



# LiveWorkPlay.ca

WHERE POSSIBILITIES TAKE FLIGHT

## Annual Report 2019



*Making a buzz for a more welcoming Ottawa community!*

**Presented at the Annual General Meeting  
St. Anthony's Banquet Hall, Ottawa, June 25**

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Cover photo: Collage from the December 7, 2018,  
Festive Family Feast celebration.



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# LiveWorkPlay\* Guiding Statements

Adopted by Members at the LiveWorkPlay Annual General Meeting 2011

September 23, 2011 • Ottawa, Canada

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- VISION:** A COMMUNITY WHERE EVERYONE BELONGS
- MISSION:** HELPING OUR COMMUNITY WELCOME PEOPLE WITH INTELLECTUAL DISABILITIES TO LIVE, WORK, AND PLAY AS VALUED CITIZENS. \* SEE MISSION UPDATE: PAGE 8
- CORE VALUE:** PEOPLE WITH INTELLECTUAL DISABILITIES ARE VALUABLE CONTRIBUTORS TO THE DIVERSITY OF OUR COMMUNITY AND TO THE HUMAN FAMILY.

## LIVE, WORK, PLAY VALUES

**WITH RESPECT TO: HOMES, HEALTH CARE, EDUCATION, PERSONAL DIGNITY, AND PERSONAL PRIVACY**

**PAID WORK AT MINIMUM WAGE OR BETTER, SHORT-TERM UNPAID WORK, AND VOLUNTEER POSITIONS**

**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.**

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Development of these guiding statements was influenced by many individuals and organizations, including local, national, and international sources. Additional feedback was invited and received from third parties that ranged from grassroots advocacy groups to national social policy organizations. These contributions supported two years of formal and informal discussions facilitated by the board of directors. These consultations included voices from all LiveWorkPlay constituencies, such as individuals with intellectual disabilities, family members, staff, volunteers, and community partners. The statements are intended to resemble the values, intentions, and language of the United Nations Convention of the Rights of Persons with Disabilities, ratified by the Government of Canada in 2010.

# Report from the Chair of the Board of Directors

Greetings to all LiveWorkPlay constituents!

Your Board of Directors serves as your elected stewards, accountable for steering the organization towards a sustainable future through sound governance practices that ensure ethical, regulatory, and legally compliant operations. This includes risk and financial management policies, as well as making sure the organization has adequate resources to advance its mission in a transparent, responsive, fair and inclusive manner.



Cathy Velazquez

I am pleased to share with you that our governance model provides a solid foundation to deliver not only on these fundamentals but has also supported significant progress with the strategic imperatives we first identified to you at AGM 2017 as “Vision 2020.”

**VISION STATEMENT:** In 2020 LiveWorkPlay will be a sustainable organization both economically and in terms of a “thoughtful legacy” that is well managed and well governed, with the capacity to ensure leadership succession. Individuals will be supported through a person-centred process to thrive as citizens through supports which enable employment for people transitioning from school to adulthood, better jobs and career outcomes, access to affordable homes and independent lives, and access to long term sustainable and reciprocal relationships. Families will have greater piece of mind, barriers to inclusion will be reduced, and communities will be more welcoming, embracing the value and contributions of all citizens of all abilities, including those with intellectual disabilities.

NEGOTIATING RIGHT RELATIONSHIPS WITH MEMBERS AND FAMILIES	SUSTAINABLE AND MUTUALLY BENEFICIAL STRATEGIC PARTNERSHIPS	SUSTAINABLE PORTFOLIO OF SUPPORTS AND SERVICES	BUILD A LEADERFUL ORGANIZATION INVESTING IN QUALITY PEOPLE AND TRAINING	PROMOTING A WELCOMING COMMUNITY REDUCING BARRIERS
<ol style="list-style-type: none"> <li>1) Understand Supports</li> <li>2) Articulation of Promise</li> <li>3) Communicate Promise</li> <li>4) Method to Evaluate level of Understanding</li> <li>5) Evaluate and Analyze</li> <li>6) Tweak Strategies as Necessary</li> </ol>	<ol style="list-style-type: none"> <li>1) Purpose of Partnerships</li> <li>2) Define Partner</li> <li>3) List existing Partners</li> <li>4) Determine Relevance of Current Partners</li> <li>5) Identify Gaps</li> <li>6) Identify New Partners and Strategy</li> <li>7) Identify Resources to Support the Strategy</li> </ol>	<ol style="list-style-type: none"> <li>1) Understand Supports               <ol style="list-style-type: none"> <li>i) how provided</li> <li>ii) costs/funding</li> <li>iii) outcomes</li> <li>iv) sustainability</li> </ol> </li> <li>2) Establish Capacity of Supports</li> <li>3) Establish Scope of Supports</li> </ol>	<ol style="list-style-type: none"> <li>1) Understand Supports</li> <li>2) Future Services</li> <li>3) How to Maintain Quality in Context of Understand Costs</li> <li>4) What Outcomes are Most Important and How to Track?</li> <li>5) Strategy to Attract Right People (Staff, Volunteers, Board Members, Supporters)</li> </ol>	<ol style="list-style-type: none"> <li>1) Understand Barriers</li> <li>2) Understanding Supports in Barrier Reduction</li> <li>3) Prioritize Barriers we are Best Suited to Address and Focus</li> <li>4) List and Develop Strategies for Barrier Busting</li> <li>5) Identify Resources to Support the Strategy</li> </ol>

## Our Vision 2020 Strategic Directions

As planned, having placed more focus on other priorities in previous years, for 2018-2019 the board spent more time with the Welcoming Communities and Strategic Partner directives. This involved learning and discussions from both internal and external sources, including research reviews, guests from other organizations, and hearing from members of the LiveWorkPlay staff team about how their operational work connects to outcomes.

Other important highlights included:

- Completing work that was started last year by implementing a sound financial investment plan for the organization, developed by the Stewardship Committee.
- An enhanced board recruitment and succession plan developed by the Governance Committee (and delivering quality new candidates).
- Updated staff compensation packages, following extensive reviews of third-party salary and benefits data, and joining the new OPTrust Select pension plan, a cumulative result that positions LiveWorkPlay to both recruit and retain quality staff members.
- A proposed amendment to the organization's mission statement that arose from our strategic partnership and welcoming community discussions; the change aims to better recognize the diversity of the individuals we support by adding a reference to "autistic persons" and "individuals with a dual diagnosis." We also propose adding the word "include" to the mission to be clear that this is the intended outcome – for people to be both welcomed and included in their community.

High-performing boards consistently self-correct and look for or create ways to self-renew. The LiveWorkPlay board invests time for regular self-assessments and quarterly discussions that foster a culture of continuous improvement. This year's board made small changes to allow for generative and strategic discussions that focus on the future while managing its ongoing fiduciary responsibilities of today.

Strong board leadership is fundamental to any organization's effective governance.

