



2024/2025 Annual Report



E3 Community Services Inc.

705-445-6351

e3@e3.ca

E3 Community Services is a registered charity #10695 4480 RR0001

Fostering Inclusion and Community

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.

In Memory

*"You don't always need words to show love. Their smiles said everything.
That's how we'll remember them — full of light, full of love."
- Unknown*



Colleen Ferrigan

March 12, 1965 - January 18, 2024



Patti MacDonald

November 28, 1953 - December 2, 2024



Susan Sone

April 26, 1945 - December 3, 2024



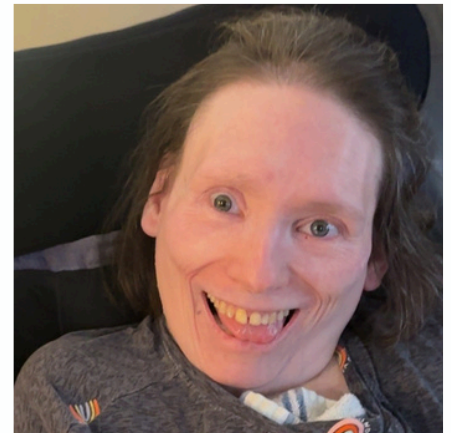
Kevin Pitt

March 2, 1958 - January 13, 2025



Sherry-Lynn Hill

July 27, 1957 - February 13, 2025



Melanie Demolder

June 6, 1985 - May 5, 2025

We hold close the memories of those in our community whom we have lost. Their warmth, kindness, and presence left a lasting impression on all who knew them. Though they are no longer with us, their spirit lives on in our hearts, and their memory will be cherished always. We extend our deepest condolences to their families and loved ones.

Board Chair & CEO Message

During this past year, we have risen from the pandemic fallout to refocus on our mission and values, and redevelop while improving our services to meet the evolving needs of people we support, and our community of families and children.

Every member of our E3 team has stepped forward, taken on new challenges and learning, so that our team becomes more adaptable to the changing needs of those we support, from young adults to end of life. With the growing economic, geo-political issues and rising mental health and wellness challenges, we need to constantly evaluate, adjust and adapt to new ways of approaching our services and our community.

Over the course of the year, many projects have been aimed at expanding and stabilizing our services, while increasing quality and choice. You will find details included in this report.

In children services, we fully embarked on the Canada Wide Early Learning and Child Care (CWELCC) program with a new financial model applied by the County of Simcoe, further reducing the daily cost for families. This transition would not have been as smooth without our financial team working on the detailed plans.

The volunteer program has grown this year, with people wanting to support E3 with their gifts and skills: choir, cooking, family support at EarlyON, ReUse Centre, library partnerships and more! This allows us to expand our offerings, create new connections with the community and facilitate further integration. E3 has risen as a valuable place to contribute in South Georgian Bay.

Our Social Enterprises adapted to better serve our community and provide settings for skills development, work and volunteering for many of the people we support. Beyond the work, people grow to create connections, a very important aspect of life. The pairing of community and person-supported volunteers increases the ability for exchange of knowledge and joy at work.

It is the strength and dedication of our team members, volunteers, and supporters that allow E3 to continue rising to the challenge, navigating new opportunities and reaching for excellence! Thank you to everyone for your continued support to E3!



Christine Vallis-Page

Christine Vallis-Page
Chief Executive Officer



Mark J. Redmond

Mark Redmond
Board Chair

E3 Community Services

Educate.
Enable.
Empower.

E3 Community Services has **over 70 years** of service across Simcoe County, with locations in South Georgian Bay, and South Simcoe region.

Our mission is to uplift community members and families through inclusive, person-directed support services. We strive to ensure that people of all abilities, both adults and children, can fully participate as valued members of our community. We advocate for equity and foster a sense of community belonging where everyone feels accepted, respected and supported. We offer a range of inclusive, community-based services:

Developmental Support Services: Supporting over **250 local citizens** with differing abilities, empowering them to grow their independence, connect and thrive in their homes, workplaces, and communities.

