



developmentalservices.com

Annual Report 2016-17



DSL

DEVELOPMENTAL SERVICES
OF LEEDS AND GRENVILLE

Enhancing Abilities, Promoting Independence,
Advocating for Inclusive Communities

Since 1983



Mission Statement

Developmental Services of Leeds and Grenville is committed to providing a variety of clinical and support services which will enable persons with developmental disabilities to develop their potential within their communities.



DSL**G**
DEVELOPMENTAL SERVICES
OF LEEDS AND GRENVILLE

Annual Report Stats

April 1, 2016 – March 31, 2017

Services and Supports (in excess of 482 individuals)

Advocacy

Case Management

Social Work

Therapy and Counselling

Children's Services and Inclusive Child Care

Children's Summer Groups

Community Connections

Family Home

Foundations

Innovative Residential Services

Weekend Respite

Crisis Intervention/Short-Term Treatment

Behavioural Services

Occupational Therapy

Psychiatric Clinic

Psychological Assessments/Consultations

Distress Centre Lanark, Leeds & Grenville

Responded to over 6,975 calls

Over 124 volunteers

Summer Students

10 Summer Students

Student Placements

- Developmental Services Worker
- Child and Youth Worker
- Social Services Worker
- Occupational Therapy (Queen's University)
- Autism & Behavioural Science
- BAA Behavioural Psychology
- Early Childhood Education
- TR Leger (Co-op)

Report of the Chair

Annual General Meeting • September 18, 2017



The long term success of an organization is how well it adjusts to changes both within and outside of it, necessitating a new approach in its response. During the 34 years DSLG has been serving individuals and their families in Leeds and Grenville, changes in the way we do business have evolved reflecting changes in philosophy within the sector and in the needs of our clients and families. It has been its ability to evolve and expand its mandate over the months and years which has made DSLG a success story in the community.

The staff at DSLG remains the cornerstone of our organization. It is the staff who have been at the forefront as leaders of changes. They have been key in envisioning and implementing the changes necessary to keep DSLG relevant within the sector and more importantly, to clients and families. It is their knowledge of clients, families and community paired with sound fiscal management and decision making over the years which made it possible to respond to new directions when changes were needed. The result of this has been an organization which remains fresh and vital in today's world. Over the years, new positions have been created to respond to new directions or to fill retirements. Additions and changes in staff are inevitable. We have been fortunate at DSLG that there has been an on-going investment in creating a work environment where staff work together cohesively. Excellence in any organization happens in a work environment which is collegial and respectful of others. When these elements are in place, creativity and new ideas can flourish. As a Board we are aware that this does not come about without everyone being on board and making a positive contribution to the cause.

As the Board of Directors, we applaud your work in the community. We recognize your vision in opening up courses at Park Street and its facilities to other community members. We see clients of DSLG successfully involved in community groups and activities, volunteering their time to help others and in selling their products at local markets. Thanks to your work with other community organizations, individuals with a developmental disability enjoy increased opportunities and fuller integration in our community. We are grateful for your work in our schools supporting success for both students and teachers in providing inclusive classrooms. Thank you also to the volunteers who make the Distress Line an important and vital link to those in need in our community.

Thanks also from the Board of Directors to our Executive Director, and those in senior management positions. All of us recognize the professionalism, dedication and vision you bring to the table each day in your work in managing operations at DSLG. Your success at your work and fulfilling your individual mandates makes our job as the Board of Directors of DSLG a privilege.

Respectfully,

Pam Little
Board Chair

Executive Director's Report

Annual General Meeting • September 18, 2017



It's easy to come up with new ideas; the hard part is letting go of what worked for you two years ago, but will soon be out of date.
Roger von Oech "

This quote speaks to the continued transformation of the DS Sector. The Ministry's vision of an Ontario where people with developmental disabilities can live as independently as possible and be fully included in our communities is well in progress. DSLG's vision and mission are a perfect fit in terms of the principles for this transformation - independence, inclusion and choice. The DS system of tomorrow will provide greater choice for individuals and families, greater involvement of broader community supports (inclusion), provide increased employment opportunities (independence), and offer an improved system of responsiveness and cost-effectiveness (transformation).