I am pleased to see that we have an impressive slate of candidates who will stand for election to the board at AGM 2019. Five of the seven current board members will stand for re-election: Brigid FitzPatrick, Christine Felteau, Laurie Hogan, Michelle O'Doherty and Daniel Spagnolo.

Robin McIntyre and Kate Sherwood will stand for election to the board of directors as new candidates recruited through our enhanced process, which offered Robin and Kate opportunities to spend time with the board to understand our practices and culture.

It is with much appreciation and thanks that we bid adieu to Kari Whatley for her 3 years of service on the board. Kari brought great experience and fresh ideas to the board table. Her professionalism, candor and commitment to the LiveWorkPlay mission and the work of the board will be missed. It has been a pleasure to work with Kari. We wish her continued success professionally and personally. I also want to thank Matt Shipley who retired mid-term (replaced by Laurie Hogan) to spend more time with his young family.

As for myself, I joined the LiveWorkPlay Board of Directors in 2013-2014, and as planned I am completing my fifth and final year as Chair of the Board. I will continue in a non-board member capacity (ex-officio) on the Stewardship Committee as I am committed to helping complete the important policy and risk management work that the committee began this year.

I encourage you to read more about the significant and focused work of the Governance Committee and Stewardship Committee in their reports as included in the Annual Report. Some of the information is already mentioned in my remarks, but the board felt it was important to share how the work of the committees relates to decisions made at the board table.

In closing, we'd like to thank the staff, our volunteers, members and parents, and our community partners, for living the mission day in and day out, with focus, commitment and dedication. You make the difference in furthering our important work and continuing our journey with the Vision 2020 strategic plan and beyond.

Thank you each and all for everything you do, every day. I know that you will continue to support the work of your newly elected board and welcome the new chair with open arms.

*Cathy Velazquez*  
*Chair*



**Left to right: Daniel Spagnolo, Cathy Velazquez, Brigid FitzPatrick, Christine Felteau, Matt Shipley, Michelle O'Doherty, Kari Whatley. Not pictured: Laurie Hogan (added mid-term to fill the position vacated by Matt).**

## **Report from the Governance Committee**

The Governance Committee (GC) was comprised of board members Michelle O’Doherty (Chair), Brigid Fitzpatrick, Kari Whatley and joined mid-term by our newest board member, Laurie Hogan, as well as Executive Staff Co-Leader Keenan Wellar who also serves as Secretary to the board. The committee met monthly throughout the 2018-2019 board term and we’ve detailed some of our highlights below.

### **Executive Staff Performance Evaluation**

Last year, the board approved a new executive staff performance evaluation, as recommended by the governance committee. This year was the first year of implementation, which involved quarterly meetings (as opposed to traditional annual reviews).

Members of the governance committee met with each Executive Staff Co-Leader at the start of the board term and every three months thereafter. The sessions involved discussions and coaching that allowed for direct communication between the co-leaders and board members about identified goals as well as any changes that required shifts in goals and priorities.

This committee and co-leaders agreed that the new process has allowed for a steady flow of information and support between the staff and the board on an ongoing basis. The governance committee plans on continuing this process going forward.

### **Ongoing Board Recruitment**

Last year, the governance committee created a new process to identify potential candidates for the board on a rolling basis (regardless of the existence of vacancies). At the beginning of the 2018-2019 term, the governance committee identified four candidates for engagement.

With the departure of Matt Shipley a vacancy on the board needed to be filled mid-term, so we used our recruitment process to identify one of the four candidates (Laurie Hogan) to fill that vacancy, while communicating with other candidates about future opportunities and working with existing board members to identify any pending departures. With Kari Whatley and Cathy Velazquez retiring, Robin McIntyre and Kate Sherwood agreed to stand for election at AGM 2019.

### **Board Effectiveness Feedback**

The governance committee continues to oversee the board effectiveness feedback processes. Board members continue to provide a monthly evaluation and conduct quarterly reviews of this feedback. Governance committee member Kari Whatley improved the digital data collection process, making it easier to input the information as well as analyze the results.

## **Policies & Procedures Review**

In partnership with members of the Stewardship Committee, the Governance Committee is supporting a process of refining policies and procedures with a goal of reducing overlap between governance policies and operational policies.

## **LiveWorkPlay Mission Statement Update**

The governance committee reviewed and proposed an updated mission statement for LiveWorkPlay. The committee determined that the current mission statement should broaden the description of the support we provide to different populations (currently does not mention autism and dual diagnosis) and that the word “welcoming” would be strengthened by the addition of “include.”

Keenan Wellar consulted with external advocates and organizations about how to best include autism in the mission statement. Although this advice yielded some small variances, the phrase “autistic persons” was well supported by this advice. We thank Derek Burrow from Autistics For Autistics who consulted extensively with Keenan on these matters.

A dual diagnosis means that in addition to having an intellectual disability and/or autism diagnosis, the person also has an identified mental health issue. LiveWorkPlay has always supported individuals with a dual diagnosis, but this has never been obvious or clear.

Taking all these matters into consideration brings us to the proposed new mission statement.

Our current mission statement:

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

Proposed update:

LiveWorkPlay helps the community welcome and include people with intellectual disabilities, autistic persons, and individuals with a dual diagnosis to live, work, and play as valued citizens.

I would like to thank my colleagues for an enjoyable and productive year!

*Michelle O’Doherty*  
*Chair, Governance Committee*



## Report from the Stewardship Committee

The Stewardship Committee (SC) comprised of board members Christine Felteau (Chair), Daniel Spagnolo, and Executive Staff Co-Leader Julie Kingstone (who also serves as LiveWorkPlay Director of Operations), met monthly throughout the 2018-2019 board term. The mandate of the Committee is to meet applicable federal not-for-profit incorporation and registered charity obligations, and to assist the board in discharging its oversight responsibilities with respect to finance, audit, investments, and risk. The 2018-2019 year was very productive, with some key highlights shared below.

The SC's ongoing oversight duties throughout 2018-2019 included:

- review of the annual budget
- review of quarterly comparative financial reports
- review of budget to actuals and year over year
- receipt of Executive Staff updates on funding proposals
- completion of the Ministry of Children, Community and Social Services (MCCSS) Risk Assessment and Transfer Payment Agency Reconciliation (TPAR)
- meeting with the auditor for pre-audit checklist review for the 2018-2019 fiscal year

As discussed out at AGM 2018, the SC focused on implementing our investment strategy with the Royal Bank of Canada (in keeping with our investment policy) staff and executive retention, and realizing efficiencies through a change in our fiscal year.

Although the process is managed by the staff team (the board has a short list of our own items related to QAM) the Stewardship Committee wishes to note the competency of that team with respect to the annual Quality Assurance Measures (QAM) audit by the Ministry of Children, Community and Social Services.

These surprise audits are conducted at least once a year (for all Developmental Services agencies receiving MCCSS funds) with about two weeks' notice. The 2018 audit was announced in the fall, and thanks to the entire staff team having their reporting up to date and available in digital format, the inspection was completed with accuracy and efficiency, and our certificate of 100% compliance was issued without any issues identified.