Respite Services: We support families with caregiver support by providing overnight stays.

EarlyON Child and Family Services: Over **2,450 children and caregivers** receive early childhood development support (birth to age 6). Children can play, learn, and connect with others in welcoming spaces, supported by early childhood professionals.

Childcare Services: A childcare service that provides inclusive, accessible, high quality early learning using a play-based and holistic approach in a nurturing environment, supported by trained educators.

Social Enterprises: We provide inclusive job opportunities and training, accessible services, and funding for vital community programs through our social enterprises.

Strategic Priorities

1

Enhance Our Support Services

Develop scalable, person-directed service models that adapt to future community needs.

2

Foster Well-Being In Our Culture

Create space for inclusive growth, collaboration, and empowered contribution to foster well-being at every level.

3

Advance Systems & Structures

Improve organizational process & efficiency to support long-term sustainability.

4

Stronger Community Connections

Strengthen community engagement through partnership, volunteering and modern communication channels.

Enhance Our Support Services

Adult Services

Community Engagement

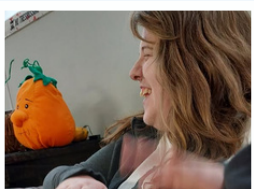
We've developed a collaborative and flexible support model that integrates Community Participation, Employment, Future Transitions and Fee-for-Service approaches. This model is designed to empower individuals by offering personalized, meaningful pathways to engage with their communities.

Through a co-design process involving individuals receiving support, their families and caregivers, employees, volunteers, and community partners, we've created a service that is responsive, holistic, and rooted in local needs. With a focus on making supports more accessible, fostering community connections, and promoting flexibility, the approach is reflective of the voices and aspirations of those it serves.

A key innovation is our self-directed Experience Guide – a planning tool and process that empowers individuals to take an active role in designing their supports quarterly. Participants can choose from a flexible blend of customized and/or pre-designed experiences, tailored to their unique needs, preferences, goals, and choices. The guide is dynamic and evolves from the interests of the people themselves, sparking new ideas and opportunities for engagement. This approach fosters greater ownership, creativity, and connection, along with responsive support.

To further enhance accessibility and streamline service delivery, we've integrated our offerings into My Community Hub – a specialized event listing and registration platform designed for people with differing abilities. This integration enables us to collect data and insight to refine and improve our community engagement supports.

+ 250 Adults, Youth and their Families Supported



Enhance Our Support Services

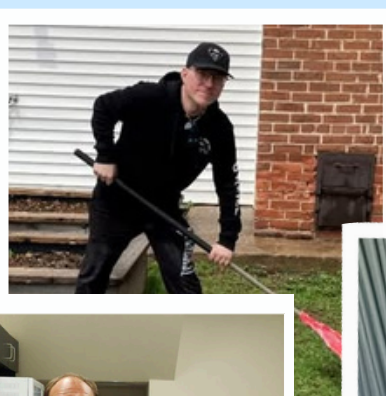
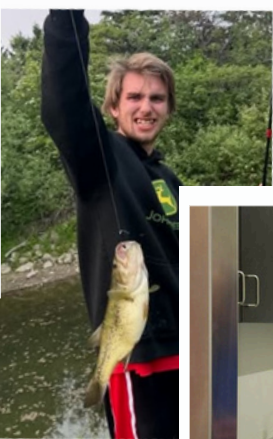
Adult Services

Evolving Supported Living

We continue to evolve our supported living models through intentional trialling and adaptation. This progress is grounded in the dedication of our staff, the voices of those we support and the trust of families and community partners who have shaped our journey. Guided by a commitment to person-directed planning and meaningful collaboration, we are adjusting supports, increasing flexibility, and integrating new technologies to remain responsive to the diverse and changing needs of our community. By meeting people where they are—honouring their goals, preferences, and lived experiences – we ensure our services remain inclusive, empowering and aligned with the core values of community-based support.

