included meaningful, engaging experiences tailored to his interests.



A defining moment came in 2024 when Andy no longer required the higher-level interventions and support previously needed. This milestone is a powerful testament to his growing independence, and as a result, Andy had the opportunity to experience two memorable trips: a cottage getaway to Bancroft and an overnight visit to Niagara Falls. Both experiences brought him joy and helped strengthen his connections with his friends and support team. Andy also celebrated Christmas with his family; this deepened his bond with his mother and led to more frequent visits.

Whether he's gardening in the backyard, helping with groceries, or relaxing in the small pool gifted by his mother, Andy brings a quiet, joyful presence to his home. His journey is a beautiful reminder of what can be achieved with care, patience, and unwavering belief in someone's potential. Andy's resilience, determination, and gentle spirit inspire everyone around him.

MESSAGE FROM THE EXECUTIVE DIRECTOR

**ALEXANDRA
HOECK-MURRAY**



It is with great pride and gratitude that I share this year's report on behalf of Community Living Oakville. Over the past year, our agency has experienced both challenges and milestones, each reinforcing our commitment to supporting people with developmental disabilities to live, learn, work, and thrive in their community.

In September 2024, Community Living Oakville submitted a balanced budget as required by the Ministry of Children, Community and Social Services. We did so knowing that we would continue to face regular financial pressures as we responded to the changing needs of the people we support. Throughout the year, we maintained open and transparent communication with our ministry program supervisor, ensuring that ongoing and emerging pressures were advocated and shared. Unfortunately, these realities led to the very difficult decision to close one of our homes in October 2024. While this was not an easy choice, we are grateful that the people affected were successfully supported to transition to other locations within our agency, where they continue to thrive.

Despite these challenges, this past year has also been filled with many reasons to celebrate. In November 2024, we proudly marked our 70th anniversary! This was a milestone that allowed us to reflect on seven decades of service, growth, and community impact. The celebration was a joyful reminder of how far we have come as an agency and the many lives we have touched along the way. In January 2025, we also successfully completed our 18-month accreditation check-in with the Council on Quality and Leadership. This achievement speaks to our ongoing commitment to quality, accountability, and continuous improvement, and I extend my thanks to all who participated in focus groups and engagement activities throughout this process.

Community Living Oakville has remained steadfast in its advocacy efforts, both on behalf of those currently in service and those still waiting for supports. We have been proud to take part in the provincial #Waitingtobelong campaign, led by Community Living Ontario, whose mentorship and advocacy efforts continue to strengthen our collective voice. Locally, we have worked closely with our counterparts across the Central West Region, collaborating to share resources and amplify advocacy efforts for the betterment of our sector.

Our Xplore Employment Services team has continued to play a vital role in connecting people with developmental disabilities to meaningful employment opportunities. Despite changes in ministry regulations that created challenges across the employment services sector, Xplore Employment remained dedicated to providing high-quality supports, expanding its offerings to include networking sessions and continuing pre-employment programs to meet the diverse needs of job seekers.

Partnerships have always been at the heart of our success. We are grateful for the strong and growing relationship we share with the Town of Oakville, particularly in supporting inclusive summer programming and expanding opportunities for community participation through the use of local recreation centers. We also extend our thanks to community partners, local businesses, and our generous donors, whose collaboration and contributions directly enhance the lives of the people we support. Events such as our Food Truck Friday and Annual Golf Tournament would not be possible without this support, and the proceeds have allowed us to expand programs, improve accessibility, and meet critical needs such as food security.

This year, we were also able to secure funding through grants and donations to enrich the services we provide. These funds supported a variety of initiatives, including media training, recreational activities for seniors, community workshops, and hot meal programs for people living independently. We were especially proud to purchase a new home this year to provide housing security for four people whose rental property had been sold. Thanks to the generosity of donors, we also made important accessibility upgrades to existing homes, ensuring safety and allowing people to remain in their homes longer.

Our contributions to the community were further recognized this past spring. Community Living Oakville was honoured to receive the *O'Connor Macleod Hanna Community Award* at the Oakville Chamber Business Awards, a recognition of our meaningful impact through active engagement and social responsibility.

As we reflect on this year, I want to extend my deepest thanks. To the people we support and their families, thank you for your trust. To our dedicated staff and volunteers, you are the backbone of this agency, working tirelessly to provide the highest quality of care. To our Board of Directors, thank you for your expertise, governance, and support. And to the Ministry of Children, Community and Social Services, thank you for your continued partnership.