### Investment Strategy

To deliver against the organization's goals and aspirations, a solid infrastructure of fiscal responsibility is a key foundational element. In keeping with this, to ensure appropriate investment of surplus funds and reserves to mitigate against potential funding risks, the SC implemented the investment policy developed in the last fiscal year of 2017-2018. Investments were placed with the Royal Bank of Canada, in line with our core zero risk to capital strategy, utilizing a combination of guaranteed investment certificates and high interest savings.

## **Staff Retention**

As part of our ongoing activities to advance our strategic imperatives on staff retention, the SC reviewed an opportunity brought forward from Executive Staff on the opportunity to join the [newly created OPTrust Select defined pension plan](#) for non-profit organizations.

The SC in consultation with Executive Staff, and with additional feedback from independent legal counsel, proposed and had approved by the board a request membership in the plan (approved by OPTrust in May 2019).

In addition, as advised last year as part of our initiatives for 2018-2019, the SC in consultation with Executive Staff, and with direct assistance to the board from outside legal counsel, proposed to the board which then adopted an updated contract and compensation plan specific to the Executive Staff (co-leaders). This update was consistent with changes to compensation for non-Executive Staff in 2017-2018.

## **Initiatives in Progress**

The Stewardship Committee is excited for the opportunities that lie ahead. We know that our work is important for ensuring that the organization continues to strive for excellence not only in our delivery of services to our members and the community, but also that we are effectively managing risk and planning for a secure future. Current initiatives in progress that will continue into 2019-2020 that we look forward to reporting on next year include a full policy review for potential streamlining and efficiency opportunities, and an enhanced risk identification and management process.

## **Conclusion**

Having updated total compensation plans for all staff, including the introduction of a defined pension plan, this year saw the culmination of many years of hard work towards one of our strategic imperatives of ensuring that LiveWorkPlay, as an employer, leads by example in providing a workplace that offers challenging and meaningful career opportunities and a competitive compensation package for our staff.

*Christine Felteau*  
*Chair, Stewardship Committee*

## A Selection of Top Stories from 2018-2019

This is a popular feature of our annual reports, and while we have many supporters who might not be active with social media, to help us choose the stories we use data from our [Facebook page](#) and our own [news blog](#) to help us decide. For the list we do not draw from stories we shared from other organizations or news sites. This does not mean those stories are not important and we greatly appreciate all the cooperation and sharing we have enjoyed. A special nod to Community Living Ontario and their [Update Friday](#) newsletter, not only because they included LiveWorkPlay stories, but for helping us keep up with developments across the province through both internal and external expert commentary. In no particular order, here are the top stories of the year!

### Just Enough Support: The Video Series

We successfully completed our MCCSS Housing Task Force project that helped 12 people with intellectual disabilities and/or autism move to a home of their own in the community (more than half of them to the Multifaith Housing Initiative “Haven in Barrhaven”).

## INTRODUCING JUST ENOUGH SUPPORT VIDEO SERIES



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**Available with captions in French and English**

At the end of the project a few dollars remained and MCCSS supported [creation of a video](#) to help share the Just Enough Support approach. We hired local production company Affinity Productions, organized individuals we support, volunteers, family members, staff, community partners, and on a short timeline put out a video series that has now been viewed more than 100,000 times on Facebook, YouTube, and our own website.

## Partnership with Federal Public Service: The 100 Jobs Challenge

The challenge was first issued through a joint communication by the Treasury Board of Canada Secretariat and the Public Service Commission of Canada: in partnership with LiveWorkPlay, can we employ 100 people with intellectual disabilities and/or autism?

We haven't made it all the way to 100, but we are at 75 and counting, and our ongoing partnership with the federal public service to support the employment of people with intellectual disabilities and autistic people in federal agencies and departments generated a series of popular posts throughout the year.



Four of the most popular examples were [an announcement by MP Anita Vandenberg](#) in the House of Commons, [award ceremonies at Make A Buzz Ottawa](#) that recognized particular individuals and departments, a full-time permanent position [announced for Troy Vandergeest](#) by RCMP Commissioner Brenda Lucki, and a [special ceremony with MP Kate Young](#) (representing Minister Carla Qualtrough) during National AccessAbility Week.

The Federal Employment Strategy Group (FESG) of volunteers has played an indispensable role in these efforts, led by co-chairs Mary Gusella and Daniel Spagnolo.

## Celebration of Inclusion Family Feast

This revised format for our annual March gathering [featured a series of small ceremonies](#) to commemorate World Down Syndrome Day, World Autism Awareness Day, National Volunteer Week, International Day of Families – and a special tip of the cap to support Barry Wellar for his recently received Order of Canada.

This restyled event was a huge hit and the events team is looking at making changes to our September and December family feasts to follow a similar format.



*Alex Darling and Grace Hudson presented Volunteer Recognition Awards from the office of MP David McGuinty as part of this year's March family feast (Celebration of Inclusion).*

**Staff Anniversary Blogs**

Intended as an opportunity for individual staff members to share with the public (beyond their job titles) about their work, their role, and how they contribute, [the work anniversary blogs](#) proved enormously popular. More than 20 of them have been completed and we won't stop until every staff member has one!



## David Weremy Legacy Inclusion Award at Make A Buzz Ottawa 2019

Most LiveWorkPlay members have never met David in person, but clearly they had a full understanding and appreciation of his important work in championing the closure of institutions.

A survivor of the Manitoba Development Centre, David could not make it in person to the May 9 ceremony, but a summary of his accomplishments, a brief clip from the award-winning film “The Freedom Tour” (which David co-produced with other advocates), and a video David made to say “thank you” to the audience [generated the biggest applause of the night](#). His story has continued to generate video views on Facebook and YouTube.



## Small Group Travel to Turks and Caicos

Volunteer David Hernandez (in black) and Brodie Cox (white, middle) have teamed up to bring a few ideas to life over the years, including Friday night movie reviews (invite attendance to a particular movie, and meet after to create and share a review).

They got a big new idea off the ground in April with a trip to Club Med Turkoise, which included Patrick Doyle (blue) and Royce Rinne (red). Brodie, Royce, and Patrick had all been to Turkoise before, so David was the newcomer and he appreciated how easy it was to learn his way around with the help of the experienced trio.



“I know the perception will be that I was some sort of helper on the trip” said David. “But I was the one getting shown the ropes. I hope I did my part but that’s how it really was – four guys helping each other enjoy a great time. I think a lot of others could enjoy this type of small group travel and I will do what I can to help share practical tips and encouragement!”

## Communications Corner

Our marketing and communications efforts support all of our operations (see report next page) and strategic directions. These efforts involve many methods and channels, both internal and external, from the most public (social media) to the private (secure databases).

