

LiveWorkPlay Annual Report 2015

(For the fiscal year July 1, 2014 to June 30, 2015)



Celebrating 20 years of helping the community welcome people with intellectual disabilities to live, work, and play as valued citizens!

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OUR VISION

A community where everyone belongs.

OUR MISSION

Helping the community welcome people with intellectual disabilities to live, work, and play as valued citizens.

OUR VALUES

- CORE:** People with intellectual disabilities are valuable contributors to the diversity of our community and to the human family.
- LIVE:** With respect to homes, health care, education, personal dignity, and personal privacy, people with intellectual disabilities have the right to the removal of barriers preventing them from experiencing the community on an equal basis with other citizens.
- WORK:** With respect to paid work at minimum wage or better, short-term unpaid work, and volunteer positions, people with intellectual disabilities have the right to the removal of barriers preventing them from experiencing the community on an equal basis with other citizens.
- PLAY:** With respect to cultural and spiritual life, sports and recreation, political life, and the full range of human relationships, people with intellectual disabilities have the right to the removal of barriers preventing them from experiencing the community on an equal basis with other citizens.

*Adopted by unanimous vote of the membership at the
LiveWorkPlay Annual General Meeting of September 23, 2011.*

REPORT FROM THE CHAIR

Cecelia Taylor

At AGM 2014 the LiveWorkPlay membership elected four new board members: Vaughn McKinney, Stacey Diffin-Lafleur, Andrew Bearss, and Ann-Louise Davidson. They joined Cathy Velasquez and Jim Carter who were added mid-term in 2013. The returning veterans were Clement Chan, Al Mackey, and myself. All of the newcomers brought with them substantial direct experience with LiveWorkPlay, such as being part of the volunteer team or working with the organization as a research partner or community partner with another organization. This meant that we could focus our orientation efforts less on understanding the organization's activities, and focus more on our governance processes.



In 2013-2014 we put substantial effort into reviewing our governance policies, developing our first ever Theory of Change, and updating our by-laws for the new Canada Not-for-profit Corporations Act. In 2014-2015 we worked hard to move forward with incorporating these new guiding documents into our efforts to adopt the latest in non-profit governance best practices. These are encapsulated by the BoardSource™ framework laid out in the publication *Governance as Leadership* which seeks to help boards arrive at the right balance between fiduciary, strategic, and generative discussions and actions.

In practical terms, this meant revisiting our reporting mechanisms and making adjustments to the information we collect and evaluate. We need to devote more time and energy to the type of strategic and generative discussions appropriate to an organization with respected and effective Executive Staff, a 20 year history of well-managed growth, and an earned reputation as leaders in our field.

2015 will be my last year as chair, and as I reflect on our accomplishments, I am pleased in particular with the linkages between the work of revising our mission, vision, and values (as approved by members at AGM 2011) and our recent development of a Theory of Change and governance structures that support the changes we want to see in the world.

I believe LiveWorkPlay is becoming increasingly aligned throughout its operations and governance. It's not only about working together for the same outcomes, it's about developing a shared understanding of how they are to be measured and evaluated. That this is beneficial is not in doubt, but the evidence from research in our sector indicates that such alignment is difficult to achieve.

Taking part in this year's 20th anniversary Engines of Success event, one could not help but feed off the energy and enthusiasm of 350 guests representing not only people with intellectual disabilities and their family members, but also a diverse range of supporters and partners from the private, non-profit, and public sector. LiveWorkPlay is a success story, and going forward, I do not see many downsides, I only see barriers to realizing the tremendous upside before us.

Indeed, as Julie and Keenan will address in their Executive Staff report, one of the biggest challenges to the organization is about being able to help more individuals, and be a greater support to our own community and beyond. In growing numbers, people, families, and organizations see the benefit of our person-centred, assets-based, community-focused approach and they want to be a part of it.

I see the future role of our board of directors as going much beyond traditional fiduciary responsibilities, with a much greater emphasis on community-facing advocacy and ambassadorship as the 2015 edition of the revered *Ten Basic Responsibilities of Nonprofit Boards* calls us to do. I would echo the sentiments of BoardSource CEO Anne Wallestad, quoted here from an article in *Nonprofit Quarterly* on July 15th of this year: "We have to communicate with passion and clarity about why our work matters to those who are making decisions that will impact our missions."

The primary role of the board of directors is that of a future-thinking body, but to get where we are going, we do need to always understand where we have come from. To that end, here is a very brief synopsis highlighting some of our activities and interests of the past year. This does not include meetings in August and September which are not included in this synopsis as they are technically in the next fiscal year and we needed to move ahead with producing this report.

October 27: Board meeting. We received an update on the BoardSource Certified Governance Trainer (CGT) program Julie and Keenan completed in Washington, D.C. Vaughn reported on an MCSS presentation he and Cathy attended. We received the quarterly financial report. Future board meetings and retreat scheduled.

November 22: Board retreat with Mike Coxon, a BoardSource CGT and Executive Director of Mills Community Support who spent the day with us leading discussions on Governance as Leadership.

January 12: Board meeting. We received a written Executive Staff Report which Keenan and Julie will now be providing at every meeting in addition to quarterly financial reporting and other scheduled monitoring reports. Following up on the retreat, Mike had provided copies of streamlined policies in use at The Mills to help with our own processes.

February 24: Board meeting. We dedicated 90 minutes to a discussion of the LiveWorkPlay Theory of Change, which has been adopted operationally and is now being incorporated into our governance processes. An ad hoc committee with Jim and Clem looked at some possibilities for streamlining our reporting processes based on the January discussions.

March 23: Board meeting. Due to illnesses we did not have quorum tonight, but four board members and both Executive Staff were in attendance for a presentation from our MCSS Program Supervisor. LiveWorkPlay will become a Transfer Payment Agency (TPA) on April 1. This is not a substantive change for LiveWorkPlay. We will now report directly and receive payment directly from the Province of Ontario whereas previously we have relied on a third party TPA intermediary (thank you L'Arche Ottawa and CMHA Ottawa for your many years of support). The draft office transition plan and budget (moving from 1223 Michael Street to 2197 Riverside) was provided.

April 27: Board meeting. As part of our routine of sharing "mission moments" we talked about the value of continued strong board member attendance at Family Feast events and the CTV "Amazing People" feature that brought together staff, board, members, volunteers, and family members. Mike Coxon spent 90 minutes with us to talk about meeting fiduciary responsibilities while ensuring appropriate time and energy to strategic and generative discussion.