Looking ahead, Community Living Oakville remains committed to advocating for the people we support while also seeking new opportunities to expand services for those in crisis and on waiting lists. Together with our regional partners, we will continue to strengthen our sector and work toward a more inclusive future where everyone truly belongs.

Warm regards,

Alexandra Hoeck-Murray
Executive Director

LIISA'S STORY

Moving into a new home can be a meaningful and exciting transition, and for Liisa, it has been a wonderful opportunity to connect, grow, and thrive. Since joining her warm and supportive all-female home, Liisa has settled in beautifully, bringing her positive energy, forming genuine connections, and quickly becoming a valued member of the household.

Liisa attends Community Living Oakville's Xcel program, where she has the opportunity to spend time with friends while also participating in a variety of activities (music, baseball, etc.) and sharing her love of animals - she especially enjoys petting cats and talking about snakes and lizards. Liisa's kind and empathetic nature is evident in her interactions, and her great sense of humour and friendly disposition help foster a welcoming and positive atmosphere for those around her.

In her spare time, Liisa enjoys relaxing with her iPad, chatting with her mother, and spending time with the other women in the home. She also loves watching movies; her favourites are Alice in Wonderland (she adores the White Rabbit) and Beethoven (which she finds hilarious).

We are excited to continue supporting Liisa as she settles into this new chapter. Her positive energy and enthusiasm have already made a meaningful impact, and we look forward to seeing her continue to grow and flourish within her new home and community.



TREASURER'S REPORT

Over the last year, Community Living Oakville (CLO) has continued to support youth and adults with developmental disabilities in a fiscally sound manner. Our focus remains on offering high-quality, individualized, and community-based support and services while responsibly managing public and donated funds.

Total revenue for the fiscal year 2024-2025 was **\$18.2** million. Approximately 77% of this revenue came from the Ministry of Children, Community and Social Services (MCCSS). The remaining revenue was provided by ODSP, FEDCAP, the United Way of Hamilton and Halton, grants from foundations, fee-for-service programs, donors, and entrepreneurial ventures. Our total expenses were \$18.6 million, of which **94%** were spent on providing programs to the people in our care and in the community.

We are grateful to the Ministry for their funding to support our day-to-day operations. We are also thankful for the other funders and foundations, donors, and businesses for supporting CLO, so we can continue to serve as the leader in our industry at delivering person-centered care for the people we support.

Financial results for CLO are prepared by our finance department staff and presented in accordance with the Chartered Professional Accounting Handbook. These financial results have been audited by our external auditors. Audited financial statements and notes are available upon request through the CLO Executive Office.

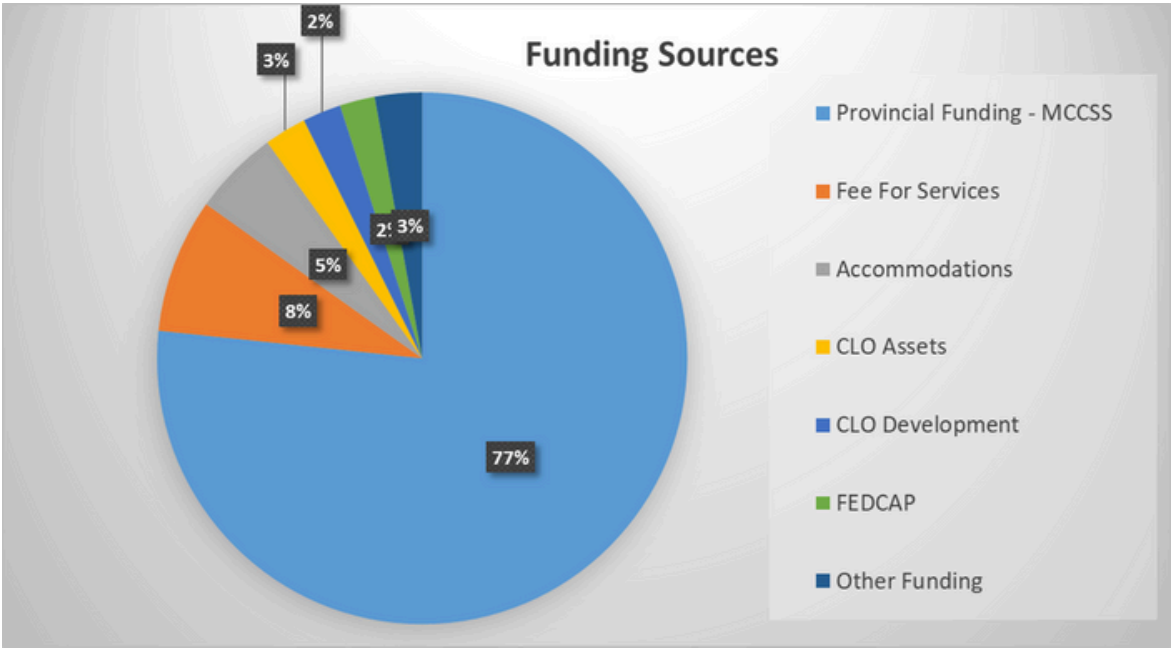
I must also recognize the very strong and talented finance committee. We meet monthly to review the financial results of the organization. The meetings are lively and challenging, and I believe they fully support our Executive Director, Alexandra Hoeck Murray, and her team. Tom Crawford, Tom Whelan, Paul Chiasson, Peter Nesbitt, Barry Thomson, our ED Alexandra Hoeck Murray, and Suresh Tharma, our Director of Finance, all play a key role in ensure the long-term financial longevity of the organization.