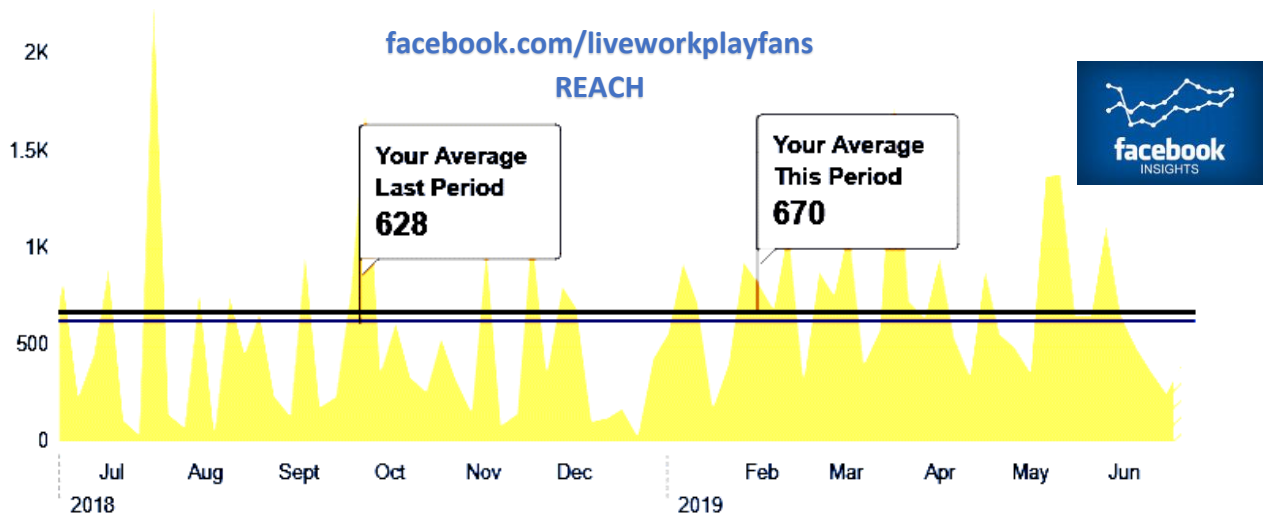
Our website remains a very important foundation of our communications strategy, averaging 50,000 hits a month (over 60,000 in certain months in response to some of the stories featured in our top ten list, and especially in May, thanks to Make A Buzz Ottawa). The website is now outdated in various ways, and importantly, is not in compliance with accessibility standards.

LiveWorkPlay is working with [Floating-Point](#) for the release of an updated site, which is nearing completion. The initial release will be a fully functioning site but will have minimal content in certain sections, which have information that is evolving or in development. In addition to meeting the latest accessibility standards, work is underway to make event registration, donations, and similar processes more seamless.

Work on the website has taken precedence over the planned introduction of a YouTube-based LiveWorkPlay TV show. Our social media channels and website receive hundreds of thousands of visitors every year, but we receive frequent feedback from family members, professionals in our field, advocates with intellectual disabilities and/or autism, and others that they would learn more from meaningful conversations with supported individuals, parents, siblings, volunteers, staff, community partners, elected representatives, and others.

Some work has already been completed, including basic equipment, theme music, and preliminary set design. As the website approaches completion and all sections are updated, the priority will shift to the YouTube project, which is intended to bring a mix of insider news and broader discussion related to inclusion in our community and beyond.

LiveWorkPlay would like to thank our passionate supporters for their many contributions to our communications efforts. Our Facebook page alone is experiencing an astonishing average reach (that means anyone who looked at anything on the page) of 670 persons/day (and climbing!). Our various social media channels are listed on the index page (page 2). Please join in!



## Executive Staff (Operations) Report

This is our second year providing this report within the framework of the five Strategic Directions from the Vision 2020 strategic plan announced by the board in 2017. There may be some information similar to what the Board of Directors has already provided in their summary and committee reports, but the information below is intended to inform our members and the public about how implementation of the plan is playing out in operational terms. Following this report please find a “by the numbers” summary of operational data.



Co-Leaders Julie Kingstone  
and Keenan Wellar

### Sustainable portfolio of supports and services

There were not many significant changes from last year, although some refinements were made to help with clarity about the supports and services we offer and how they are accessed.

Our core supports/services are as follows:

- ***Employment Supports***

LiveWorkPlay helps people with intellectual disabilities and/or autistic persons find and maintain authentic employment (minimum wage or better) with employers in all sectors. We do this through the MCCSS [Ontario Disability Support Program](#) as an Employment Supports service provider.

It has been announced that all provincial government employment supports will be under the umbrella of the Ministry of Training, Colleges and Universities (MTCU). We are doing our best to understand what this change will mean for LiveWorkPlay and other ODSP-ES providers, but as of the time of this report, it is not certain. We do know that we are delivering outstanding employment results for individuals from the most marginalized populations (unemployment rate in excess of 75%) and we also know that our provincial government values this outcome, so we are hopeful that under the new MTCU system we will be able to continue or even expand our work.

Our full employment team is not completely funded by ODSP-ES. We have two employer partnership leaders who are funded by grants and fundraised dollars. Their work is key to our excellent results.

Our employment supports approach was refined this year: the team now includes Workplace Inclusion Specialists (to help employers develop their inclusive workplace) and Employment Discovery Specialists (who work directly with the job seeker).



This reflects our shift away from traditional and less effective models that focus mainly on the jobseeker/candidate/employee and do not provide enough support to the employer and the supervisors and colleagues of the onboarding employee.

By spending more time with workplace readiness, there is less need for on-site support when the job starts – this is better for all concerned in that it sets a tone of capability – for the employee and for the rest of the workplace as welcoming and inclusive.

- ***Community Connecting and Supported Living***

These supports help people in their homes (such as meal planning and financial management) as well as community engagement (clubs, courses, classes, recreation, sports, and more) and relationships (neighbours, friends, families) and various organizational needs (scheduling medical appointments, travel planning, and more).

This includes options for Friday Night Meet-Ups (staff coordinated but volunteer-driven series of weekly social opportunities) as well as the volunteer matching initiative, whereby an individual we support is matched to a member of the community at large who shares one or more mutual interests.

Access to these supports is more complicated than our employment supports, but essentially there are three options, which can also occur in combination.

- 1) A funded placement through [Developmental Services Ontario](#) (there is a long wait and the wait is managed by DSO based on a prioritization system).
- 2) Individuals/families can hire LiveWorkPlay on an hourly basis using [Passport funding](#) (provided by MCCSS and can be used within certain guidelines). LiveWorkPlay manages its own vacancies for this path to accessing our services.
- 3) Individuals/families can pay fee-for-service (funds of their own that do not come from the government or come from a government source other than DSO and/or Passport. LiveWorkPlay manages its own vacancies for this path to accessing our services.

LiveWorkPlay is a leader in transparency and to this end, no matter which of the three pathways above apply to a person we are involved in supporting, they receive a full breakdown of their supports.