May 25: Board meeting. Returned to discussion of Theory of Change and alignment with indicators for the setting of strategic direction. The board formally adopted the Governance as Leadership model. Our current policies (based on a Carver policy governance model) remain in place as we continue to work on streamlining our reporting and monitoring processes. Cecelia and Al summarized these policies in chart form along with the current reporting structure. In 2015-2016 the list can potentially be shortened, and definitely not extended beyond the 30 existing elements.

June 22: Board meeting. Our auditor was in attendance and presented the annual audit plan. Plans for the establishment of a permanent Governance Committee were approved and Cecelia, Cathy, and Vaughn will meet with the Executive Staff for the first time in August.

June 30: Online meeting. The board approved the office transition plan (minor adjustments from March) from 1223 Michael Street to 2197 Riverside Drive with the new lease payments beginning in September.



Ann-Louise Davidson, Cathy Velazquez, Jim Carter, Vaughn McKinney, Andrew Bearss, Stacey Diffin-Lafleur, Al Mackey, Cecelia Taylor, Clement Chan

EXECUTIVE STAFF REPORT

Julie Kingstone and Keenan Wellar

What is an “Executive Staff” you ask? It’s a technical term used in the LiveWorkPlay by-laws (5.2) that state in part:

“The Executive Staff shall have the general and active management of the affairs of the Corporation. He/she/they shall see that all orders and resolutions of the Board of Directors are carried into effect.”

In the case of LiveWorkPlay, there are currently two Executive Staff who share this honour and responsibility. On an operational level, we work as a team but also have particular areas of emphasis or unique responsibility.



As the Director of Operations, for example, Julie is the lead on most financial matters. This ranges from everyday banking to preparing financial reports for the board and interacting with our auditor to provide whatever is needed in the preparation of our annual audit. As the Director of Communications (also as an example) Keenan is the lead on LiveWorkPlay messaging. This ranges from internal newsletters to social media channels to public media appearances, as well as formal documents such as this annual report. These are a few small examples designed to provide some insight into how our shared leadership role works on a practical basis.

With the growth of the organization, the breadth and depth of our responsibilities has expanded, and in particular, working with our growing staff team means that attention to training and support is a significant priority. Investing in the performance of our staff as individuals and as a team in their interactions with our members and the community is critical. This includes individual and group coaching, as well as other supports such as infrastructure and technology.

As a human services organization we are in the business of relationships, and the importance of quality relationships extends far beyond the staff. It includes community partners, volunteer team, funding partners, and more.

At the core of our future success will be the ability recruit and keep quality staff who are effective working not only with our members, families, volunteers, and partners, but also with each other. This is by no means an obvious or easy outcome to deliver, and is one of the most significant challenges faced by any organization. In the non-profit community the pressure of funding challenges and competing with the for-profit and government sectors provides for added challenges. All that being said, there is a terrific team in place at this time, and although there are sure to be some bumps along the road, we are confident that this successful journey will continue!

This was a very busy year and these are some of the more significant initiatives that added to the expected workload:

- Expansion of our fee-for-service offerings in response to demand from the provincial government infusion of new Passport (individualized) funding
- Finding a new and suitable headquarters to accommodate growth of the staff team, and coordinating a transition/exit from the old office; meeting relevant information technology and other infrastructure needs
- Increasing the size of the staff team from 12 to 15 and shifting/assigning responsibilities and organizing training and coaching in conjunction with the different funding streams/opportunities
- Celebrating the 20th anniversary of LiveWorkPlay including the Engines of Success gala event and publishing of the LiveWorkPlay book “The Courage to Fail, the Will to Succeed: Twenty Years of the LiveWorkPlay Experience”
- Updating our fee structures with respect to the annual fee-for-service membership, hourly fee-for-service, and travel support fees; communicating the changes to our members and families
- Increased advocacy work as related to the employment of people with intellectual disabilities and compliance with labour policies consistent with other citizens (regarding unpaid labour and below minimum wage labour)

This was also a big year for Executive Staff investment in governance and support to the Board of Directors. Travelling to Washington D.C. to complete the BoardSource Certified Governance Training (CGT) program was a significant endeavour. After 20 years of non-profit governance experience with LiveWorkPlay as well as many other organizations where we have served as board members ourselves, we have seen the challenges posed by outdated approaches.

This bogs down purposeful governance activity with too much time spent on past-focused reporting. Such styles of governance provide little help with setting future direction, and discourage board volunteers who want to make a meaningful difference in supporting a charitable mission. At the same time, board members have fiduciary responsibilities to the constituencies they represent, as well as various regulatory bodies.

The challenge, therefore, is to meet those responsibilities without extinguishing time and energy for strategic thinking and generative conversations, and the Governance as Leadership approach championed by BoardSource tackles this challenge head on and offers guidance and tools to support meaningful and purposeful leadership.

It is always somewhat astounding each fall when we first sit down with the newly elected board and consider the quality of the group of individuals that has been attracted to serve the organization in this capacity. Being determined to contribute to the quality of the governance experience for these individuals was a strong motivator in deciding to pursue our trainer certification, and to engage fellow CGT Mike Coxon from Mills Community Support in board training.

Together with the board we found time for some important strategic discussions this year, and in particular we wanted to tackle the common non-profit conundrum of how to finance long-term expenses knowing that much of our funding is time-limited or not fully predictable.

For example, most everyone connected with LiveWorkPlay is familiar with our Employment Supports and the great success in helping our members find paid employment in the community. What many do not realize is that almost all of our Employment Supports initiatives are funded by time-limited sources such as United Way Ottawa grants, or the Ministry of Community and Social Services Employment and Modernization Fund (grants). The other source is Passport (government-supported individualized funding) or other fee-for-service contracts with individuals.

In brief, the challenge this poses is that hiring staff and committing to competitive salaries (as well as being able to provide annual salary increases to a level that at least keeps pace with inflation) without annualized dollars is always going to be a risk. In our long history we have rarely experienced funding retraction, but there are certainly no guarantees. In the end, if we are to grow (and growth is definitely a part of our strategic direction) we will need to move forward with an expanded staff team and other accompanying expenses and mitigate our risks.

One of the obvious ways to pursue growth without annualized dollars to support it is to accumulate reserves allocated to this purpose. You will see an excess of revenues over expenditures from 2014-2015, and in the coming year we will be working with the board with respect to their potential allocation to the existing compensation reserve.



A great memory: with Cecelia Taylor and Al Condoluci celebrating 20 years of LiveWorkPlay

In the world beyond the walls of LiveWorkPlay or the boundaries of our city, there is much work to be done in supporting policies, legislation, practices, and attitudes that contribute to people with intellectual disabilities having a quality of life and life opportunities equivalent to those of other citizens. There continues to be far too much investment in “special people and special places” across Ontario and other parts of the world. We are a local example that can help carry an important global message about assets-based, person-centred, community-focused practices and outcomes.