This is an exciting time in the Developmental Services world (Government) and also for our agency. This excitement (and anxiety) comes from the pace of change, and the need to constantly respond and develop new ways of dealing with the daily challenges of our services and support.

There are several Ministry initiatives that are part of the transformation, and hopefully solutions to improve the DS sector and systems issues. Some of these initiatives are: DS Funding Framework,, Passport Modernization, Performance Measurement Framework, DSCIS v6, DSO Communications, Enhancing Complex Support Coordination, Community Networks for Specialized Care mandates, Assessments, Service Navigation/Case Management, Improving Community Planning, Improving Cross-sectoral Collaboration, APSW Case Management, Multi-year Residential Planning, Specialized Clinical Responses, Service System Tables/ Solution Planning, Employment, Housing and others. As you can see, there is great demand on the service system and agencies.

DSLG has purposely looked at a number of programs and services, and with the feedback and creativity of staff, have made numerous modifications by being proactive and innovative to meet the new challenges. The reward comes from the implementation of new ideas, the "letting go of what worked for us two years ago", and seeing the quality of life, the growth of individuals, and the continual building of inclusive communities.

The Ministry continues to promote quality assurance and accountability, which is another reason the agency needed to look at our programs, from a service and financial perspective. With this review and consultation with the Ministry, we have made some significant decisions to improve and modernize some programs and move forward with the principles of inclusion and choice. The two programs most affected were the Apartment Teaching and Training Program, which is now based in the community supporting and teaching individuals in their own apartments and working towards "citizenship". This was a major change for staff, but they have worked hard at accomplishing this by accepting change, and with strong leadership from their manager. This program is truly inclusive and supports independence, and will continue to expand and improve over time.

The other major shift was to re-configure the Passport Funding. We have created a new and separate program called Passport Community Support Program to better manage the continued growth of the passport funding. The program has grown 10 fold, both in individuals and funding, and this growth has put a significant strain on the organization's Management Team (Finance, IT, Quality Assurance) and Service Coordinators. The Program will have a Passport Coordinator who will look after all aspects of the Passport funding, and work with individuals and families to develop a community development plan based on their goals. The DSLG Coordinators will no longer be directly involved in individualized client funding, which should significantly reduce some workload pressure, and allow them to concentrate on core services. Passport funding is only one aspect of the individual's support. That is, we need an integrated support plan based on: the individual's personal strengths and assets, the family and relationships, eligibility supports (ODSP, Passports, Core Services etc.), community based aspects (businesses, school, church, clubs, recreation etc.), and technology (I-pads, remote monitoring, adaptive equipment, accessibility, etc.)

The Family Home Program has had a major over-haul with updated policies and procedures to meet the new regulations set out by QAM and the Ministry. We are also looking at recruitment to fill vacancies, as well as expand the program.

The Crisis Intervention Network and Short-Term Treatment Home continues to work at building and improving the DD-TRHP program with our partners at the ROH. We have proceeded cautiously and successfully thus far, and continue to work out new processes and procedural issues between the partners when they arise. The staff continue to work hard in planning to transition individuals back to the community.

Community Connections and Foundations continue to work at capacity and strive to become more inclusive in the community. Some programs have expanded to weekends and evening activities, and also developed new partnerships with community resources.

The Clinical and Support Services have also worked hard at coordinating Clinical and APSW referrals and providing ongoing services to their caseloads. We are also engaged in conversations with the Ministry regarding the number of referrals to this program from the DSO. Waitlists continue to grow and this seems to be the norm across the province.

Children's Services have continued to provide services to both preschool, school aged, youth and families. The staff have worked hard at integrating documentation into the new DSLG Information Management System (IMS). We have also reviewed the referral and service process for the program and incorporated staff feedback regarding forms and process when feasible. They also ran a number of Triple P programs through ICCP and a successful "After School Program" for children needing additional care. The program was also very involved in the Provincial Special Needs Strategy regarding Case Coordination for families.