Regards,

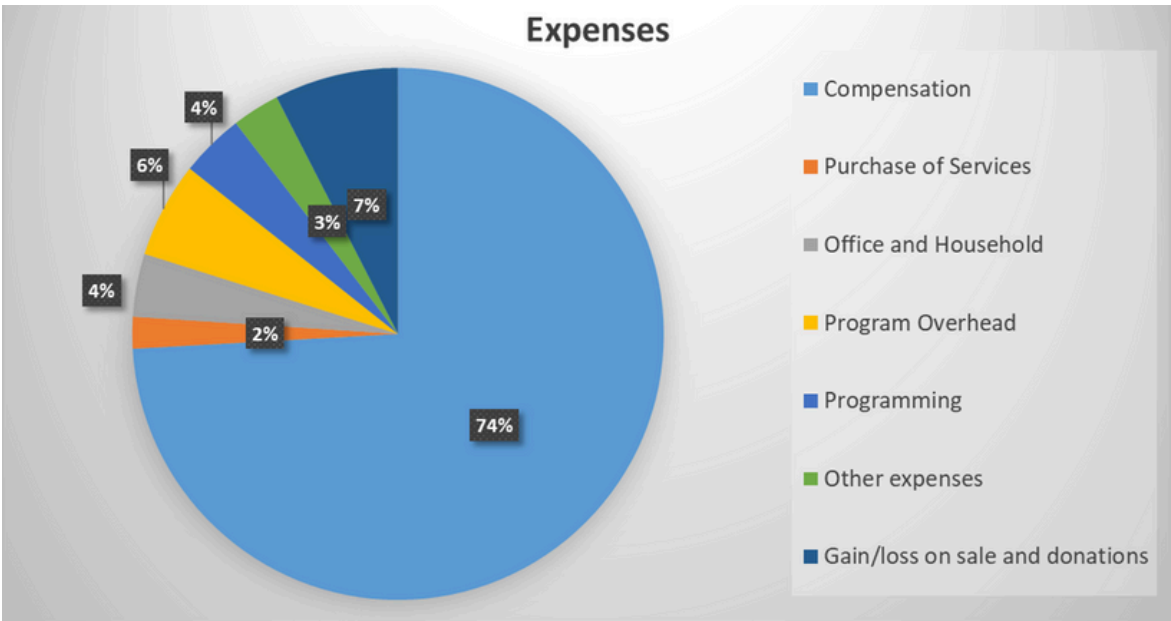
Chengbo Qian
Treasurer of the Board of Directors

2024-2025 FINANCIAL ACTIVITIES AND SUPPORT

Sources of Revenue



Expenses by Program



EMMA'S EMPLOYMENT JOURNEY WITH XPLORE



Emma came to Xplore Employment seeking support in finding a new job. She had worked on and off in the retail sector but consistently struggled to receive the accommodations she needed in the workplace. This left her feeling frustrated and discouraged, unsure if she would ever find a job that both valued her talents and offered a supportive work culture.

Emma met with an Employment Specialist (ES) to revise her résumé and explore job opportunities. Passionate about art and looking for meaningful work, Emma and her ES began looking into roles at long-term care facilities. She applied for several recreation assistant positions but was initially unsuccessful. Undeterred, Emma made the decision to upgrade her skills.

With the help of Xplore Employment, Emma completed her Smart Serve certification, First Aid training, and Food Handler certification, making her a stronger and more competitive candidate.