As Al Condoluci drove home very effectively in his keynote at Engines of Success 2015, in Developmental Services much of the history has been about “treating the difference” of people with intellectual disabilities. We did this first through incarceration in hospital-style institutions. In the 1970s there was an explosion of the group home and segregated programming (sheltered workshops and day programs) systems that is still pervasive to this day.

Over the past 40 years the evolution of supports for people with intellectual disabilities has been largely stalled, but we can all feel that the shift is no longer something that is “coming one day” but rather a movement that it is delivering real change *right now*. All people belong not just IN the community, but must have the rights, opportunity, and supports to be OF the community. Together with all those connected to the LiveWorkPlay community let’s be a leading-edge and do our part to make it happen!

REPORT ON OPERATIONS by Julie Kingstone

New Office

The process of finding a new office location was certainly a challenge that required attention from the beginning to the end of our 2014-2015 fiscal year. This included negotiating a transition from our existing lease to a new lease, finding a new location to meet all of our needs, and coordinating the actual move including fit-up of the new space.

In the end we landed at the Pebb Building at 2197 Riverside Drive (close to the corner of Bank Street and Billings Bridge Plaza and the transit station). Some of the relevant features include free visitor parking, sufficient pay parking for staff, wheelchair accessibility, and a lease rate that enabled us to expand our physical space. We now have about 40% more space, and over the next 5 years we'll have approximately the same expenses we'd have incurred at our previous location. The building on Michael Street was a higher grade of office building but the amenities are not necessary to our operations at LiveWorkPlay and the environment at the new building is working out very well.

The expansion was very much needed as we were well past capacity at the old office and in a struggle to find a place to meet with members and partners. At the new location we've got room for all current staff as well as room for growth. Our large meeting space has flexible walls so we can open them up for large meetings or have three smaller spaces.

New Staff

Speaking of having room for staff, it's been a rather busy year on the human resources front and more hiring is pending! The work at LiveWorkPlay is very demanding, and being a person-centred organization in both philosophy and delivery of our services, it takes a lot of different qualities and characteristics to be a good fit with the team and the organization.

New staff who are continuing beyond the busy summer season include Jacob Pollack and Tim Ropchan. They both came to us through an extensive search for new employment team members to meet the demand for a series of funded projects including the Ontario Employment and Modernization Fund. Over the summer David Tushingam returned for a second year to help out with employment, and Kelsey McDaniel was the newcomer. We greatly appreciated their contribution and their absence was certainly noted with an exceedingly busy September.

I will conclude this section by pointing out that while it might feel like there have been many changes at LiveWorkPlay in recent times, there also many constants. As celebrated at Engines of Success, Paul Leduc, Caitlin Fortier, Alex Darling, and George Kranitis now have multiple years of service, and including Keenan and myself, there are now eight staff with more than five years (Allison Moores, Jen Bosworth, Grace Hudson, Anthony Stratton, and Daniel Harris are the others).

Updated Fee Structures

This was a challenging process that was first announced to members in the summer of 2014: updates to our annual service membership and travel support fees. The annual service membership started around 2006 as a short-term response to the situation of members wanting to continue their relationship with LiveWorkPlay beyond the maximum six years associated with MCSS-funded community participation placements.

The annual service membership was and still is a great idea, but the problem was that the fee was never updated, nor were the services closely defined. In the first few years this was not a priority, as it was relevant to only a small group of people. In recent years the numbers have swelled, precipitating last year's announcement of pending changes which are now being implemented.

The situation with respect to travel support fees was quite similar. In the beginning the travel support service applied only to individuals with funded placements. Now a significant portion of travel participants are in annual service membership or other fee-for-service arrangements, and the cost of staff providing travel support has not been adequately recovered from the trip fees (we've not been charging for support costs).

Impacting on both of these changes was the recent new wave of Passport funding available from MCSS. The majority of our members are eligible to receive Passport, and although the process can take some time and approval is not guaranteed, these funds can be used to pay all or part of the travel support fee, as many have already done. We have also provided assistance with the Passport process and have been told that our help made a difference.

From our feedback process regarding the changes we received a handful of critical responses which were very helpful in understanding how the information is being received. It has been an opportunity to help explain the realities of the costs involved in our operations, and we appreciate that everyone who has contacted us with a concern has indicated they are now satisfied with the follow-up they received.

One concern that remains outstanding is the situation of individuals/families who do not have the financial means nor (for whatever reasons) access to Passport or other funding. We would of course like to find a way to include these individuals in travel and/or to access the annual service membership. We are exploring potential third party resources to meet this need at the same time as we look into the possibilities of a small internal fund for this purpose.

New Transfer Payment Agency (TPA) Status

In April, LiveWorkPlay became a Transfer Payment Agency. What this means in simple terms is that we can now receive funds directly from MCSS for our funded placements in Community Participation and Living Supports or for any additional current or future funding streams. In the past these funds had to be flowed through an existing Transfer Payment Agency with an administration fee provided for this service.

We have always prepared reports for the Ministry which were attached to those of whichever TPA partner was filing on our behalf, and so the difference in the amount of reporting effort should not change in a significant way. We are however reviewing all of our policies with respect to the Quality Assurance Measures (QAM). QAM is part of the Services and Supports to Promote the Social Inclusion of Persons with Developmental Disabilities Act, 2008. It talks about the rules that agencies must follow to remain in good standing with the Ministry.

Many of these regulations were designed with more traditional service agencies in mind, and we are working through how/if certain requirements apply to LiveWorkPlay. For example, much of QAM is designed for residential situations in which the individual lives in a home that is owned by an agency. LiveWorkPlay supports people who live in homes that they rent or own from people and organizations other than LiveWorkPlay, so the application of QAM as pertains to providing support in these environments needs to be sorted out and we are working on this with our Ministry partners.

265 Poulin Condo Transition

The long journey is soon coming to an end, with new beginnings on the horizon. The long-awaited sale of our 7 condominium properties purchased in 2009 with financial assistance from the Canada-Ontario Affordable Housing Program (COAHP) is in the final stages. There are no words to describe the patience and diligence that has been required of staff, families, members, and our lawyer Mitchell Leitman to complete this complex transaction. We also congratulate the Multifaith Housing Initiative (MHI) who will be utilizing the pro-rated portion of the original COAHP investment to the benefit of their ongoing affordable housing initiatives.