We were able to hire a new Director of Client Services in December of 2016. Noella Klawitter, came to us from MCSS as a Program Manager with ODSP. She is knowledgeable in diversity and DS legislation and MCSS regulations. Her education is Psychology and Kinesiology combined with experience in the business world. Noella brings a professional, supportive manner to the Management Team. She has been involved in a number of DSLG initiatives regarding accountability and program changes.

The Specialized Services Team continues to provide ongoing Behavioral Services, Psychological Assessments, DSO screenings, staff consultations and involvement in clinical conferences and "difficult cases". We have continued expanding our partnership services, with the Team and Psychologist being available to provide consultation through a half day clinic to Children's Mental Health of Leeds & Grenville.

Our Occupational Therapist has continued to provide assessments, consultations and also has been very involved with our Tumbling Together partnership. We have received further funding for this project, and hopefully the partners can build in some sustainability for this service.

The Distress Line continues to grow and serve numerous individuals after hours. Staff have continued to recruit volunteers and train them to be listeners and problem solvers for people needing support. They also work closely with the Mental Health Crisis Line, and we continue to partner with Lanark, Leeds and Grenville Addictions and Mental Health.

The agency was also involved in numerous other activities such as Staff Training days, Children's Summer Group programs, I CAN BIKE (with Kids Inclusive – Kingston), Canada Day staff barbecue, and a number of activities promoted by the Wellness Committee. The agency also initiated a number of projects to upgrade or maintain our facilities and equipment to maintain a safe and quality service to staff and those we serve.

DSLGC continues to be an agency with a culture of flexibility, adaptability, and collaboration to provide the most effective and efficient service to individuals, and this would not be possible without a competent, skilled and dedicated staff **who continue to adapt to change** and commit to new ideas, "even when it is difficult to let go of what we did yesterday". Without their commitment, the successes high-lighted above would not have been possible.

The next year will also be a challenge, and we will continue to raise the bar on inclusion, promote opportunities for inclusive employment (with partners), strengthen the safety and security of our programs, increase choice and flexibility, manage program finances, create new partnerships, continue to improve our processes and systems to provide a more seamless support, continue to build quality improvement, and encourage creativity, innovation, and collaboration!

Respectfully submitted,

Tom Turner

Executive Director

Quality Assurance Measures Compliance Review



DSLGC successfully completed its third Quality Assurance Measures Compliance Review in October 2017.

This review process is committed to a consistent and proactive approach to identify, monitor and manage agency compliance through legislation, regulation and policy directives of all MCSS-funded services and supports for adults with developmental disabilities.

The compliance inspection included a review of the Agency's Policies and Procedures, Board Records, Staff-Volunteer Records, Individual Records, Records and Documentation, as well as new Host Family Program specific Standards. Site Inspections and discussions with staff were included in this year's review.

A total of 351 distinct compliance indicators were used as part of the review process. The results from the Compliance Review reflected a very positive review, identifying some areas that required changes to provide better indicators of compliance. All areas identified were addressed within the Ministry's timeframes. In order to achieve a positive outcome, a commitment is required from all staff. As an agency, we will continue to review practices and provide quality service to meet compliance standards.

Respectfully Submitted,

Lisa Crawford
Manager,
Quality Assurance

Veggies N' Fruit Community Boost Initiative



Through the Healthy Kids Community Challenge and the Veggies n' Fruit Community Initiative funded by the Lanark, Leeds and Grenville Health Unit, Developmental Services of Leeds and Grenville and a number of Community partners were able to obtain a small grant to promote the consumption of vegetables and fruit, and increase awareness of local community nutrition programs.

Through a collaborative partnering of community agencies, including Children's Mental Health-Leeds and Grenville, Brockville Salvation Army, Brockville YMCA, Volunteer Centre of Brockville, Country Roads Community Health Centre and DSLG, we were able to implement an initiative to help make it easier for kids and families in Leeds and Grenville to incorporate vegetables and fruit into every meal and snack. The initiative encourages vegetables and fruit as a great and natural way for children to get important vitamins, minerals, and fibre they need to stay healthy.

All partners distributed information packages to community families, churches, Day Care Centres, community agencies, as well as, various children's groups to encourage this initiative. Through educational information and interactions, we are hoping to increase awareness, and increase the use of the various "Good Food Box" programs available in our community to families.

