



2023/2024 Impact Report



Building an inclusive community starts

with us

Land Acknowledgement

For more than 15,000 years the First Nation People have walked upon, and cared for the lands we now call home. Anishinaabek, Haudenosaunee, Ojibwe, Chippewa's of Nawash First Nation, Georgian Bay and Moon River Métis Council, Saugeen First Nation and many others who have cared for their families and communities, the way we now seek to care for ours.

We acknowledge that The First People have suffered oppression at the hands of the settlers, have had their families and communities taken from them and it is now time to recognize this responsibility and assist them in rebuilding their homeland. We also share the responsibility to protect and preserve our first Mother, the earth and ensure that she is here for future generations. We seek to do better, to continue to recognize, learn, and grow in friendship and community, Nation-to-Nation.

Diversity & Inclusion Statement

E3 supports both adults and children in getting full value as participating citizens in the community. We believe that diverse voices should be elevated and at the center of our work, as people are at the heart of what we do. We embrace uniqueness and diversity of identity, experience and thought.

We actively strive for inclusive behaviors across our agency and work. By promoting these values we aim to create a positive community that encourages a sense of belonging for everyone.



E3 Community Services

Embrace choice, community
& inclusion *for all*

Local families started **E3 Community Services** from our community as a non-profit charitable organization to empower people with intellectual disabilities, children and families to write their own stories of belonging, well-being and personal development in our community. We do this by providing our community with:

Developmental Support Services – Assisting people with intellectual and developmental disabilities (IDDs) with their physical, vocational, recreational, social and emotional development by supporting them in the community, at work and in their daily lives.

Respite Services – We provide families and caregivers of people with intellectual and physical disabilities short-term breaks, giving them time to rest, travel or spend time with others.

Early On Child & Family Services – offer free, high-quality programs for over 2000 families and children from birth to 6 years old annually. Parents and caregivers can learn and play with your child, meet people and get advice from early childhood professionals.

Childcare Services – We operate a licensed childcare, providing services for families in Collingwood.



E3's Community Impact

All 223 employees and volunteers believe in the uniqueness, dignity and worthiness of *every person supported.*

200

People with Intellectual & Developmental Disabilities (IDD's) Supported

287,954

Total Hours of Support Provided

5,479

Hours of Fee for Service Support Provided

2,018

Children & Caregivers Supported with EarlyOn & Childcare

11,973

Visits to EarlyOn Services by Children

10,356

Visits to EarlyOn Services by Parents and Caregivers



The year *in review*

Board Chair & CEO Message

E3 Community Services celebrates 50 years of innovation and incorporation and the previous decade of work within the community as a grassroots organization. We celebrate this with a view to the future and continued growth. That is over 60 years of supporting and contributing to the lives of people we support, their families, and our community so that people with developmental disabilities have the opportunities to belong and live their best lives. Part of the Community Living movement is for agencies like E3 Community Services to act as change agents and help reduce the impact of the challenges and barriers being faced. By working together, we make a difference, and through those efforts, the world changes. Starting with early connections through Children's programs, we follow life's continuum to embrace belonging in our greater community. We continue to be proud of the work we do!

Over this past year, as we've navigated the recovery from the global pandemic, our community at large has faced rising food and housing costs, a challenging employment landscape, and increased mental health issues due to pressures and isolation. At E3 Community Services, we've remained steadfast in our mission to help people by providing support to assist them in achieving their goals, even as we adapt to the changes happening around us.

E3 has had to reflect on structure, systems in place, and offerings to navigate the changing landscape. Shifts took place in adult services, with more direct funding and purchasing power, while children's services entered a new phase with the Canada-Wide Early Learning Child Care program. The funding approach has shifted in all provincial programs, and E3 needs to adapt.

We aspire to be the change we want to see within the developmental services sector and at E3 Community Services. In order to create change, we need to understand what people need and want in their lives and establish priorities. Over this past year, E3 Community Services embarked on a co-design with a group of employees, parents, people supported and leadership to identify existing and emerging needs in community participation. This roadmap will allow us to respond effectively and grow to meet future needs while remaining a sustainable service offering quality and tailored activities to those we serve. This work will also allow us to keep better data and adjust as needed. To also adapt to our growing services and add flexibility to our decision-making tools, a financial system conversion has taken place over the course of the year with the diligent work of the E3 financial team. In all other aspects of the organization, transition and learning have occurred to prepare us for the future.