What it means for LiveWorkPlay is that we will soon be out of the landlord business. We are proud of the efforts we made to increase the affordable housing stock in Ottawa, but since the adoption of our new vision, mission, and values in 2011, it became obvious that we cannot be both a landlord and provider of support. It is a conflict of interest. At the same time, we have also developed relationships with leading non-profit housing providers like Centretown Citizens Ottawa Corporation (CCOC), Nepean Housing, and MHI. Our involvement in the bricks and mortar of affordable housing is to lend our voice in support of increased capacity for these organizations and others like them. Our own efforts to provide direct person-centred assistance so our members can enjoy their homes – whether they are apartments, condos, or houses – will continue and indeed it was a great year for the Living Supports team.

REPORT ON COMMUNICATIONS by Keenan Wellar

Information Technology

A part of my role that I've not discussed much in the past is Information Technology management. LiveWorkPlay has always been leading-edge with our use of technology. We are all about people and relationships, but technology used well can help us build and maintain those connections. It can be tempting to "save money" by sticking with older technology software, devices, and platforms, but this needs to be balanced with an understanding of how much time and money can be lost when technology works too slowly or is in constant need of repairs.

At present we are working through the process of updating staff computers. With most software coming from TechSoup Canada at significant discounts, we are able to stay current. Hardware prices have come down and there comes a time when continuing with an older laptop or desktop does not make sense, either because of poor performance or due to the inability to run current programs or operating systems. I've been asked in the past about whether or not LiveWorkPlay makes do with used computers and other donated technology, and this is very rare, as current technology is necessary to the daily functioning of our staff team as well as in support of our board, volunteers, and partners.

Our secure files and database are hosted on ShareVision (and our members also log in to ShareVison where they can view their own files and receive notifications) while file sharing takes place via DropBox for business. Our website at Canadian Web Hosting is now at over 80 gigabytes of data (most of which the public sees through our WordPress website) and we can continue up to 150 GB with our current package. Although we are perhaps best known for our social media strategy (see below) our website is more active than ever, with monthly "hits" ranging from a low of 150,000 to a high of over 800,000 last year (not surprisingly, our 20th anniversary celebrations drew attention).

In addition to hosting our email accounts on that same web server, there are also several legacy electronic mailing lists used by the staff and board. Our public mailing lists (<http://tln.liveworkplay.ca> and <http://lfs.liveworkplay.ca>) have been updated to the richer format provide through MailChimp, and our People Connector Alex Darling also uses MailChimp to communicate with volunteers.

At the office there is of course an internal network with approximately 20 computer devices, 3 printers, and various other peripherals such as display screens, laminators, shredders, projectors, and more.

This is just a brief tour of the IT situation at LiveWorkPlay, but in light of the many popular conversations about "overhead" one might see in media coverage about charitable organizations, I wanted to take a moment to share a sense of how much IT is in use and why. This is also as a bridge to the obvious: it takes work to keep it all running smoothly, and this is a role that I take seriously. I do not always do the work myself and I don't hesitate to bring in outside help (they are on speed dial) but it is both practical and efficient that I perform most of the onsite work myself.

I definitely want to give a tip of my IT cap to the rest of the team who pitch in so well. Everyone has their own areas of expertise. Julie and Allison are definitely the lead on dealing with ShareVision issues!

Social Media

LiveWorkPlay was honoured with the Community Living Ontario Social Media Award at the 2014 annual conference. During the ceremony it was stated:

"The winning organization understands the underlying importance of social media in raising public awareness. LiveWorkPlay has gone above and beyond with their social media strategy in numerous ways: interacting and responding to the public, engaging important current issues, and creatively addressing topics that are important to each and every one of us."

Although it was my privilege to accept the award, it's very important to point out that no social media strategy is effective without *other people* and that's really what the award is all about. I am fortunate to have access to interesting news on a daily basis and to have members, families, and partners who are willing to take the time to share their news, as well as a staff team that sends me photos and videos and updates in the middle of their very busy days.

Our Twitter account @LiveWorkPlay now has over 6500 followers and our Facebook page now has over 2000 likes. These numbers are of course irrelevant if there are no interactions taking place, but that is certainly not the case. Facebook in particular has been a real daily beehive of activity! This is the power of good old fashioned AI Condeluci social capital, amplified by modern technology.

While sometimes it is one of our major events that generates a lot of buzz, it's usually more personal stories that have racked up staggering figures. Any why not? Hosting a first dinner party, or moving into an apartment, joining a soccer team, or getting a job...it's exciting! Upwards of 3000 people *per day* are engaging with our Facebook posts. It doesn't matter that they might not give a "like" to our page. What's much more important is that they have attached a great outcome to the work of our organization and are perhaps having conversations with others – online and offline – about the benefits of including people with intellectual disabilities in our community.

Engagement on Twitter often takes off only when we are involved in a discussion of public importance. For example, when the sheltered workshop issue was exposed through a story in Ottawa (see "traditional media" below) there was a flurry of Twitter activity that tended to drive visits to our website, Facebook, YouTube channel, blog, SlideShare, and LinkedIn platforms and presence.

Our YouTube channel (LiveWorkPlay.tv) is used more as a "video repository" than an engagement site, but with more than 260 videos and 130,000 views of them, it all adds up! The videos are uploaded to YouTube and then shared via Facebook, Twitter, and SlideShare (<http://presentations.liveworkplay.ca>) which now boasts more than 40 presentations given by our staff and volunteers.



Traditional Media

With the ability to share our own news through our social media channels and with passionate supporters to circulate it, the necessity for coverage by traditional television, radio, and newspaper media organizations is not what it used to be. However, we not only benefit from supporting journalists in their efforts to bring relevant facts and information to the public, we have a responsibility to speak up in public dialogues of importance to our members and the community.

Looking back over the 2014-2015 year in the media (you can find links to anything mentioned here by visiting <http://liveworkplay.ca/our-media/>) these are some of the standouts:

- Member Matt Suttie (pictured) appearing on CTV Ottawa and in the Ottawa Citizen after being featured at the United Way Ottawa campaign launch for his employment at Imperial Coffee
- Spending the entire CKCU Welcome To My World radio show with their engaging hosts where I was joined by members Ryan Nevitt and Caroline Matte
- Member Cooper Gage featured in Why I Run magazine and also on CTV Ottawa talking about his personal love of running as well as events in support of Mark Sutcliffe's United Way fundraisers
- Discussing sheltered workshops on CBC All In A Day and a joint publication of an Ottawa Citizen op-ed piece with Jennifer Ramsay from the Human Rights Legal Support Centre
- Media tour with AI Condeluci to CFRA, CBC, and Rogers Daytime and the writing and photography of Caroline Phillips which profiled Engines of Success in the Ottawa Citizen
- Royce Rinne and his work at Dow Honda were featured not only in the MCSS Spotlight on Transformation newsletter but also in the 2015 Ontario Budget (page 179)

SERVICE COORDINATOR OVERVIEW by Allison Moores

It was a year of nonstop action as Service Coordinator for LiveWorkPlay. We are responding to demand from fee-for-service (FFS) clients while at the same time working hard to make sure continue to deliver high quality person-centred service for all. We added 6 new FFS members, which represents a 15% increase (from 40 to 46). FFS members may have funding through the MCSS Passport program, through other funded means, or using their own resources. They may work with LiveWorkPlay on an hourly basis or through the annual service membership.