Palliative Care Approach

With the support of Hospice Georgian Triangle, we established a palliative care practice to provide enhanced support for individuals when a life-limited diagnosis has been provided. By training staff in holistic, person-directed palliative care, we aim to provide compassionate, dignified support that honours each person's choice for the last months of their lives. The partnership facilitates the exchange of knowledge, provides support to the team and the people, and offers tools, training, clinical support, as well as grief and bereavement support. People can choose to live and die in their place of choice, including the home in which they have lived for years.



Enhance Our Support Services

Child & Family Services

As demand for family-centred services continues to rise across the region, our EarlyON, Tots'n'Tykes, and Children's Respite programs served a growing number of children and families. These services have not only expanded their reach but have also adapted to meet the evolving needs of the communities we support. Through inclusive care environments, enriching learning experiences and vital respite services, we continue to foster healthy development, strengthen family bonds and promote equity in access to early childhood support. Our commitment to responsive, high-quality programming ensures that every child and caregiver feels seen and empowered.

CWELCC Implementation

This year, we continued implementing the Canada-Wide Early Learning and Child Care (CWELCC) system. Families benefited from reduced childcare fees, improved affordability, and efforts to stabilize and support our dedicated workforce.

Program Enhancements

We introduced new initiatives to strengthen family engagement, expand inclusive programming, and support ongoing professional development for our staff. These efforts ensure our services remain responsive, welcoming, and high-quality.

Community Partnerships

Strong partnerships with Simcoe County, local school boards, and organizations like Catulpa have enhanced access to services and resources. These collaborations help us reach more families and deliver more coordinated, effective support.

+2500 Children & Caregivers Supported



Foster Well-Being In Our Culture

With approximately 215 employees, E3 remains a cornerstone employer in the South Georgian Bay area. The average age of the population in Collingwood, Wasaga Beach, and Stayner areas is rising; however, there continues to be young families, newcomers to Canada, and second career professionals seeking meaningful work moving into the area, particularly in Wasaga Beach.

Talent Acquisition

With an aging population and a growing number of families moving into the region, we are working on strengthening partnerships to attract compassionate, skilled team members. Over 75% of our hires this year were from the South Georgian Bay area, affirming our approach to grow talent from within the communities we serve.

Learning and Development

Our organization's commitment to learning and education was evident in the over 3,000 hours of employee training and development logged through formal training, onboarding sessions, emergency first aid, non-violent crisis intervention, mental health first aid, palliative care training, management and leadership development, and other compliance-related education.

DEIAB and Engagement

This year, we launched a comprehensive employee survey to continue the conversation around diversity, equity, inclusion, accessibility, and belonging (DEIAB) and employee engagement. We are pleased with the volume of feedback we received and have a plan to move forward to further improve the employee experience with a focus on support and understanding that our workforce is increasingly reflective of the communities we serve, with representation across multiple generations and diverse backgrounds.

215

Employees contributing
to E3's mission



Advance Systems & Structures

Person-Directed Planning

We have invested in person-directed practices, including specialized areas such as medication management and palliative care. Our service models have been evolving to increase flexibility, allowing them to adapt to peoples' changing needs across their lifespan.

Integrated Service Supports

By actively participating in regional cross-sector partnerships—including health, housing, and education—we've streamlined referrals and enhanced wraparound holistic support.

Data and Decision-Making

We have evolved data collection tools to track outcomes and identify service gaps. People and families have been actively engaged in co-analyzing data, ensuring that service design is informed by lived experience and real needs.

Evolving Technology

We have adopted mobile-friendly platforms for scheduling, communication, and documentation, improving accessibility and efficiency. Where appropriate, we've piloted virtual support models, including remote access to services and booking. To ensure success, we've provided technology literacy support for people, families, and staff. We also continued the rollout of the Sage Intacct accounting system, enhancing our financial management capabilities and improving transparency and efficiency across the organization.