Looking through the following pages, you will find an overview of the intense work of the past year. Our ambitious plans include a commitment to equity, diversity, and inclusion. We can't do all of this without our dedicated team. We are committed to fostering a culture of learning, positivity and resilience so that our employees are equipped for and involved in our future. We extend a very big thank you to you all: our employees, volunteers, people we support, their families, our friends, neighbours, partners, funders and community for all you do help us create a community where everyone belongs! Together we can change the world and make it a better place.



Chief Executive Officer



Board Chair



Our Strategic Priorities

Educate, Enable & Empower

People, Employees & Community

Enhance Our Support Services	Foster Well-Being in Our Culture	Advance Systems & Structures	Build Stronger Community Connections
Invest in training, roles, technology and communication to continuously improve our person-directed supports and meet future needs, such as increasing medical supports.	Ensure, employees, partners and volunteers feel valued, empowered, a sense of belonging and wellbeing to support building a more inclusive and innovative culture.	Prepare for person-centered government funding model in Adult Services by implementing a responsive financial system & KPI data tracking.	Reignite our communication to supported families & the local community to foster connection, codesign, inclusion, volunteerism & donor support for E3.
Co-design our community support services to provider greater reach in our community through flexibility and fee for service.	Redevelop new employee onboarding and offer enhanced training opportunities to existing employees to increase skill, foster personal development and quality of service delivery.	Complete operational system review for structure, roles, tech, to support emerging organizational needs & required skills for future success of the organizations mission.	Modernize our local digital presence to increase awareness, consideration and efficiency for fee for service and funding.
Co-design new and expanded living supports to provide more choice and quantity of support within our community.	Redevelop employee evaluation and recognition systems for improved coaching, and personal development.	Review the structure, operations and purpose of our social enterprises in fulfilling our social purpose.	Collaborate with local organizations to achieve a stronger, more effective, accountable and inclusive local support system.



Our Strategic Progress

Our success depends on meeting and anticipating individual and community needs, service partnerships, promoting an environment of growth and accountability to help people achieve their full potential.

Pillar	Projects	Progress
Enhancing Our Support Services	Co-designing new offering to expand reach by increased flexibility and fee for service.	<ul style="list-style-type: none"> Completed co-design phase 1 and restructured Adult Service support teams for increased collaboration Expanded our fee for service capacity Piloted 3 new course service offerings & summer respite camps
Foster Well-Being & Our Culture	Restructuring along with increased training & appreciation.	<ul style="list-style-type: none"> Expanded Adult Services Team Lead roles to enhance focus on training and personal development Adult Services team completed new Medication Administration Training Children Services team completed new personal development day All Management completed Health & Safety Supervision Reignited Employee Recognition & Appreciation Event Revamped significant policies & procedures as step towards Orientation modernization and training supports
Advancing Systems & Structures	Prepare for person centered govt. funding model.	<ul style="list-style-type: none"> Completed launch of Sage Intacct financial system Redefined agreements for legal requirements and clarify our commitment to the service recipient Policy review and redesign to meet current legal and sector needs and to facilitate access to important information for our team
Building Stronger Community Connections	Expanding our community reach through communication, collaboration & partnerships.	<ul style="list-style-type: none"> Collaborated with PAVRO to raise our volunteer profile, and presented the first ever speaker with an IDD. Reignited monthly digital outreach to 1000/month Outreach with community partners and farmers markets New volunteer & awareness partnership with Happy Day Cafe @ Collingwood Public Library Active member of Simcoe Navigator Network, Child, Youth, Family Coalition of Simcoe County, Supporting Seniors Action Team, IPAC Hub, Town of Collingwood Committees to collaborate with local providers of community and health services. Partnership with Waypoint outpatient support





Celebrating 50 Years

Local Collingwood families of children with disabilities create an Association to provide early education & family respite in 1962. We incorporated in 1974 and advocate alongside people with disabilities for community inclusion, welcoming people from institutions to neighbourhood group living.