## Right relationships with supported individuals and families

Establishing right relationships means that we must effectively convey information about the supports and services we deliver, and make sure that (within the bounds of various privacy agreements) we communicate on progress. We have been focusing on improving this transparency and learning how to better establish accurate expectations.

Our main strategy is reflected in the previous section (sustainable portfolio of supports and services) where we have endeavored to ensure that it is clear what supports are available, how they are accessed, and how they are funded.

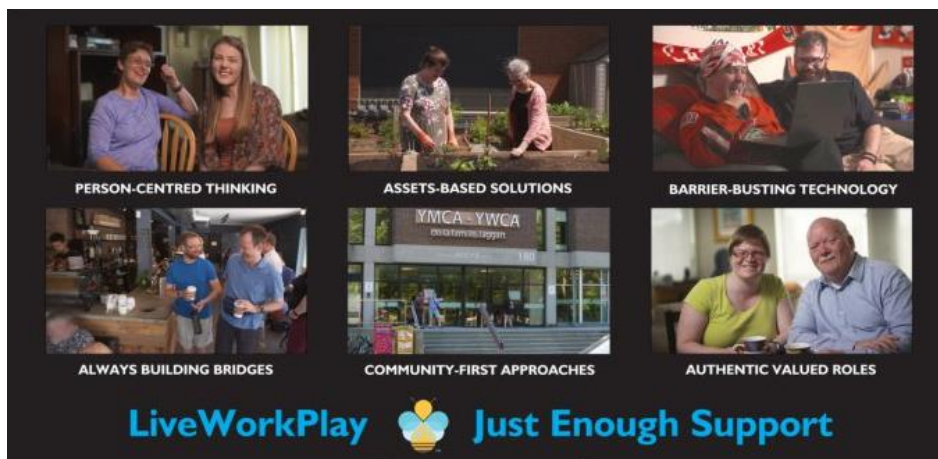
There can also be challenges regarding expectations and *purpose* of the supports that LiveWorkPlay provides, and this can also lead to misunderstandings. For example, our supports are never custodial – we can help people in their life decisions, but only if they ask us for our help – knowing that they are not required to follow our advice.

Sometimes a person we support might make a decision that does not meet with the approval of their family members (or might go against what they agreed to in a meeting that included their parents) and understandably, a parent might expect that LiveWorkPlay will intervene in some way to stop it from happening, or involve a family member.

While we do have a duty of care related to serious harms (for example, abuse and/or other crimes) that will be appropriately reported to third parties, and we take this very seriously, our duty to protect the privacy of individuals we are supporting and to respect their decisions is otherwise a foundational aspect of our relationship with those we support.

This doesn't mean we don't work in partnership with family members – it just means that when someone we are supporting requests privacy, that is their right.

To help minimize the type of misunderstanding that can come from confusion about the style and purpose of our supports, we have further described our Just Enough Support approach with a new video series, and in 2019-2020 we will work to frame our communications in the context of our six principles (see graphic below).



So how are we doing with these important relationships and how do we know? We meet with every supported individual and others who they choose to include (usually parents and/or siblings but friends and other paid or unpaid people are always welcome) at least once a year for every person accessing Community Connecting and Support Living (employment supports has a different process).

We have completed formal surveys in the past with satisfaction rates always in excess of 95%. This year Allison Moores, Grace Hudson, and other staff who supported and participated in annual meetings focused on identifying key themes. Here they are!

- *Aging and Health*

This applies to both supported individuals and their family members – there are many concerns about the future and there is a need for both clarity in terms of what LiveWorkPlay does and does not provide, and also certainty about how MCCSS and other systems (especially the Ministry of Health) come into play and how LiveWorkPlay helps facilitate those relationships.

MCCSS does have additional resources (including funding) when people experience dramatic life changes (such as a loss of their parents or a change in mental and/or physical health that requires increased or different supports). LiveWorkPlay is familiar with these processes and has frequent communications with MCCSS regional staff and/or our sector colleagues about people we are supporting as well as being part of a supportive network of agencies that assists with solutions.

With respect to health, we have realized that many families are unaware that LiveWorkPlay is already involved with the health system on a daily basis – we help with routine appointments of many different kinds, but also assist in times of crisis, and for the facilitation of long-term solutions. In other words, LiveWorkPlay does not provide health services, but we act as advocates and facilitators for engaging and communicating with health and related systems.

- *Finding your Community Groove*

Everyone gets that “belonging to community” shouldn’t mean “special places for special people” but it is not always easy for people with intellectual disabilities and/or autism to find their rightful place as valued contributors.

We are seeing this happening more and more in recent years, be it the Parkdale Food Centre, YMCA-YWCA, Meals on Wheels, Ottawa Sport & Social Club – people with intellectual disabilities and autistic people have developed long-term relationships in these communities where they are valued and also taking on many leadership roles.

- *From Housing to Better Housing*

The majority of individuals we support who identify as wanting to live in a home of their own have realized this goal, and most of them are happy with the quality of their housing. However, LiveWorkPlay has been very busy this year helping a small but significant number of individuals who have housing but would like to improve their situation – a preferred neighbourhood, more affordable rent, or other change. Thanks especially to our non-profit housing partners (see partnerships section below) it was a very successful 2018-2019 in helping these individuals with their housing goals.

In some cases, this has included homelessness prevention and transition from hospital or other transitional situations. Our knowledge of the housing sector (players and processes) and our ability to help with solutions in coordination with MCCSS and MOH has increased dramatically since 2017.

- *Jobs – Very Satisfying Indeed*

While not every job works out and job loss for anyone can be very hard, for those who are working, their level of satisfaction with their job and their employer is very high. For those who are not happy with their job and a solution doesn't seem possible, the willingness to consider new opportunities has increased notably. This thinking comes not only as a result of increased personal confidence, but also through the frequent sharing of our employment stories – seeing is believing!

### **Building a leaderful organization by investing in quality people and training**

The board and committee reports have covered the concrete measures taken in this past year to update staff salaries and benefits.

This past year there were significant changes to our professional development and team building strategies. As many staff members as possible meet every Tuesday for one hour, and while that is not a new arrangement, starting in 2019 these meetings are themed around learning activities, usually with a quick read or other pre-meeting preparation in support of the discussions.

The weekly sessions are often connected to more formal professional development, whether it is an in-service or staff are attending a conference or other learning opportunity. When staff members do attend a conference or complete an external training or learning opportunity, in most cases they will present what they learned to their colleagues.

It is important but also challenging to provide professional development opportunities to staff.

*Pictured: taking advantage of [Core Gift](#) training with Bruce Anderson in nearby Lanark County)*



As a challenge, there is not only the cost of registration (and accommodations where applicable) but also the cost to replace staff out on training or learning in their daily work, plus the inconvenience to people they are supporting and their families that can result from changed schedules and/or staff. We are very aware of this issue and are working with staff to be very selective with training and learning opportunities to make sure they are linked to identified goals and are also providing the people we support with as much notice as possible.



