



ANNUAL REPORT

"I love being a part of NSCLO, there is always someone to support you or share a resource when needed." –
NSCLO member organization

Acknowledgements

NSCLO and its members live and work in Mi'kma'ki, the ancestral homelands of the Mi'kmaq People who are protectors of the land, water, air, animals and resources.

The Mi'kmaq do not have a word for disability. For generations, their language and culture have focused on the unique gifts each person brings to community. Mi'kmaw peoples have endured generations of harm from colonization, including through colonialist and ableist views and policies related to people with disabilities.

We would like to acknowledge that people of African descent have been in Nova Scotia for over 400 years and we honour and offer gratitude to those ancestors of African descent who came before us to this land.

Our work must be grounded in the fundamental knowledge that accessibility is a human right. We also want to recognize that barriers to accessibility are greater for those who are typically marginalized in society. NSCLO is committed to helping identify these barriers, advocate for accessibility for all, and act alongside the people we support to advance disability justice.

President's Report

As I complete my second year as President, I reflect on a period that has been both deeply challenging and incredibly meaningful for our organization and the sector as a whole. This year continued to be shaped by ongoing transformation through the Human Rights Remedy. While the pace and scope of change have at times created uncertainty, they have also strengthened our resolve, our collaboration, and our shared commitment to improving the lives of Nova Scotians with disabilities.

This past year, we formally embraced our new identity as Nova Scotia Community Living Organizations (NSCLO) and undertook strategic planning to guide our path forward. This rebrand reflects more than a name change, it signals a broader, more inclusive vision for our membership and the communities we serve. With updated bylaws and the introduction of new membership categories over the past two years, we have expanded our reach and strengthened our ability to collaborate across the sector.

Despite the many demands of system transformation, we have continued to advance key strategic priorities. We have supported professional development across all levels of our organizations (from Executive Directors to frontline staff) through both virtual and in-person opportunities. Feedback has consistently highlighted the value of these learning

spaces, particularly as organizations navigate complex operational and cultural shifts.

Our partnerships have continued to grow in both strength and impact. We have worked closely with other associations and DSP staff to advance shared priorities, particularly in workforce development and training. Whether through participation in working groups, information sessions, or sector-wide initiatives, we have consistently advocated for clarity, sustainability, and practical implementation approaches that support both service providers and the individuals we serve. These collaborations are critical as we collectively respond to evolving expectations.

While we have made significant progress, it is important to acknowledge that this work has not been without its challenges. The ongoing changes have required adaptability, resilience, and, at times, difficult conversations. There continues to be uncertainty within the sector, and we recognize the pressure this places on member organizations and their teams. Despite this, I am incredibly proud of how our members have shown up with professionalism, compassion, and an unwavering commitment to those we support.

On a personal note, serving as Vice President and then President over these past four years has been a significant period of learning and growth for me. As a relatively new Executive Director when I began these roles, I have greatly valued the mentorship,

President's Report

insight, and encouragement from this group. I am grateful for the trust placed in me and

for the opportunity to contribute to such important work.

I would like to extend my sincere thanks to our Board of Directors and all NSCLO members for your ongoing dedication and leadership. I also want to take a moment to recognize our Executive Director, Lora. I truly couldn't fulfill my role without her incredible dedication and steadfast work. Lora is supported by a team of two staff whose contributions behind the scenes have also been invaluable. Together, your efforts are a big part of what makes this organization strong and impactful.

At the heart of NSCLO remains a strong sense of community. While there is still much work ahead, I feel confident in the path we're on and proud of what we have accomplished together. The camaraderie, openness, and willingness to share knowledge and support one another continue to be among our greatest strengths. These connections have been essential as we navigate complexity and will remain vital as we move forward.

I'm feeling optimistic about what lies ahead and am looking forward to continuing to play our part in this work as the system moves toward a more inclusive, responsive, and person-directed approach.

Respectfully submitted,

Charlene Park

President, NSCLO

"The wisdom, support, and guidance I obtain from colleagues is the main reason I attend NSCLO meetings. I always leave the meetings feeling uplifted, motivated, and with new learnings."