60's & 70's



People with IDD's are being seen for their capabilities and we become a provider of disability services. New supported living houses are built in partnership with MCCSS, and we start the first ReUse Centre.

80's & 90's



Incorporation & Innovation

Community Living Collingwood expanded their children services with Ontario Early Years Initiative & revamping Tots'n'Tykes. We became E3 Community Services to reflect expanded programming for adults, children and families.

Early
2000's



2020's



E3 Community Services continues to evolve it's model with community inclusion, person-centered support and choice leading our innovation and support of over 2300 people.

2010's



We expand with Oasis by the Bay as a Life Skills program and fundraising. ESIL grew and a dedicated Respite space to support families better. EarlyON created outreach programs in surrounding communities.



Supporting choices & service growth

Adult Services

Adult Services has had a remarkable growth year, successfully expanding our reach to support over 30 new individuals into our service framework. The teams piloted new courses and service offerings to meet the evolving needs and aspirations of those we support.

To further enhance our service delivery, we have initiated a comprehensive co-design process in collaboration with industry leaders from People Minded Business, focusing on the collaborative design of our future day supports. This initiative places a strong emphasis on incorporating the perspectives and insights of those we serve, their families, and our dedicated team members, ensuring that we build a future that is responsive to the needs and aspirations of our community.

In light of a 80% increase in our demand for Fee for Service supports, we recognize the pressing need to adapt our services, especially as the number of funded spots remains static. To address this challenge, our organization is proactively enhancing its operational flexibility, aiming to expand our capacity to deliver essential services. This includes community supports, living supports, and increased respite options for caregivers.

In line with our priorities, we have restructured our team to foster improved collaboration, effective knowledge sharing, training and increased efficiency throughout our service delivery operations. Our dedication to our mission and those we support remains at center of our continuing evolution.

46 People supported with community participation

109 People supported in shared & independent living

45 People supported working or volunteering

115 People in Future Transitions

E3 Co-Design with People Minded Business

The integration of external facilitators into our co-design processes presented a value opportunity to leverage extensive industry expertise to ensure our community support initiatives are not only innovative, but tailored to effectively meet the evolving needs of the people and families we serve.



Medication Administration Training

To continuously improve service delivery and be better prepared for aging in place, E3 developed medication administration training and delivered it to all new and existing adult services employees.



Child & Family *learning*

Children Services

EarlyON Child & Family Centers & Tots'n'Tykes Child Care Centre continue to focus on meeting the needs of children, families and our educators. Our Collingwood hub was a busy place this year and E3 and our partners RVH and the Community Action Program for Children had the highest number of service visits ever.

With population growth, we are seeing higher demand for services. Both Wasaga Beach and Alliston EarlyOn services were expanded this year, and a new program in Everett was added to meet the needs of our growing community. This brings us to a total of 10 satellite locations and over 20,000 service visits from children, parents and caregivers across South Georgian Bay and South Simcoe county.

+2100 children, parents & caregivers supported

At Tots'n'Tykes, we have continued to embrace the Reggio Emilia curriculum, which emphasizes child-centered and directed learning as fundamental to our educational approach. Our initiatives included exploring nature with indigeneous plants and vegetable gardening, discovering the community through bus rides and fostering connections with local community helpers, continually enriching the learnings and experiences of the children.

The E3 Children Program educators, with the valuable support of Simcoe County, participated in a dedicated day of personal development aimed at enhancing their skills in Emotional Intelligence and furthering their understanding of Fetal Alcohol Spectrum Disorder (FASD). This initiative reflects our commitment to professional growth and the importance of equipping our staff with the necessary tools and knowledge to better support the children and families we serve.



Personal Development Day

Thanks to Simcoe County support we were able to host a full day of training for our Children Services teams to build great internal and community collaboration, service delivery and capability.



EarlyON Simcoe Collaboration

EarlyON's from across Simcoe region gathered to continue to build a collaborative community of practice and focus on Reggio Emilia, child centered learning.