*Pictured: Jen Soucy and Anna Nelson presented our partnership with the federal public service at the nearby Canadian Association for Supported Employment conference in Montreal, also attended by the rest of the employment team who enjoyed leading-edge learning and networking opportunities.*

In 2019 we became more sophisticated in the use of our Slack workspace (an online communications hub) in particular, establishing channels to better coordinate when multiple staff are involved in supporting the same individual. This has made it easier to share changes. For example, perhaps information has come to the attention of a staff member working on the weekend (such as a non-emergency - we have emergency procedures that involve both telephone and digital) and any staff member starting work on Monday will now immediately receive a notification on their computer or smart phone detailing the change, and they can then respond with any actions they are taking.

As part of an MCCSS Employment Modernization Fund Project with the Ottawa Developmental Services Network (ODSN), Team Lead staff members Allison Moores and Grace Hudson joined with a cohort of Ottawa area staff from 11 other agencies to complete a person-centred training accreditation with Helen Sanderson & Associates Canada. This was an intensive process that was a challenge to balance with their daily responsibilities but going forward it means we can provide enhanced internal training to our own staff, and potentially work with other certified trainers on joint projects.

### **Promoting a welcoming community and reducing barriers**

This is the final frontier in terms of the change we want to see: as communities become more welcoming and barriers are reduced, the work of organizations like LiveWorkPlay will continue to shift away from what individuals need to overcome barriers and exclusion, and more towards what communities need to do as champions of welcoming and inclusion. And one day, our vision, mission, and values will be embedded in the practices of regular community venues. Yes, one day, we will happily close our doors.

But this is an outcome that will be many more decades in the making. In many ways, people with intellectual disabilities are only just now making their way *into* the community, and there is much work to be done to ensure that are *of* the community.

The launch of our Just Enough Support video series has helped share our approach to supporting welcoming communities and reducing barriers to inclusion. We have shared many videos about employment over the years, and they have been well received. But to tell the story of our supports to individuals and their families with respect to homes, relationships, and community engagement has always been more challenging. Much of the work is very intimate as well as subtle; there is not always a big “a-ha” moment like a first paycheque. More often, we see subtle steps over time towards increased personal autonomy with anything from meal preparation to banking to travel, the making of a new friend, or becoming comfortable with a new community venue.

LiveWorkPlay is also well aware that many local conditions are connected to broader provincial, national, and international movements and issues.

From public advocacy to update minimum wage standards in Ontario, support to close institutions that remain open in other provinces, engagement in national affordable housing, accessibility, and employment issues, or joining in support of international efforts to promote the United Nations Convention on the Rights of Persons with Disabilities, LiveWorkPlay did it all in 2018-2019.

Critical to these efforts are effective formal and informal partnerships, collaboratives, and alliances. Some of these are discussed in the next section.

### **Sustainable and mutually beneficial strategic partnerships**

As mentioned last year, LiveWorkPlay joined the Ontario Non-Profit Housing Association, the Canadian Housing and Renewal Association, and the Alliance To End Homelessness. This year we added the Ontario Nonprofit Network to our list, with one important outcome being early notice of the availability of the new OPTrust pension plan.

Keenan Wellar and Julie Kingstone prepared a special housing sector presentation of the LiveWorkPlay Just Enough Support approach which they delivered at the CHRA annual conference. Although organizations involved in supports and services (rather than bricks and mortar) are a minority at CHRA, we have been welcomed and encouraged at every turn.

Through these housing organizations and their members, we have been able to connect with decision-makers at the municipal, provincial, and federal level to communicate on housing issues specific to people with intellectual disabilities and/or autism. LiveWorkPlay is particularly concerned about the potential for new megaprojects that feature unnatural concentrations of people with disabilities, what are in effect “giant group homes.”

Along with Community Living Ontario, the Canadian Association for Community Living, and the From Presence To Citizenship agencies (some of our traditional allies on this issue) we are hoping to influence the federal government, provinces, and municipal governments to adopt policies against congregation and segregation of special populations, including those with intellectual disabilities and/or autism.

Our partnership with the Multifaith Housing Initiative (MHI) has evolved beyond the Haven in Barrhaven (now that it is built and everyone living in the community is well established there) and we champion the non-profit housing model that MHI has so successfully adopted and implemented. Their approach is similar to other local non-profit housing organizations like Centretown Citizens Ottawa Corporation and Nepean Housing. As a very brief summary, what all of these organizations have in common is a combination of affordable housing options with neighbourhood populations that are economically and culturally diverse.

LiveWorkPlay has always believed that independent voices of family members of people with intellectual disabilities and autism are critical to a healthy Developmental Services sector as well as for the effective promotion of social inclusion on our community. To this end in 2018-2019 we supported Families Matter Co-op with funding and other assistance for the creation of their own video series and were also guests for their coffee house information sessions.

The independent voices of people with intellectual disabilities and autistic persons is also of critical importance, and these voices are grossly under-represented in discussions of public policy that impact on their lives. We were therefore excited to see the rise of Autistics For Autistics Ontario, by and for autistic people, and were quick to offer support and refer political and media organizations to A4A on a variety of matters. LiveWorkPlay and A4A advocated together on a variety of issues including advocacy for the closure of sheltered workshops.



LiveWorkPlay has amazing advocates among the ranks of the many individuals who honour us with the opportunity to be in their lives.

This includes Tim Siebrasse, [this year's Make A Buzz](#) Ottawa Ambassador Award recipient, who was not only featured in our Just Enough Support videos but has also championed inclusion as an employee at Shopify!

We must also recognize multi-year support from BNI Eastern Ontario, Quickie Convenience Stores, Pylon Electronics, and the Hudak-Keay family. BNI hosts their annual golf tournament (every June) with all proceeds to LiveWorkPlay, and leaders Jocelyne D'Aoust and Denis Brisson often join us as presenters at Make A Buzz Ottawa, which is co-sponsored by the rest of the supporters listed above. While there is a monetary component to this support, the relationship is much deeper – we do not take the support for granted, but the relationships are comfortable and natural, with partnerships that contribute to our mission and not just to the bottom line.



The depth of these relationships is difficult to capture in words, but we are forever grateful for the people and organizations that have invested in the cause of a more inclusive community, and who are truly delivering the change we all want to see.

*Keenan Wellar & Julie Kingstone*  
*Co-Leaders*



## By The Numbers: A Summary

LiveWorkPlay supported 200 unique individuals over the past year (across all services). Many individuals receive different types of support, so the numbers below (which are based on how the Ministry of Children, Community and Social Services delineates our funding) add up to 286.

### People We Support, How We Support Them

Our services can be accessed outside of MCCSS Developmental Services funding, and this is noted as “FFS” (Fee For Service) and “annual membership” (FFS package of services that provides convenient access to a limited range of supports). Employment Supports are currently accessed through a different MCCSS department (Ontario Disability Supports Program).

Supported Independent Living: 55 (27 FFS, 28 MCCSS).