We also provided additional support to 40 individuals through projects funded by the MCSS Employment and Modernization Fund, United Way Ottawa, and an Ontario Disability Support Program (ODSP) special project. These were all projects related to employment.

To meet all of this demand for jobs, our Manager of Employment Supports Jen Bosworth has been bringing in endless new leads, many of them thanks to the work of the volunteers on the Employment Task Force. Paul Leduc, Tim Ropchan, and Jacob Pollack have been criss-crossing the city new jobs and maintaining existing employment relationships, and Kelsey McDaniel and David Tushingham were missed in a big way once their support for our summer employment positions came to an end.

Our allocation of funded supports (accessed only through DSOER, Developmental Services Ontario) remains at 39 spots for Community Participation and 7 for Independent Living. Vacancies are extremely rare and we fill them through the DSO process. We are working with DSO to make sure that when we do have vacancies we can quickly get access to potential candidates and make sure that these spots are not sitting idle.

The LiveWorkPlay Service Coordinator meets formally with every member (and supporters of their choosing) at least once per year. Throughout these meetings (mostly conducted in the summer of 2015) I ask questions and track the responses in order to understand progress for each individual, but also to see how we are doing as an organization in light of any targets established for us by funders, as well as to provide some important data about how well the services we provide align with the impact we are called to deliver through our Theory of Change indicators. You can learn more about this at <http://liveworkplay.ca/socialchange>.

In terms of key themes that were identified through this year's meetings, we heard less about "moving out" simply because so many of our members are now in homes of their own. The same can be said for employment, as so many members are now working. As such, homes and jobs were frequently listed in the "what's working" category.

With Living Supports (helping people in their own homes) Anthony Stratton and Daniel Harris found themselves involved with technology in a big way and it was a major theme for the year. Whether it was our Mon Ami (a personal organization system) pilot project or simply helping members use their computers, smart phones, and other devices more effectively, they were kept very busy supporting members with their communications and hobbies in addition to more traditional requests such as shopping, meal planning, and financial management.

Last year "more friends wanted" was a dominant theme and there were also requests for help with romantic partners. Certainly there is still a lot of interest in new friends, but without question, interest with respect to intimate relationships was expressed with both greater frequency and greater confidence.

Community Connector Grace Hudson has been the lead on developing our approach to providing this support, and this includes partnerships with external resources including Sue McGarvie, a highly regarded local Clinical Sex and Relationship Therapist. She has also worked on "systems navigation" (see below) especially with DSOER.

Community Connector Caitlin Fortier supported an internal pilot project to assist members with dating. We can't report on the details, but perhaps one or more happy couples will share their story at some later date. No pun intended. She also helped members with some very unique interests, stay tuned for an AMI media story in October!

Community Connector George Kranitis has remarked on a great year of developing friendships through sports and recreation, often in conjunction with our matching supports (see below). He has also developed important new partnerships with mental health professionals who have been connected to a number of LiveWorkPlay members.

People Connector Alex Darling had steady interest from new volunteer recruits. The active volunteer team now numbers more than 150. They not only helped support more than 300 (yes, three hundred!) Friday night community meet-ups, but also 80 one to one matches with members to for anything from training for marathons to gourmet coffee talks.

We've included "system navigation" in our annual service membership and as a fee-for-service option and this is an increasingly popular service. With support from the Community Connector team in particular, I have attended a number of Developmental Services Ontario Eastern Region meetings and supported people to access other community services and supports such as Ontario Disability Support Program and Community Care Access Centre (ODSP and CCAC).

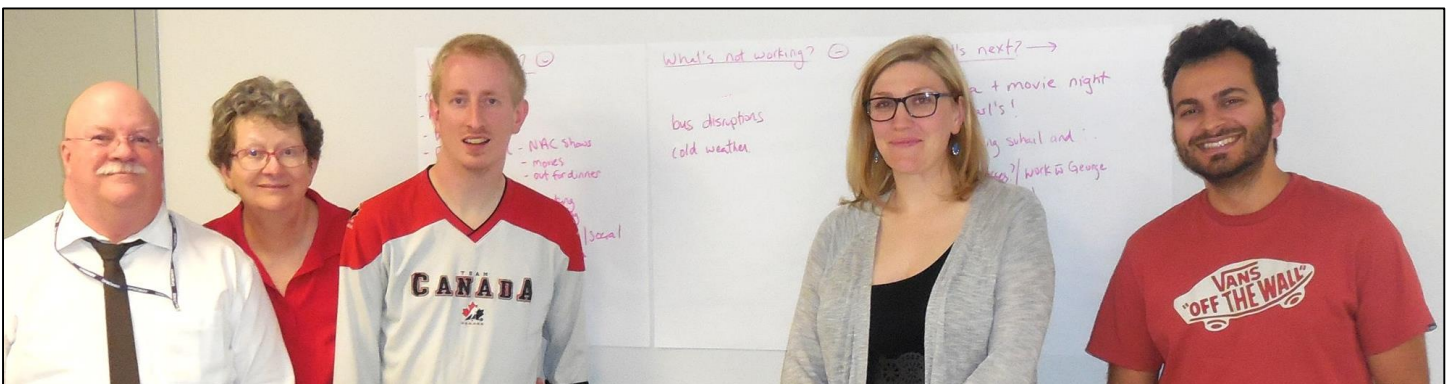
I would be remiss in failing to mention that trips and travel remain very popular, and we have more than 20 members heading to Club Med Turkoise in the winter, and two groups of ten heading on an Ottawa Valley Tours trip to Pennsylvania, one in the spring, and one in the fall. We've also seen members like Ryan McBride who partly as a result of LiveWorkPlay travel experiences have developed the confidence to travel on their own to visit with family in other cities.

Sadly it is part of life that we must say goodbye to loved ones, and helping our members manage their grief is a part of what we do. In 2015 the entire LiveWorkPlay community was devastated by the news of the passing of Emma Jean Francis Berringer. Emma was just over a month from her 25th birthday when on July 28, 2015, a pulmonary embolus took her life while she slept.