Investing in the future

Advancing Systems, Training & Culture

The administration team undertook a significant modernization of our organizational structure aimed at more effectively addressing the diverse needs of the individuals and communities we serve. A key initiative within this effort is the Finance department's adoption of the Sage Intacct accounting system, which is designed to improve our financial management capabilities and facilitate the transition to individualized funding models. This implementation represents a crucial advancement in our Journey to Belonging framework.

In the ongoing efforts to enhance our infrastructure, the Maintenance team is diligently working on upgrading our facilities in alignment with available funding, improving the quality of our homes and community amenities. Concurrently, the Technology department has been enhancing our security protocols and digital tools to empower our teams support of those we serve.

This year, P&C has significantly fostered organizational culture by onboarding 42 new employees at E3 Community Services, reducing turnover by 4.5%. This achievement has helped broaden the organization's service offerings within the community. Additionally, P&C welcomed six summer students to support various teams, including policy, quality assurance management (QAM), and marketing. P&C organized a fun filled appreciation event, honoring over 30 employees with years of service awards and reinforcing a culture of appreciation.

These initiatives reflect our commitment to enhance our service delivery, culture and ensuring that we remain responsive to the changing needs of people and their families.

Staff Appreciation Event

Our first in-person employee appreciation event in a few years was a success! With a spirited trivia competition strengthening relationships, and a night to reflect, recognize and celebrate our team's dedicated service to our mission.



Employee Training & Development

With a focus on employee personal development and service delivery P&C facilitated offering over 17 new training courses this year, including Management wide Health & Safety Supervisor training.



Building Community Engagement



Community & Volunteers

Our team is committed to expanding community engagement through strategic initiatives such as community liaison lunches with first responders to continue enhancing our great collaboration. E3 led the way with building greater opportunity for volunteerism in the developmental service sector by increasing our involvement with the Professional Association of Volunteer Leaders (PAVRO) and bringing together local organizations for collective volunteer engagement.

Additionally, we reignited monthly newsletters and social media to share our communities and organization stories, reaching over 1000 local people a month. Our involvement in local farmers markets allowed direct engagement with residents and community partners. These efforts aim to cultivate a more connected, informed, and supportive community for E3.

The people we support have been focused on giving back to the community as well engaging in more volunteer work organized through E3's community connections. This year, E3's partnership with the Collingwood Public Library launched the Happy Day Cafe, promoting E3 and providing over 25 participants with valuable volunteer experiences.

We thank our community partners—Free Spirit Community Garden, Cobs Bread, Collingwood Pride, Hospice Georgian Triangle, New Life & First Presbyterian Churches, Community Connection, Collingwood ReUse Store, EarlyON, BAVA, PAVRO and more—for their support in fostering inclusive volunteering opportunities that enrich lives.

First Responders Thank You

We are thankful to the employees, volunteers and people we support for welcoming our local first responders at a Community Thank You Meal. This provided people supported the opportunity to meet first responders in a low stress environment and strengthen community connections.

Local Farmers Markets

Building greater local awareness for E3 Community Services. Through collaboration and engagement, we aim to inspire broader participation in our mission and organization to create a supportive and welcoming society for everyone.



Financials

Total Assets	10.63 M
Total Liabilities	1.02 M
Total Revenue	17.88 M
Total Expenses	18.28 M

Annual Report			
2023/24	%	2022/23	%

Revenue

MCCSS	12.71	71%	11.92	70%
Fees for Service	1.26	7%	1.15	7%
Recovery of allocated costs	0.97	5%	1.13	7%
County of Simcoe	1.25	7%	1.23	7%
Social Enterprise & Other Charitable Revenues	1.68	9%	1.51	9%
	17.88		16.93	

Expenditures

Group Home Services	11.01	60%	9.55	58%
Adult Development	2.05	11%	1.95	12%
Administration	1.55	8%	1.55	9%
Children Services	1.71	9%	1.48	9%
Employments Services	0.70	4%	0.69	4%
Social Enterprise & Infrastructure Management	0.93	5%	0.85	5%
Amortization	0.34	2%	0.43	3%
	18.28		16.49	
(Deficiency) Excess of Revenue over Expenses	-0.40		0.44	



We'd like to thank all our employees, families, volunteers & community partners for their *support*



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*E3 Community Services is a registered charity
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