Community-Based Solutions

We've co-developed programs in collaboration with those we support, families, advocates, employees, local volunteers and organizations, strengthening community ties. By utilizing shared community spaces, we've reduced costs while increasing accessibility. We continue to promote our paid and natural supports and peer networks to foster building more inclusive communities and opportunities.



Build Stronger Community Connections

Growing Volunteer Impact

E3 expanded our volunteer base to over 70 people across our community services and social enterprises, thanks to inclusive outreach efforts that welcome people of all abilities and backgrounds. During Volunteer Appreciation Week, we proudly celebrated their collective contribution of more than 3,500 service hours.

Volunteers are an integral part of E3 – leading experiences, creating new community volunteering opportunities for those we support, and in some cases transitioning into paid employment. These roles have sparked new friendships, personal growth and countless moments of joy.

Our participation in the South Georgian Bay Volunteer Fair further strengthened local partnerships and opened doors for future collaboration, reinforcing the vital role of volunteers in building connected, inclusive communities.

Connecting Social Enterprises

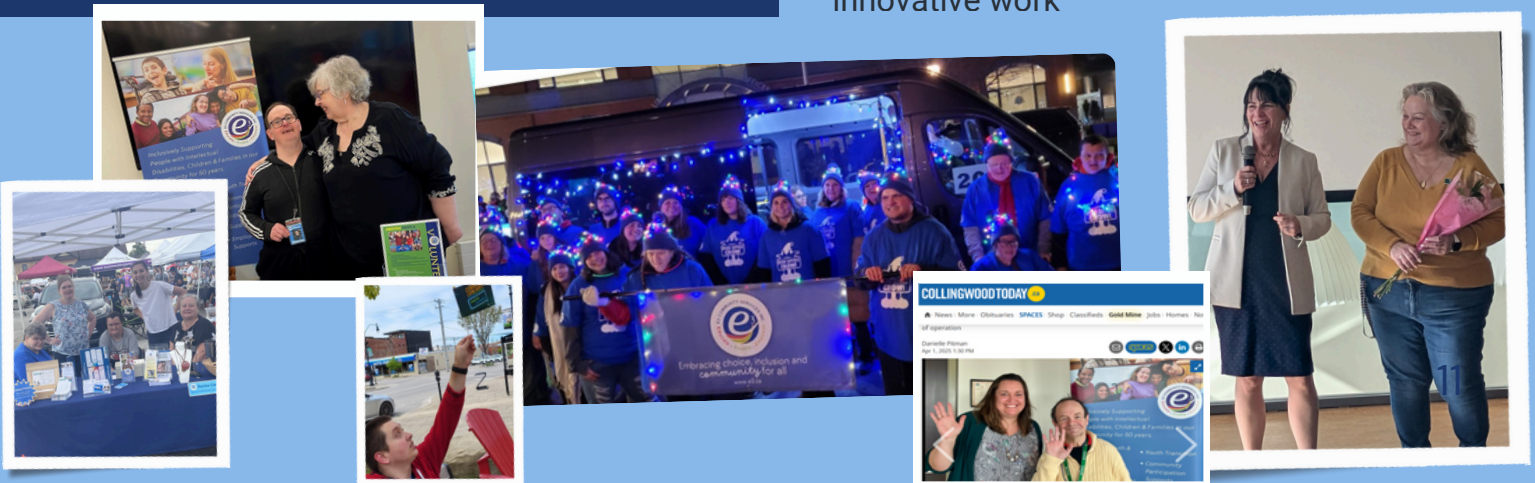
E3's social enterprises continue to build inclusive communities and opportunities. The E3 ReUse Centre streamlined operations and expanded inclusive volunteer roles, welcoming new volunteers and engaging over 700 weekly visitors as an impactful community connection for E3.