It was touching to hear family members remark on the large number of friends she had developed, many of them through people she met at LiveWorkPlay. Emma in fact made friends very easily, and she was interested in all people. The way Emma saw past age, or skin colour, or communication styles, or any other type of difference that might make other people nervous was a lesson for us all. As her family members explained in various eloquent and moving ways at the service, Emma had many reasons throughout her life to give up on various life ambitions, but it simply was not in her character. She chose to keep trying and consistently surprised and amazed those who thought she was reaching too high.



On a personal note, I'm already on maternity leave as this report is being written, and as excited as I am, I am also going to miss my colleagues and the members and their family supporters who are such a big part of my life. I wanted to conclude my report by mentioning that this has been by far the best year in my long history as Service Coordinator in terms of receiving honest and helpful feedback from parents and siblings. It will be a big adjustment for me and I know it will also be a big adjustment for all of you as we are used to each other. However, I urge you to have faith in those who will help you in my absence, and to continue sharing and building with them.



A summer annual meeting with Carl Sanderson and his parents along with staff member George Kranitis. Community Connector, Employment Supports, or Living Supports staff often attend the meetings at the request of our members to help share information about what is working, what is not working, and what they want to do next.

Memories: 20th Anniversary Celebration

Cooper Gage (left) was recognized with the legacy Ambassador Award as a long-term public champion for LiveWorkPlay values and for his support of partner organization events and fundraising.



The Murphy, McBride, Harris, and Keay/Hudak families were celebrated for their legacy of supporting and hosting events.

Surprise! LiveWorkPlay Chairperson Cecelia Taylor was ambushed by Rabbi Bulka who represented United Way Ottawa for presentation of a Community Builder Award!



David Keay and Barry Wellar, co-sponsors of the My Own Home bursary, celebrate awarding of \$200 cheques to Patrick Doyle and Scott Maher. The bursary has now been awarded to more than 40 individuals who have moved to homes of their own in the community. Incredible!



Our legacy Community Partner awards: United Way Ottawa, Meals on Wheels Ottawa, and St. Anthony's Banquet Hall.



Caroline Matte is the second annual recipient of the Rob More Good Life Award. Rob's mother, father, and sister were on stage to assist with the presentation. The award is given to honour his memory following his passing in the Ottawa bus/train crash of September 18, 2013.



Legacy Employment Partners celebrated: owner, managers, and staff colleagues from The Parliament Cleaning Group, Dow Honda, and TD Bank accept awards.



Staff and residents celebrate together as Nepean Housing and Centretown Citizens Ottawa Corporation are recognized as Legacy Housing Partners.





Legacy Volunteer Awards presented by former Board Chairperson Wendy Mitchell. Recipients: Mitchell Leitman, Kayleigh Wong, Pennie Styan, Al Condeluci, Andrea Saldhana, Mike Coxon, and Derick Fage.



Celebrating the Staff Team: Alex Darling, George Kranitis, Anthony Stratton, Tim Ropchan, David Tushingham (summer), Allison Moores, Kelsey McDaniel (summer), Caitlin Fortier, Paul Leduc, Jen Bosworth, Julie Kingstone, Daniel Harris, and Keenan Wellar.

From the Report of the Independent Auditor (full document is 17 pages)

<u>LIVEWORKPLAY</u>		
<u>STATEMENT OF FINANCIAL POSITION</u>		
<u>JUNE 30, 2015</u>		
<u>ASSETS</u>	<u>2015</u>	<u>2014</u>
CURRENT ASSETS		
Cash	\$ 554,741	\$ 477,424
Receivables (Note 14)	206,577	36,678
Prepaid expenses (Note 11)	<u>48,862</u>	<u>38,710</u>
	<u>810,180</u>	<u>552,812</u>
PROPERTY AND EQUIPMENT (Notes 2, 4)		
Condominiums	1,243,916	1,243,916
Computer equipment	127,580	126,279
Furniture	83,313	45,948
Leasehold improvements	<u>72,307</u>	<u>60,991</u>
	1,527,116	1,477,134
Less accumulated amortization	<u>525,732</u>	<u>473,838</u>
	<u>1,001,384</u>	<u>1,003,296</u>
	<u>\$1,811,564</u>	<u>\$1,556,108</u>
<u>LIABILITIES</u>		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 41,644	\$ 18,848
Deferred contributions (Note 5)	<u>205,334</u>	<u>12,360</u>
	246,978	31,208
DEFERRED LEASE INDUCEMENT (Note 15)	6,762	-
DEFERRED CAPITAL CONTRIBUTIONS (Note 8)	<u>548,262</u>	<u>567,743</u>
	<u>802,002</u>	<u>598,951</u>
<u>ACCUMULATED NET ASSETS</u>		
NET ASSETS		
Invested in capital assets (Note 6)	453,122	435,553
Net assets internally restricted for condominium fund (Note 121)	100,000	100,000
Net assets internally restricted for compensation fund (Note 121)	51,790	63,400
Net assets internally restricted for operating fund (Note 121)	250,000	250,000
Unrestricted	<u>154,650</u>	<u>108,204</u>
	<u>1,009,562</u>	<u>957,157</u>
	<u>\$1,811,564</u>	<u>\$1,556,108</u>

LIVEWORKPLAY
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED JUNE 30, 2015

	<u>2015</u>	<u>2014</u>
REVENUE		
Grants (Note 3)	\$1,016,948	\$ 828,139
Fee for service	163,100	154,706
Program fees	9,550	9,212
Fundraising	65,299	67,673
Donations	64,626	78,306
Amortization of deferred capital contributions	25,429	24,239
Rent	39,150	54,900
Investment income	4,389	3,526
Miscellaneous	<u>5,926</u>	<u>9,548</u>
	<u>1,394,417</u>	<u>1,230,249</u>
EXPENDITURES		
Advertising and promotion	6,817	4,465
Amortization	51,894	49,310
Bank charges and interest	3,872	3,350
Condo fees	32,758	30,884
Events	36,435	44,567
Insurance	4,968	5,111
Meetings	11,729	5,778
Office maintenance	1,727	5,896
Office rent	118,176	58,256
Office supplies	11,692	15,272
Professional fees	14,584	36,336
Property taxes (Note 17)	18,045	229
Publications	952	115
Program supplies	54,098	31,423
Supported travel	94,607	83,942
Telephone and internet	23,021	19,578
Training	31,333	17,384
Vehicle	43,218	32,258
Volunteer appreciation	3,383	3,474
Wages and benefits	<u>778,703</u>	<u>719,337</u>
	<u>1,342,012</u>	<u>1,166,965</u>
EXCESS OF REVENUE OVER EXPENDITURES	<u>\$ 52,405</u>	<u>\$ 63,284</u>