Employment Supports: 180 (includes job seekers, recent job starts, and job retention).

Community Participation: 51 (40 annual memberships, 11 MCCSS).

### Volunteer Power

Total number of volunteers: 160

Friday Night Meet-Up volunteers: 160

One To One Match volunteers: 65 (10 who also volunteer on Friday Night Meet-Ups)

Board members: 7 (Maximum 7)

Employment Task Force members (public and private sector): 50 regularly active, 150 network



*MJ and Brodie receiving the Celebration of Friendship Award at Make A Buzz 2019 as Volunteer Coordinator and People Connector Alex Darling enjoys the moment*

## **Who's Who? LiveWorkPlay Staff Directory, June 2019**

**Julie Kingstone**, Co-Leader & Director of Operations

**Keenan Wellar**, Co-Leader & Director of Communications

**Allison Moores**, Support Coordinator (On Leave)

**Grace Hudson**, Team Lead, Community Connecting and Supported Living

**Jen Soucy**, Director of Employer Partnerships & Federal Employment Strategy Group

**Anna Nelson**, Team Lead, ODSP Employment Supports

**Tammy Whelan**, Director of Employer Partnerships & Private Sector Employment Task Force

**Alex Darling**, Volunteer Coordinator & People Connector

**Alastair Gharthey**, Workplace Inclusion Specialist

**Kelly Fox**, Workplace Inclusion Specialist

**Joshua Gray**, Employment Discovery Specialist

**Laura Lobay**, Employment Discovery Specialist

**Celine Bussiere**, Employment Discovery Specialist

**Liam Pignat**, Employment Discovery Specialist

**Daniel Harris**, Community Connecting and Supported Living

**Anthony Stratton**, Community Connecting and Supported Living

**Wendy MacEwan**, Community Connecting and Supported Living

**Roberta McKenna**, Community Connecting and Supported Living

**Shayna Grey**, Community Connecting and Supported Living

**Chris Floyd**, Community Connecting and Supported Living

**Rebecca Coxon**, Community Connecting and Supported Living

**Ron Kok**, Community Connecting and Supported Living

**Batoul Auf**, Community Connecting and Supported Living

**Carolyn Mills**, Community Connecting and Supported Living

Part-Time: **Jennifer Cunningham, Emily Phan, Sophia Bouzrara**

# Financial Statements: Selected Pages from the Auditor's Report\*

LIVEWORKPLAY  
STATEMENT OF FINANCIAL POSITION  
MARCH 31, 2019

	<u>2019</u>	<u>2018</u>
<u>ASSETS</u>		
CURRENT ASSETS		
Cash	\$ 123,581	\$1,235,054
Temporary investments (Notes 2, 15)	1,007,250	-
Receivables (Note 13)	52,022	46,103
Prepaid expenses (Note 9)	<u>53,128</u>	<u>18,609</u>
	<u>1,235,981</u>	<u>1,299,766</u>
PROPERTY AND EQUIPMENT (Notes 2, 4)		
Computer equipment	174,297	162,511
Furniture	90,276	90,276
Leasehold improvements	<u>89,353</u>	<u>89,353</u>
	353,926	342,140
Less accumulated amortization	<u>310,845</u>	<u>285,397</u>
	<u>43,081</u>	<u>56,743</u>
	<u>\$1,279,062</u>	<u>\$1,356,509</u>
<u>LIABILITIES</u>		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 24,305	\$ 24,284
Deferred contributions (Note 5)	<u>1,820</u>	<u>20,333</u>
	26,125	44,617
DEFERRED LEASE INDUCEMENT (Note 10)	5,752	9,808
DEFERRED CAPITAL CONTRIBUTIONS (Note 8)	<u>-</u>	<u>2,885</u>
	<u>31,877</u>	<u>57,310</u>
<u>ACCUMULATED NET ASSETS</u>		
NET ASSETS		
Invested in capital assets (Note 6)	43,081	53,858
Net assets internally restricted (Note 11)	1,204,104	1,245,341
Unrestricted	<u>-</u>	<u>-</u>
	<u>1,247,185</u>	<u>1,299,199</u>
	<u>\$1,279,062</u>	<u>\$1,356,509</u>

On behalf of the board:

.....Director

.....Director

See accompanying notes to the financial statements

LIVEWORKPLAY  
STATEMENT OF OPERATIONS  
FOR THE YEAR ENDED MARCH 31, 2019

	<u>12 months</u> <u>2019</u>	<u>9 months</u> <u>2018</u>
<b>REVENUE</b>		
Ministry of Children, Community and Social Services (Note 3)	\$1,735,167	\$1,141,970
Fee for service	172,669	158,612
Donations	63,943	38,886
Events	34,474	15,287
Grants (Note 3)	30,413	71,752
Investment income	17,947	5,192
Miscellaneous	9,470	2,408
Amortization of deferred capital contributions	2,885	2,292
Supported travel	<u>-</u>	<u>17,255</u>
	<u>2,066,968</u>	<u>1,453,654</u>
<b>EXPENSES</b>		
Wages and benefits	1,671,009	960,934
Program supplies	92,277	136,619
Office rent	89,358	27,085
Vehicle	70,814	39,906
Training	54,992	18,305
Events	31,175	16,745
Amortization	25,448	18,754
Telephone and internet	23,236	18,602
Advertising and promotion	19,524	16,747
Professional fees	17,652	17,127
Office supplies	12,892	4,864
Meetings	6,151	9,043
Insurance	3,237	2,162
Bank charges and interest	1,217	929
Supported travel	<u>-</u>	<u>26,009</u>
	<u>2,118,982</u>	<u>1,313,831</u>
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<u>\$ (52,014)</u>	<u>\$ 139,823</u>

See accompanying notes to the financial statements

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**MITCHELL & HOLMES**  
 CHARTERED PROFESSIONAL ACCOUNTANTS

LIVEWORKPLAY

STATEMENT OF CHANGES IN NET ASSETS  
FOR THE YEAR ENDED MARCH 31, 2019

	Invested In Capital Assets	Unrestricted	Internally Restricted (Note 11)	12 months 2019	9 months 2018
Balance, beginning of year	\$ 53,858	\$ -	\$ 1,245,341	\$ 1,299,199	\$ 1,159,376
Excess of revenue over expenditures	-	(52,014)	-	(52,014)	139,823
Interfund transfer (Note 11)	-	41,237	(41,237)	-	-
Net change in investment in capital assets (Note 6)	<u>(10,777)</u>	<u>10,777</u>	<u>-</u>	<u>-</u>	<u>-</u>
Balance, end of year	<u>\$ 43,081</u>	<u>\$ -</u>	<u>\$ 1,204,104</u>	<u>\$ 1,247,185</u>	<u>\$ 1,299,199</u>