Anonymous NSCLO member (member survey)

Executive Director's Report

I am so proud of the work NSCLO has undertaken over the last year. As an association, I believe that as our membership grows and diversifies, we become an even stronger and more dynamic collective voice in the sector.

NSCLO grew to 55 members in the last year, but we also grew in organizational size and capacity. Adding both a Home Share Resource Coordinator and an Operations Coordinator allowed us to expand in both scope and access to resources for members. Lindsay, as our Home Share Resource Coordinator, helped to create numerous resources for the 10 Home Share Coordinating Organizations, assisted in launching our Community of Practice which is meeting bi-monthly, and has co-facilitated numerous “Remedy 101” and “Home Share 101” sessions for members and the broader community. Maddi, as Operations Coordinator, was successful in several training grant proposals totaling over \$65,000. All of that training is being offered to members either subsidized or free over the next year. Maddi has also been a key part of our Workplace Education Initiative

training offerings and sector wide Trauma-Informed Care. Our partnership with WEI was strengthened this year with the launch of our direct support staff pilot project – Forward Edge. We continued our Speaker Series sessions and offered several related to HR practices, mental health & addictions, and understanding disabled sexuality. This is just some of the training and professional development we were able to offer our members in the last year, and we know the value that this brings to our membership.

“We take advantage of as many NSCLO training opportunities as possible. Professional development and forming future leaders is important to our organization.”

Anonymous NSCLO member (member survey)

Our team has also been able to expand our reach beyond senior level leadership with Maddi starting Supervisor Connect meetings and beginning a monthly newsletter, our website work, and

Executive Director's Report

Lindsay's work on building up our social media profile and presence. Lindsay, Maddi and myself all submitted reports to the province on the progress, scope, and outcomes achieved in relation to our contracts and grants funding these positions.

The board and staff team met in the fall of 2025 to review the previous strategic plan and begin work on the new one. It was a very positive time to reflect on all that had been accomplished and set new and ambitious goals for the association in the new plan. You can see those goals later in the annual report.

NSCLO has also continued to grow its community profile. With participation in various media interviews and launches, new partnerships with other organizations, and various opportunities to speak and present throughout the province, we are confident that more and more people know how NSCLO and its member organizations support diverse and inclusive communities.

NSCLO's relationship with government remains an organizational priority as well. Our relationship with our funder allows

NSCLO to be a strong advocate on sector initiatives, has assisted us to grow our staff team, affords us the opportunity to be seen as a leader in the sector for various initiatives and committees, and allows us to have a strong voice with our various government partnerships.

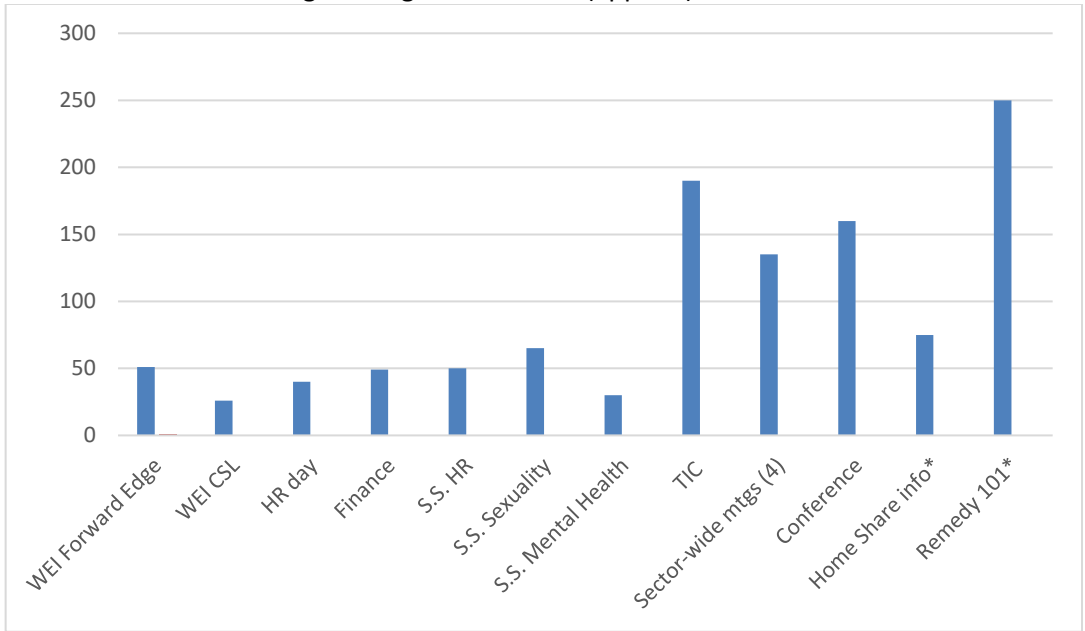
NSCLO will continue to adjust and transform how we support members as they, likewise, work through changes related to the work of the Human Rights Remedy. We are committed to supporting our members in the ways that they need to grow, adapt, and uphold the integrity of the services they already provide.