Emma also chose to participate in Xperience, a 6-week program offered through Xplore Employment that gives participants hands-on experience in real work settings. She completed her placement at Chartwell Lakeshore Retirement Residence, where she explored several roles. Emma tried working in the recreation department and discovered that while she enjoyed art, it was more of a personal passion than a career path. She also had opportunities to work at the reception desk and in the dining area, where she served meals to residents.

Emma quickly discovered a strength and enjoyment in serving others. She excelled in the dining room, and at the end of her work experience, she was offered a permanent position as a server—an offer she was thrilled to accept.

Emma continued to work at Chartwell for the next 12 months, growing in confidence and independence. In June 2025, she shared that she would be moving out of her family home to start a new chapter of her life with her partner in Barrie. Even more exciting, she had already secured a server position at a Chartwell Retirement Residence in her new city. Emma worked incredibly hard to overcome the barriers she was facing and has achieved lasting success through her determination and resilience.

Congratulations, Emma—we wish you all the best in this exciting new chapter!

THANK YOU TO OUR GENEROUS DONORS

ADVOCATE (\$100,000 - \$249,999)

- Ontario Trillium Foundation
- United Way Halton & Hamilton (UWHH)

LEADER (\$50,000 - \$99,999)

- Gerald and Margaret Sutton & their Foundation
- RBC Foundation

BENEFACTOR (\$25,000 - \$49,999)

- Dean Piett
- Robitaille Charitable Foundation
- New Horizons for Seniors Program

PARTNER (\$10,000 - \$24,999)

- AVISON YOUNG
- Civitan Club of Oakville
- Foundation For Human Development
- Liz and Barry Thomson
- Lori Szwarc
- Mercedes-Benz Oakville
- Oakville Community Foundation
- The Harry E. Foster Charitable Foundation
- The Peter and Petrina Nesbitt Family Fund
(a fund held within the Oakville Community Foundation)

SUPPORTER (\$5,000 - \$9,999)

- Aleks and Donna Novakovic
- Brenda Kerr
- Infusion Windows And Doors Inc.
- Jeff Buzbuzian
- Kolbe Gallery Ontario
- Mags Shorey
(a fund held within the Oakville Community Foundation)
- Myhal Family Foundation
- Service Canada
- Susan Vivolo
- The WB Family Foundation
- Tom and Michelle Whelan
- Vivacity Medical

CONTRIBUTOR (\$2,500 - \$4,999)

- Anne Dean
- Barbara Furlong and Jim Witt
- Birnie Electric
- Christine Elliott
- Culinary Solutions Inc.
- Eve and Peter Willis
- Forestwood Homes
- Frank And Janice Lochan
- Gord Waites
- Lions Club Of Oakville
- Peter and Patti Hnatiw
- Rattlesnake Point Golf Club
- Sally Mitzel
- Shelley Gould
- Tarrison
- Torkin Manes LLP
- Verace Italian Restaurant
- Violin Family Foundation

SPONSOR (\$1,000 - \$2,499)

- Andrew Long
- Anne Vandewall
- Balsam Advisory
- Barrington's
- Blazer for Men
- Bonnie and Terry Jackson
- Brian and Shelley Delorey
- C and C Custom Contracting, Chad Guerin
- Carl Fraser
- Carlo Racioppo
- Charterability
- CIBC Wood Gundy
- Darren Lawless
- Dr. Scott Hobson
- Henderson Roller Partnership Professional Corporation
- Henry And Laura Pervila
- Jacob Bout
- JaysCare Foundation
- Jeanette Power
- Jennifer Latimer
- Knar Jewellery
- L.B.T Investments Inc.
- Linda Vervoorn
- Mississauga West Rotary Club Foundation
- Nancy Gossling
- Neelam and Shawn Koorshed
- Paul Arkell
- Paul Chiasson
- Paul and Sharon Barley
- Phil Trigani
- Rosehaven Management
- Sandip Sahota
- Sandy Cimoroni
- Sheridan College
- The KPMG Foundation
- Wolf Steel Ltd.



Dream • Inspire • Belong

CELEBRATING

70

YEARS OF INCLUSION

WWW.OAKCL.ORG

CHARITABLE REGISTRATION #
107790552 RR001

We wish to extend our gratitude to all donors, including those not listed who wish to remain anonymous. Every effort has been made to ensure the accuracy of this list. If you discover an omission or error, please accept our apologies and notify veronika.ten@oakcl.org. We will ensure that this is rectified in the next Annual Report.