The Community partners are working with the Brockville Salvation Army –Good Food Box Program to support and assist in coordinating the growth and awareness of this Nutrition Program available to all community members to have access to fresh vegetables and fruit. This program is volunteer driven and volunteer run. One of the goals was to make this program a Leeds and Grenville initiative supporting healthy eating for children and families, and also supporting the Salvation Army as a community partner.

There is also an abundant amount of information available through the Lanark, Leeds and Grenville Health Unit in various formats on "Eating Healthy", providing menus and tips for families.

This is a great example of community working together to build a strong and healthy community for children and families.

I would also like to thank Chris LeClair, APSW, for taking the lead for DSLG and keeping this project moving.

Respectfully submitted,

Tom Turner
Executive Director

iCan Bike Camp



DSLГ had the honor of co-sponsoring and co-facilitating the 2017 iCan bike camp with KidsInclusive Centre for Child & Youth Development. It was held July 10th to 14th at the Brockville Memorial Centre.

The goal of the iCan Bike program is to teach individuals with disabilities how to ride a conventional two-wheel bicycle and become lifelong independent riders. The program is structured over 5 days and divided into 75 min sessions for the riders. Each session has anywhere from 5 to 8 children/youth at a time and has 1:1 support with a volunteer to provide encouragement and any assistance that may be needed throughout their learning journey. Children and teens from the ages of 8 to 18 who have a diagnosed disability and are able to sidestep and walk without assistive devices can participate in the camp. It can be devastating to see a milestone that most children achieve easily to once again be something that is so hard to conquer for our children and families. Many of the iCan Bike riders have tried for years to learn to ride a bike, without success. In one week approximately 80% of riders learn to independently ride a two-wheel bicycle. The remaining 20% make tremendous progress towards that goal. This achievement, in turn, creates a gateway of opportunity, helping the children gain assurance and self-reliance in many other aspects of their lives.

As part of DSLГ's commitment to the iCan program we provided volunteers to assist with the week long program. One of our committed volunteers was Lisa Zufelt, Resource Consultant with our Inclusive Child Care Program. Lisa recounted her experience:

"WoW!!! What an amazing opportunity!!! iCan Bike was one of those things that I went into simply as 'part of the job'. What I can honestly say is that coming out on the other end was well beyond 'part of the job'. Most of us take learning to ride a bike as a typical part of childhood. For youngsters with an intellectual disability this is not the case. Learning to ride a bike is hard work. Many of the children who were part of this amazing program have been trying for many years to ride a bike. Parents have purchased any number of "things" in hopes of aiding their children learn this skill. At the end of our week together all but 1 (and he was definitely close) were independently riding. As someone who has worked for the better part of 30 years with children with disabilities,

I am used to slow and steady progress. There are occasional “bursts of immediate success”, but generally it is slow, long and hard going. iCan Bike however, was different. The look on the faces of these children when they finally took off on their own was indescribable. Freedom, independence, pride, and determination were evident and immediately demonstrated. I can’t wait for summer 2018 and a new set of riders.” Lisa Z

As a Director at Developmental Services of Leeds and Grenville, it is heartwarming to see an initiative come into our community that contrives and spawns independence for the children and youth in our community. iCan bike was enlightening and empowering not only for myself, the staff, the organization, the other community partners involved, and the parents, but most importantly for the children that were involved and achieved great gratification and fulfillment in working towards their goals.

Respectfully submitted,

Noella Klawitter

Director,
Client Services

A Celebration of Independence



Kyle is a 31-year-old man who in May celebrated a significant transition in his life. He moved from a fully staffed BACLA group home where he resided with 2 other residents for seven years, to his own independent apartment in the City of Brockville. For anyone who has ever met or worked with Kyle, this may not be surprising to hear. Determination, persistence and self-advocacy are strengths that come to mind. However, Kyle would say that he never would have thought that the day would come when his goal would come true and he would live independently.

I recently had the opportunity with his enthusiastic blessing, to talk to him about what this experience has been like for him. His story unfolds like this:

L: What was the hardest thing about living in a group home?