Lora Church

NSCLO Executive Director

"Being connected to this organization is extremely beneficial to the work we do." – Anonymous NSCLO member

Number of staff attending training in 2025-2026 (approx.)



**Home Share & Remedy info sessions included staff, boards, families, and other community members*

Over 1,100 people attended training offered by NSCLO

NSCLO also facilitated a number of other meetings including:

- Business Meetings & AGM (5)
- Regional Meetings (4/region)
- Small/rural organizations (2)
- ED Connect (3)
- Mental Health orgs (3)
- Supervisor Connect (2)
- Home Share CoP (3)
- Strategic Plan (5)
- Committees (4)



Current NSCLO Board

Charlene Park - President

Shannon McLellan - Vice President

Ross Young - Treasurer

Denise Whalen –Secretary

Tracy Holmes-Carbonell

– Past President

Beth Wolters (Northern Director)

Mary Clare MacIntosh (Northern Director)

Ruth Wilkie (Central Director)

Barry Jack (Central Director)

Karen MacIsaac (Eastern Director)

Mukthar Limpao (Eastern Director)

Karen Lake (Western Director)

Vacant (Western Director)



2025-2028 Strategic Plan

Mission:

NSCLO is an association that strengthens the ability of member agencies to pursue excellence in community-based services.

Vision:

As we work toward our mission, we see ourselves...

- Ensuring excellence in training and province-wide access to learning opportunities
- Supporting agencies, programs, and NSCLO members through transition, innovation, and growth
- Leading the change in disability support services and community-based living
- Strengthening financial stability and organizational sustainability
- Building a strong and significant membership body over time
- Maximizing knowledge, resources, and partnerships to benefit members
- Enhancing quality of life outcomes for people supported
- Elevating our profile and influence within Nova Scotia and beyond
- Celebrating life through inclusion, community, and joy

Strategic Priority Area	Long-Term Outcomes
Leadership	• Recognized as a leader in the provision of disability supports
Sustainability	• Secure financial stability
Training	• Improved access to quality training • Enhanced training standards
Quality of Life	• Increased quality of life for people with disabilities and mental health support needs in Nova Scotia
Organizational Management	• Operationalized best practices in HR and finance policies and practices for NSCLO employees
Awareness	• Increase NSCLO's profile within community
Partnerships	• Enhanced partnerships within and outside of the sector
Membership	• Improved member engagement • Increased membership within NSCLO

2025-2026 Financial Report

The plan for the 2025-2026 fiscal year included changing the name on our bank account from Nova Scotia Residential Agencies Association to Nova Scotia Community Living Organizations, moving our bank account from the Mumford Road branch to the Elmsdale branch, updating signing officers, opening a business account, adjusting the start and end periods for the monthly bank statement, setting up a payroll service provider, setting up online banking approvals, obtaining credit cards for staff, and, finally, engaging an accountant or book keeper to set up the accounts using a common accounting software package such as Sage or Quickbooks.

When the name change work was underway, we realized that we needed to obtain our CRA business number. It took literally months of work to sort this out. Thanks to Lora, Shannon, Beth, and others for many hours on the phone to get this completed.

Our name change and account move have taken place. Signing officers were updated, and a payroll provider was engaged. In May 2026, a business account was opened.

We have yet to find a bookkeeper/accountant but this work is underway and I am confident that we will be able to have this in place in the next month. Our new business account will allow for online approvals and credit cards for staff. We are considering

bringing the payroll processing in-house.