See accompanying notes to the financial statements

5

MITCHELL & HOLMES
 CHARTERED ACCOUNTANTS

LiveWorkPlay 101: Culture and Language

OUR NAME

If there is only ONE takeaway from your visit to this page, please let it be this one: LiveWorkPlay

Not: Live Work Play or live work play or LIVE WORK PLAY

Not: liveworkplay or LIVEWORKPLAY

Not: Live, Work, Play

Not: Live, Work and Play

Not: Live, Work, and Play

Not: “Live Work Play”

Not: “LiveWorkPlay”

Not: LWP

Not: ell-double-you-pee

LiveWorkPlay

Please type it, say it, and share it exactly like that. No spaces. No commas. No “and.” Not all uppercase. Not all lowercase. The L is capitalized. The W is capitalized. The P is capitalized. LiveWorkPlay. This is important for a variety of reasons, but without going into great detail, *our name is our name*. LiveWorkPlay is what it says on our federal incorporation, it’s on our charitable registration, and it’s a trademark too!

If you are reading this page, it’s probably because you are involved with LiveWorkPlay in some way, and you probably make an effort to “spread the word” about the organization to other individuals and groups. We don’t want those efforts to go to waste. You only get one chance to make a first impression.

Saying or writing “LWP” is definitely unhelpful so please avoid it. Our sector is full of complicated acronyms and we don’t need to pile on top of that by changing our name into something it’s not. And people have a hard time remembering a set of letters instead of a name. Everyone is always saying how our organization has such a great name, so we don’t want to squish it down into something cold and lacking meaning.

WHO WE HELP

People with intellectual disabilities.

LiveWorkPlay supports individuals who have an intellectual disability, or if talking about a group of individuals, LiveWorkPlay supports people with intellectual disabilities. Being picky about how you use it in a sentence isn’t as important as using the correct term. Not people with “special needs” or “developmentally challenged” and certainly not “mentally retarded.” Please use the one official term in either of these forms: intellectual disability or intellectual disabilities.

Please note that it is incorrect to say “intellectually disabled person.” That means, quite literally, that the person has no intellect. They are a person who has an intellectual disability. Make sense? This is important. “People first” language is not about being “politically correct” it’s about being accurate about the status of a person as a human being. Most of the time when we talk about people there is no need to mention their disability (or absence of a disability). So when it is necessary, we should be as respectful as possible.

Looking for a more formal definition of intellectual disability? This is the 2015 version:

An intellectual disability (also known as a developmental disability or intellectual developmental disorder, and formerly known as mental retardation) is a life-long condition, usually present at birth or originating in the early years of childhood, which interferes with one's ability to learn at the same pace or to the same extent as others.

Individuals with a diagnosis of intellectual disability will have difficulty with adaptive functioning in one or more of these domains: conceptual, social, practical (see Diagnostic and Statistical Manual of Mental Disorders, Fifth Edition). IQ scores of two standard deviations (or more) below the general population (equivalent to a score of 70 or less) are associated with the diagnosis, but IQ score alone is not utilized for assessment of needs and abilities, or for determining support requirements.

There are more than 200 known causes of intellectual disability. The nature and extent vary greatly between individuals, and may or may not be accompanied by physical disabilities.

People often want to know about causation, and it's important to note that about half the time, there is no specific causation. The diagnosis fits and there is no genetic or other specific cause that can be identified. The two most common genetic conditions are Down syndrome and Fragile X syndrome. The most common medical causes are infections and brain damage which may occur before or after birth.

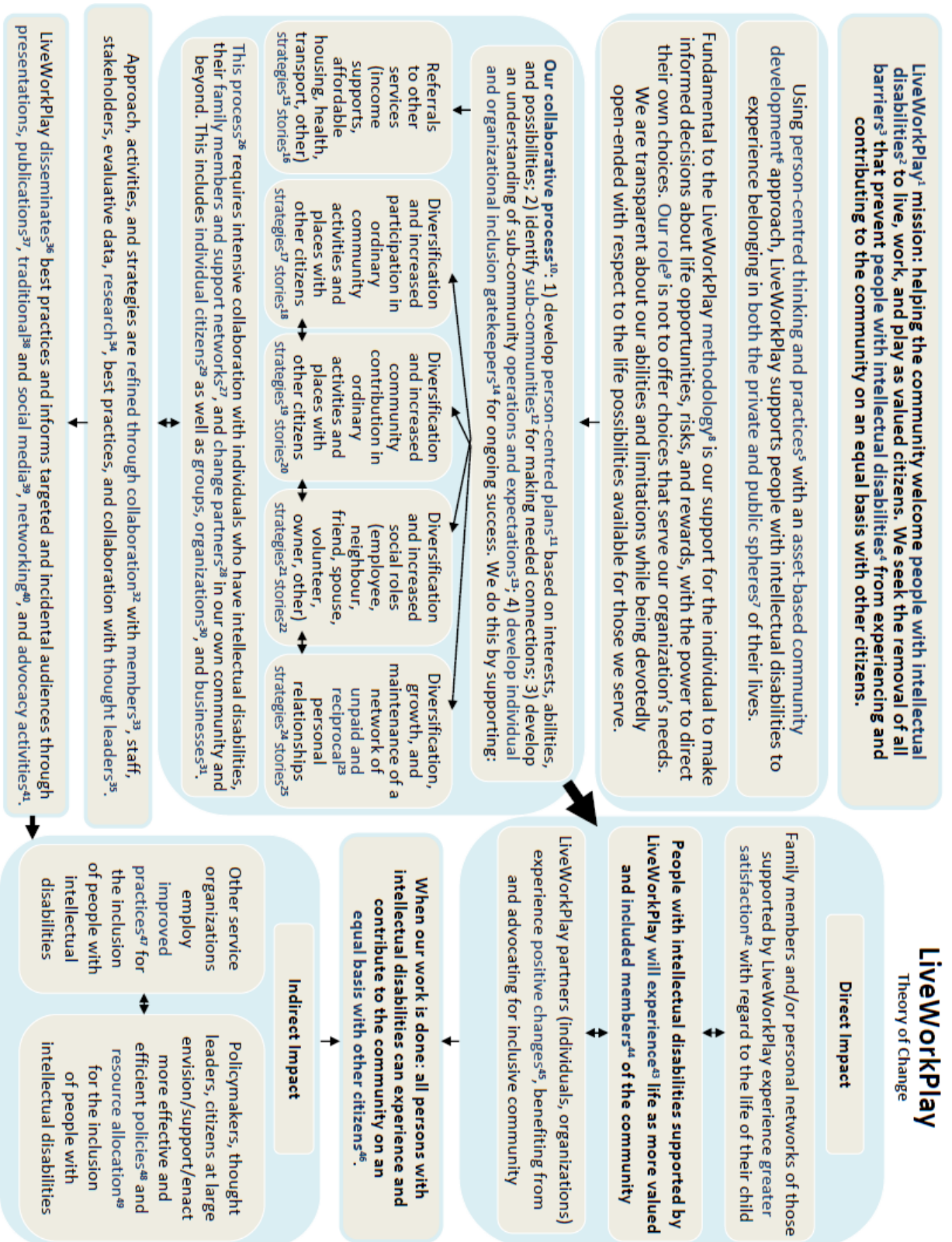
What about autism, Pervasive Developmental Disorders, and Asperger syndrome?