K: Feeling like I didn't need to be there. But then some would say I can't do anything (staff). There were a lot of things I could do on my own and I didn't always need help.

L: What has been the most difficult part about making this transition to independent living?

K: None. Well, maybe how long it took once I knew it would start happening.

L: What has been the most rewarding aspect of this experience?

K: I was able to attend my first Remembrance Day Ceremony on my own and have been able to build many more friendships through participation in more Legion festivities. These connections are outside of a staff environment. I also like waking up on my own time!

L: What independent living skills have improved since you moved out on your own?

K: I am going out shopping now for groceries. I bring a friend who helps me but this is getting better. I still go to Loaves and Fishes twice a day Monday to Friday to eat.

L: Has it been difficult to ask for help now that you are on your own?

K: No. I have a lady upstairs who helps me get into my wheelchair sometimes. Even though I can do this myself, if I am in a hurry and get impatient, I will ask her to help me and she comes and does this. I also have some neighbours around the corner who have helped me. I do the best I can with what I have, but then I will ask for help.

L: Did you experience any fear or loneliness following the move?

K: No but I have become bored. When I get bored, I will just go out and find something to do. I am not lonely.

L: Do you feel you are more a part of this community?

K: Yes. I couldn't find a job so I created one by collecting cans and bottles and returning these for money. I have reconnected with St. John's Ambulance every Monday and for the first time ever, I donated blood. I recently became an Executive Associate member of the Brockville Legion and I am making more friends by participating in ceremonies and attending events.

L: What advice would you give to someone else who wanted to make a transition like you did?

K: I feel anyone could do what I did if they are able to speak up for themselves. Be determined, speak up and do for yourself.

L: Who would you say are the people who have believed in you and supported you in this transition?

K: My APSW worker (Randy), previous APSW worker (Linda G), social worker (Mark) and support worker (Lana).

L: What is the first thing your mom said or did when she visited your new apartment for the first time?

K: She put up new curtains because mine weren't up to her satisfaction (laughs).

I asked Kyle at the end of our visit if he had any closing remarks. Here is how he wanted to say goodbye.

"I finally got what I wanted"- Kyle

Respectfully submitted,

Ms. Lauren Fleury
Manager,
Clinical Support Services



Community Connections and Supports



The 2017 year at Community Connections was a powerful transformation towards Community Inclusion, through expansion in volunteerism, partnerships, daily and evening activities, educating the public and community support.

Daily opportunities saw the addition of a science group offered once a week and continued activities this year included; rec leisure, music, healthy living, woodworking, swim, iPad. We were sad to loose the local bowling alley this year, as it was an enjoyable activity

for many. Evening groups expanded this year, which now includes two additional activities once a week for individuals to participate in painting and rug hooking. We continue to offer many of the favorites from Cooking around the World, Supper Club, Dinner and a Movie Night, Canning and Crocheting; our goal is to offer what we have to as many individuals as possible, and to create what we do not have. These groups fill up fast with this year inquiries starting in July.

Volunteerisms through partnerships continue with opportunities at "Food For All" food bank, Salvation Army and St. John Bosco Church. New volunteerisms developed this year included the Brockville Royal Canadian Legion, YMCA, and at Quality Creations in the 1000s island mall where individuals have a permanent site to sell their crafts and meet the public. Our volunteers complete a variety of meaningful jobs from, selling crafts, shredding, stocking shelves, janitorial work, folding bags to preparing church bulletins.



Educating the public has been focus and an important part of our mission by supporting, and participating in local craft shows and attending local markets in Prescott, Brockville and Elizabeth town Kitley. This year we will have participated in two additional craft events, displaying pottery, paint and woodworking, and will have a presence at St Lawrence College, where individuals will display their artwork for a week and finish off with a Gala on Dec 15th when members of the community can view and shop.

Contract Community Support Workers are new to the umbrella at Community Connections however certainly not new to Developmental Services. Support Workers, are hired and then matched with individuals seeking to have support in their homes and community. Increased individualized government funding this year resulted in expanding our support workers, to assist an additional 15 individuals.