Oasis by the Bay provided a hands-on training environment for E3's Employment Support Program, while also offering flexibility to our Supported Living Services. Together, these enterprises demonstrate collaborative, mission-driven models to foster employment, community engagement and reinvestment in the community.

Staying Connected

E3 initiatives, such as ***It Starts Community Conversation, Happy Day Café, Santa Claus Parade, and Farmers Markets***, brought together those we support, employees, and volunteers, showcasing E3's spirit and local impact. These events also boosted our visibility through local news outlets. E3's new website launched to provide coordinated service access with My Community hub, mobile access, recruitment and digital communication. E3's also presented at provincial conferences to showcase our innovative work

3500 Donated Hours of Service
from Volunteers



Financials

Total Assets	\$	10.22	M
Total Liabilities	\$	1.27	M
Total Revenue	\$	20.60	M
Total Expenses	\$	20.71	M

2024/25	%	2023/24	%
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Revenue (in \$1,000,000)

MCCSS	\$13.73	67%	\$12.20	68%
Fees for service	2.38	12%	1.77	10%
Recovery of allocated costs	1.51	7%	0.97	5%
County of Simcoe	1.50	7%	1.25	7%
Social Enterprise & Other Charitable Revenues	1.49	7%	1.68	9%
	\$20.60	100%	\$17.88	100%

Expenditures

Supported Living	\$11.67	60%	\$11.01	58%
Adult Development	2.70	11%	2.05	12%
Administration	2.46	8%	1.55	9%
Children Services	1.83	9%	1.71	9%
Employments Services	0.74	4%	0.70	4%
Social Enterprise & Infrastructure Management	0.95	5%	0.93	5%
Amortization	0.38	2%	0.34	3%

	\$20.72	\$18.28
(Deficiency) Excess of Revenue over Expenses	-(\$0.12)	-(\$0.40)

E3's Community Impact

217 Engaged in Community Engagement & Fee for Service

109 Supported in Shared & Independent Living

115 Youth navigating transition to Adulthood

48 Gaining Employment Experience & Skills

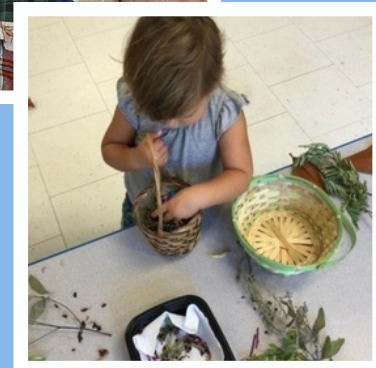
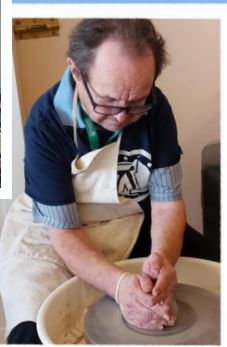
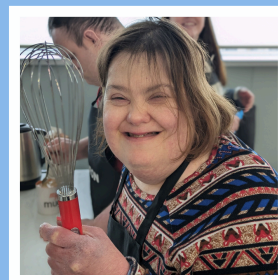
50 Caregivers accessing Respite Services

292,663 Total Hours of Developmental Services Support

2,463 Children & Caregivers Supported with EarlyON & Tots'N'Tykes Childcare

13,934 Visits to EarlyON Services by Parents and Caregivers

16,057 Visits to EarlyON Services by Children



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

Community Partners

211 Community Connection
BAVA
Collingwood General & Marine
Hospital
Collingwood, Clearview, Elmvale &
Wasaga Beach Public Libraries
Community Living Ontario
Georgian Tringle Humane Society
Hospice Georgian Triangle

New Life & First Presbyterian Churches
North Simcoe Palliative Care Network
OASIS
Ontario Health at Home
PAVRO
Royal Victoria Regional Health Centre
South Georgian Bay Community Health Centre
Waypoint Centre for Mental Health Care

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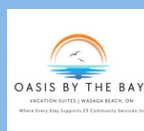


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Brokerage
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