There is some controversy about this. At LiveWorkPlay we include people who have a label of autism as part of the target population we serve and include autism under the umbrella term "intellectual disability." However, it is a fact that many individuals with a label of autism have IQ scores above 70 and/or that it is issues of communication that are preventing an accurate (higher) score. Many professionals say that the conditions of "autism" and "intellectual disability" are not one in the same, but rather are common *co-occurring disorders*.

LiveWorkPlay does not take a position on the issue of whether or not the terms autism and intellectual disability should be used independently. If a person with a label of autism is seeking government-funded support from LiveWorkPlay, then if Developmental Services Ontario qualifies them as a potential candidate for our services, then we move forward and see if it's a fit. If they are looking for support through a fee-for-service arrangement then what qualifies them is whether or not we think we can be helpful in meeting their needs.

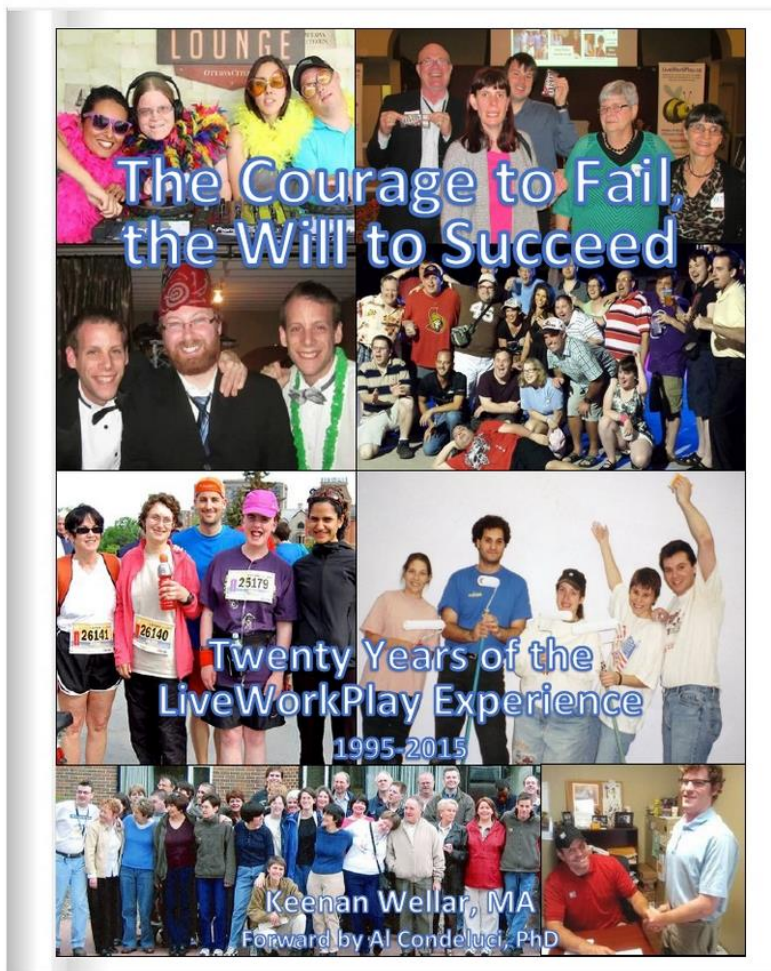
Historically we have provided supports to several individuals who have not met the precise definition of "intellectual disability" and this will continue. We will not be expanding to serve other populations (there are many reasons for this, including our registered purposes associated with our charitable status) but serving those who may not fit the definition 100% but could obviously benefit from our supports is within the scope of our mandate. This includes Asperger syndrome.

Theory of Change: a specific and measurable description of a social change initiative that forms the basis for ongoing determination of strategic direction, decision-making, and evaluation. Done well, it will help guide you to deliver the change in the world you want to see, and will also demonstrate both your successes and lessons learned along the way. [<http://bzbz.ca/toc-doc>]



NOW AVAILABLE!

The Courage to Fail, the Will to Succeed: Twenty Years of the LiveWorkPlay Experience 1995-2015



Author: Keenan Wellar, MA
Foreword: Al Condeluci, PhD
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ISBN: 9781518497278

Available in hardcover book, premium magazine, downloadable PDF, text-only e-book for iPad, mp3 audio, and YouTube audio.

From the introduction by Keenan Wellar: A note about the title “The Courage to Fail, the Will to Succeed.” This is intended to reflect the interdependence between the LiveWorkPlay organization and the people who have placed their trust in our abilities. We have indeed taken risks as an agency, often resulting in disappointment or failure. From these struggles we have learned, improved, and often succeeded. The same is true of the people we have had the privilege of supporting who have put their very lives in our hands. For every leap of faith required of them along the way, we are forever grateful.

From the foreword by Al Condeluci: The brilliance of the work that has been done by the people of LiveWorkPlay demonstrates the power of social capital. As Julie and Keenan developed the framework for LiveWorkPlay, they knew that life is holistic, and that people cannot really exist in a vacuum or in the silos that typify human services. They knew instinctively that a good life is predicated on relationships. It cannot be parcelled out like products. I believe this understanding is key to the organization’s success in building a passionate network of supporters. I am proud to be a partner with LiveWorkPlay and to be associated with their leadership. They know that a connection with others takes us deeper into our own souls. Through others we know ourselves better. This deeper fulfillment is the fuel that helps us lead a better life as it enlivens our understanding of what it means to be human. LiveWorkPlay lives this every day, and therein makes its mark on its own community and those who choose to pay attention to its message and achievements.

Buy online or at upcoming LiveWorkPlay events (while they last).

<http://liveworkplay.ca/courage>