Staff at Community Connections are committed to work to ensure meaningful opportunities and individual interests are experienced and that we are moving toward an inclusive direction of community experience in line with the agencies vision, mission and guiding principles!

Respectfully Submitted,

Caroline Guilboard

Manager,
Community Connections & Supports

Financial Highlights for 2016/17



Developmental Services of Leeds and Grenville offers a diverse range of clinical and support services funded through multiple sources. The Ministry of Community and Social Services (MCSS) is our primary funder. Additionally, we receive funding from Lanark Leeds and Grenville Addictions and Mental Health (LLGAMH), United Counties of Leeds and Grenville (UCLG) and Individualized Funding through Passport, Special Services at Home (SSAH) and Assistance for Children With Severe Disabilities (ACSD).

Total consolidated revenue and gross expenditures increased by 9.1%. This growth was primarily due to an increase in individualized client funding and MCSS funding for the Dual Diagnosis Transitional Rehabilitation Housing Program. Through good planning the organization maintained the stability of high-quality client services and well maintained facilities and equipment.

The organization has made a significant investment in developing a web-based Integrated Information Management System. In the 2016/2017 fiscal year we have added customized business intelligence reporting software to the Client Information System to meet accountability requirements and improve decision making that enhances day-to-day activities. Further development of the Integrated Management System will continue over the next few years.

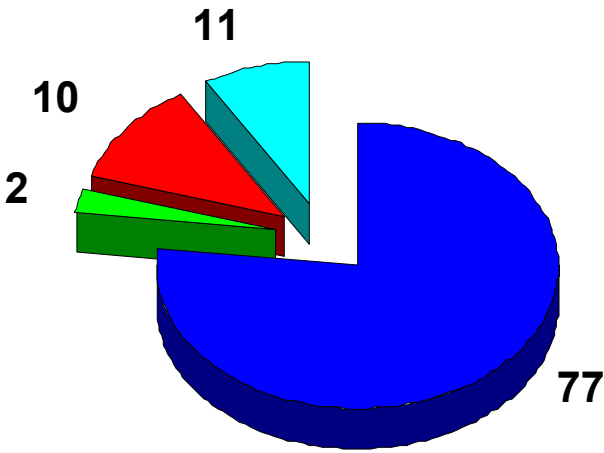
We completed several major repair projects in 2016/2017. We constructed an out building at the Community Connections Park Street location to facilitate the growth of our pottery and wood working programs. At our main office location we have undertaken the first phase of replacing florescent office lights with LED lights to increase our energy efficiency and decrease our power/ ongoing maintenance costs. At the Short-Term Treatment Home we completed basement and kitchen renovations to accommodate program expansion. We are partnering with the Royal Ottawa Hospital to deliver a Dual Diagnosis Transitional Rehabilitation Housing Program at the STTC site.

Respectfully Submitted,

Dale Crawford

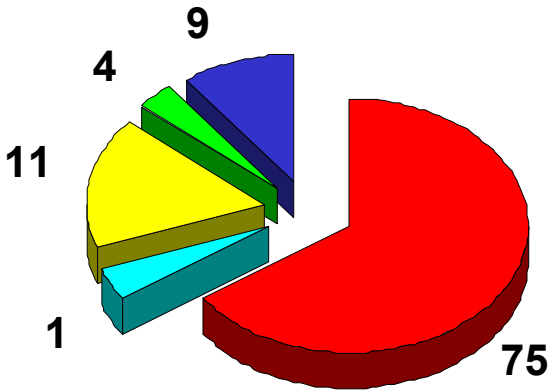
Director of Finance & Systems

Where the money came from



- Ministry of Community & Social
- Ministry of
- United Counties of Leeds &
- Other