NSCLO remained financially stable throughout the 2025–2026 fiscal year, with revenues supporting ongoing operations, programming, and sector initiatives. Funding sources included project funding, conference revenue, contracts, and operational grants. Expenses reflected the continued investment in staffing, program delivery, conference activities, and organizational operations required to support members and advance sector priorities.

Deferred revenue entries shown in red represent funding received in prior fiscal years that was recognized during the current reporting period.

Overall, the year concluded with a positive operating position, demonstrating responsible fiscal management and the organization's continued capacity to deliver on its mandate and strategic priorities.

Respectfully Submitted

Ross Young

Treasurer

2025-2026 Financial Report

NSCLO

Unaudited Balance Sheet

For the Year Ended March 31, 2026

Account	Amount (\$)
ASSETS	
Cash & Cash Equivalents	\$260,211.45
Accounts Receivable	-
Prepaid Expenses	-
TOTAL ASSETS	\$260,211.45
LIABILITIES	
Accounts Payable	\$21,578.90
Deferred Revenue (FY 2026-27 Funding)	\$172,406.00
Vacation Accrual	4143.89
TOTAL LIABILITIES	\$198,128.79
EQUITY	
Opening Equity	\$260,211.45
Current Year Net Income	\$62,909.82
TOTAL EQUITY	\$260,211.45
TOTAL LIABILITIES & EQUITY	\$458,340.24

NSCLO

Unaudited Income Statement

For the Year Ended March 31, 2026

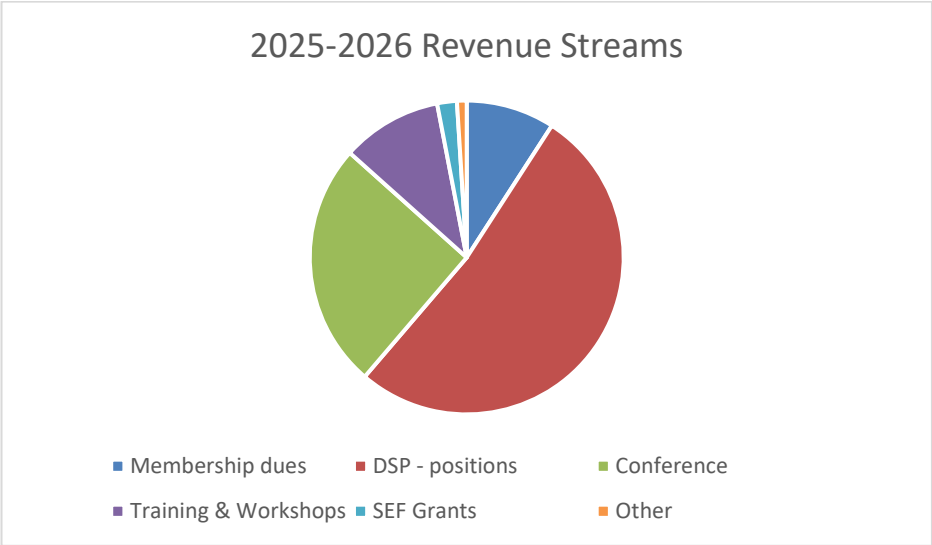
Description	Amount (\$)	% of Revenue
Adjusted Revenue	\$537,480.05	100.0%
Total Expenses	\$474,570.23	88.3%
Net Income / Surplus	\$62,909.82	11.7%

2025-2026 Financial Report

Unaudited Deferred Revenue Reconciliation

Funding Received in Advance for FY 2026-27

Deferred Funding Source	Amount (\$)
HS Contract SEF (Prior Year Deferred)	\$13,168.00
HS Position SEF (Prior Year Deferred)	\$82,666.00
OC 2025 Contract Fee (Prior Year Deferred)	\$76,572.00
TOTAL DEFERRED REVENUE	\$172,406.00



NSCLO Income Statement

For the Year Ended March 31, 2026

Description	Amount (\$)
Total Revenue	\$492,980.05
Total Expenses	\$4,143.89
NET INCOME / SURPLUS	\$488,836.16