How the money was spent



- Wages and
- Travel and
- Purchased
- Premises
- Supplies &

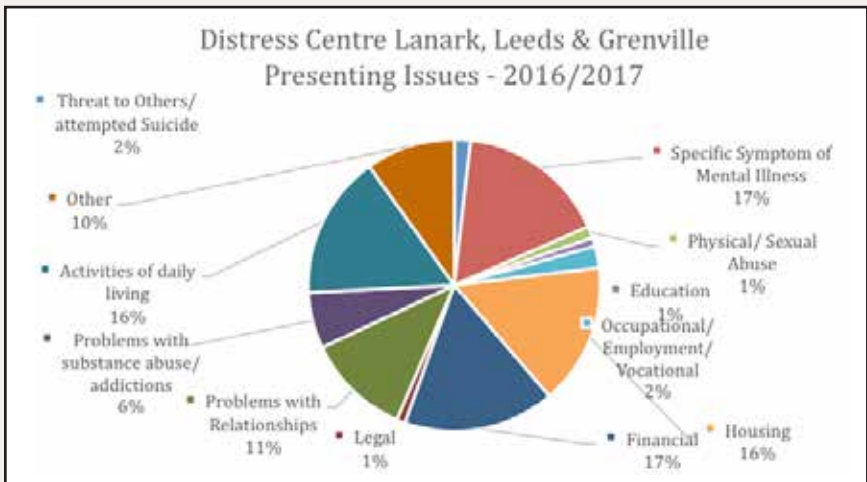
Distress Centre Lanark, Leeds and Grenville Annual Report 2016/17

The Distress Centre of Lanark, Leeds and Grenville for more than 26 years, has worked on behalf of, and with the Ministry of Health and Long Term Care, the Local Health Integration, and Lanark, Leeds and Grenville Addictions and Mental Health network to build capacity of the community to offer distress and crisis line service and provide suicide prevention support. Over 124 trained volunteers from the community have responded to over 6975 calls from April 1, 2016 to March 31, 2017 and has supported 37 warm – line referral service recipients. In addition, the program trained 97 Participants in the ASIST Suicide Intervention Workshop and trained over 20 new volunteers for the program during this time. The chart below provides a detailed breakdown of types of presenting issues that Distress Centre Volunteers have assisted callers with over the past year.

For the past 7 years, the Distress Centre has been a supportive member of the LEAD Team Protocol and has sent over 56 volunteers to participate in its community training and response initiative. The Distress Line is a proud supporter of this worthwhile endeavour.



As part of our Community Awareness Campaign, in the last year the Volunteer-Co-ordinators have been actively involved with promoting the service and the program by doing monthly community publicities and participating in presentations. These activities included the following groups in our community: St. Edwards Catholic School, Victim Services Lanark County, Brockville Police Chief, and Community Connections North Grenville, as well as Clinical Support Services through Developmental Services and participation in the Volunteer Fair at the 1000 Islands Mall organized by the Volunteer Centre where the Distress Centre is a member.



2017 Student Awards

Since 2007, DSLG has offered student awards to first year post-secondary students pursuing a career in a field related to developmental/intellectual disabilities. Many of our award recipients have stayed connected with DSLG and applied for student placements, summer student positions, and employment after graduation.

This year's selection committee consisted of Board members, Mr. Stewart Glashan and Mr. Harry Kingscott; Ms. Lauren Fleury, Manager, Clinical Support Services; and Mr. Tom Turner, Executive Director. An Awards Presentation was held on July 27, 2017, and the following individuals received an award:

College Student (\$750)

Emmaleigh King, registered in the DSW Program at Fleming College.

"My interest in becoming a Developmental Services Worker began in 2014 when I got a job opportunity in supporting an 8 year old boy with special needs. I had a great experience working with him and learned a great deal in the time that I worked for his family."

University Student (\$1000)

Melissa Workman, registered in the Bachelor of Science in Kinesiology Program at Queen's University.

"I want to pursue a career as an OT to make an impact on each individual person I work with, regardless if it is big or small."

R.G. McMullen Award ~ Graduate Student (\$1000)

Nicole Therrien, registered in the Masters of Applied Disability Studies – Applied Behaviour Analysis Specialization Program at Brock University.

"As I learned about Applied Behaviour Analysis, I was impressed with the vastness of literature on the applications of ABA in the field and the potential for future growth with many client populations. I was thoroughly convinced that this field was where I wanted to continue with my education and eventual career."



From Left: Nicole Therrien, Tom Turner (Executive Director), and Melissa Workman. Absent from photo: Emmaleigh King



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