See accompanying notes to the financial statements

**MITCHELL & HOLMES**  
CHARTERED PROFESSIONAL ACCOUNTANTS

LIVEWORKPLAY  
CASH FLOW STATEMENT  
FOR THE YEAR ENDED MARCH 31, 2019

	<u>12 months</u> <u>2019</u>	<u>9 months</u> <u>2018</u>
<b>NET INFLOW OF CASH RELATED TO THE FOLLOWING ACTIVITIES:</b>		
<b>OPERATING</b>		
Excess of revenue over expenses	\$ (52,014)	\$ 139,823
Items not affecting cash:		
(Gain) on disposal of condominiums	-	-
Amortization of deferred capital contributions	(2,885)	(2,292)
Amortization	<u>25,448</u>	<u>18,754</u>
	(29,451)	156,285
Change in non-cash operating working capital items:		
Receivables	(5,919)	24,382
Prepaid expenses	(34,519)	21,275
Accounts payable and accrued charges	21	(29,315)
Deferred lease inducement	(4,056)	(3,042)
Deferred contributions	<u>(18,513)</u>	<u>5,558</u>
	(92,437)	175,143
<b>INVESTING</b>		
Additions to capital assets	<u>(11,786)</u>	<u>(5,428)</u>
<b>NET CASH (OUTFLOW) INFLOW</b>	(104,223)	169,715
<b>CASH, BEGINNING OF YEAR</b>	<u>1,235,054</u>	<u>1,065,339</u>
<b>CASH, END OF YEAR (1)</b>	<u>\$1,130,831</u>	<u>\$1,235,054</u>

1. For the purpose of this statement cash comprises:

Cash	\$ 123,581	\$1,235,054
Short-term investments	<u>1,007,250</u>	<u>-</u>
	<u>\$1,130,831</u>	<u>\$1,235,054</u>

See accompanying notes to the financial statements

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**MITCHELL & HOLMES**  
 CHARTERED PROFESSIONAL ACCOUNTANTS

**\* Note from Julie Kingstone, Director of Operations:**

The entire audited financial statements document is 15 pages. For brevity we have provided the most critical four statements. The entire document will be made public from the Annual Report section of our website following the Annual General Meeting. A link will be provided to our membership prior to the meeting.

In examining the comparison figures, please note that due to our change of year end from June 30 to March 31, the 2018 numbers represent 9 months of operations (in the statement of operations and cash flow statement) not 12.

The item “program supplies” often generates thoughts of copious numbers of pencils and boxes of paper. In fact, much of this item has to do with expenses that flow through the organization, for example, purchasing multiple tickets for Friday Night Meet-Up events (multiple events every week all year long). This expense is later reimbursed to us by supported individuals and volunteers who are attending the events.

I can provide a more precise breakdown (or our auditor Ross Holmes can do the same during the question and answer period of the AGM) to this or any other expense and revenue category to anyone who would like to know more. The items as listed in the audited report are accounting categories that are tracked internally in greater detail with professional accounting software (the more detailed information is used by the auditor in assembling the statements).



*Did you know...this logo and tagline were introduced in 2018 and have proven very popular!*

**LiveWorkPlay Annual General Meeting 2019**  
**June 25, 2019, 5:30 pm at St. Anthony's Banquet Hall, Ottawa**

**AGENDA**

- 1) Call to order and opening remarks (Cathy Velazquez)
- 2) Approval of the agenda (Cathy Velazquez)
- 3) Proposal for voting with cards (Cathy Velazquez)
- 4) Approval of minutes from AGM 2018 (Cathy Velazquez)
- 5) Report from the independent auditor, questions to follow (Ross Holmes)
- 6) Appointment of the auditor for 2019-2020 (Cathy Velazquez)
- 7) Amending our Mission Statement

Consistent with our Bylaw Article 10 and as communicated to our members last month, the board is recommending that the Mission Statement be amended to better recognize the diversity of the individuals we support. This means adding a reference to "autistic persons" and "individuals with a dual diagnosis." A dual diagnosis means that in addition to having an intellectual disability, and/or autism, the person also has an identified mental health issue. We also wanted to add the word "include" to the mission, so the intended outcome is clear – for people to be included in their community.

As such, pending approval of our voting members, the board is recommending the Mission Statement to be as follows (words added are in italics):

LiveWorkPlay helps the community welcome *and include* people with intellectual disabilities, *autistic persons, and individuals with a dual diagnosis* to live, work, and play as valued citizens.

- 8) Report on operations, followed by questions (Julie Kingstone)
- 9) Report on communications, followed by questions (Keenan Wellar)
- 10) Report from the board of directors, questions to follow (Cathy Velazquez)
- 11) Candidates: Board of Directors 2019-2020 (Keenan Wellar)
- 12) Proposal for election of candidate slate (Cathy Velazquez)
- 13) Election of candidate slate (Keenan Wellar)
- 14) Adjournment (Cathy Velazquez)



## Board Member/Candidate Biographies

*LiveWorkPlay by-laws allow for a maximum of 7 and a minimum of 3 members of the Board of Directors, elected annually. Below please find biographies of the 7 candidates for 2019-2020.*

**Brigid FitzPatrick** holds a BA in Sociology and Law in Society from the University of New Brunswick and a MA in Leadership from the University of Guelph. Brigid is an accomplished organizational leader and respected authority in community-based services and the non-profit sector. A well-established expert in disability, youth, and mental health service sectors and spearheads initiatives that improve services and supports for vulnerable individuals. Brigid adeptly leads agencies through change, growing and improving the delivery of innovative and successful client care programs. She strategically spearheads initiatives overcoming limited resources and systemic challenges.

**Christine Felteau** is a graduate of Carleton University (Bachelor of Arts – Economics) and the University of Ottawa (Master's in Business Administration). Christine has worked in the financial sector for over 30 years in various management and executive roles, including Business Development and Operations. The last ten years as an executive in Compliance. Christine has built a solid reputation as a compliance expert across Anti-Money Laundering, Privacy and the Bank Act. Since taking semi-retirement, Christine has taken on various consulting contracts with the Canadian Bankers' Association on advocacy and policy management with a national sports organization. She first learned about LiveWorkPlay in 1998 when she started with MBNA Canada Bank as part of their work placement initiatives and continues it a privilege to be a part of the continued success of LiveWorkPlay as a member of the Board of Directors since 2016.

**Daniel Spagnolo** is a Chartered Professional Accountant (CPA, CA) and graduate of the University of Western Ontario (B.A.C.S. – Finance and Administration and Economics). Since 2008, Daniel has worked at the Office of the Auditor General of Canada in the development of audit methodology and as an auditor specializing in the performance of special examinations of Crown Corporations. Prior to his work in the federal government Daniel was a financial audit manager at PricewaterhouseCoopers in Toronto and Ottawa. In that capacity, Daniel developed industry knowledge and expertise in the Mining, Manufacturing, Software and Technology, Health Care, First Nations and Not-for-Profit sectors.

**Kate Sherwood** has spent over 20 years working in both corporate and non-profit sectors, primarily in business development and marketing roles. Her experience ranges from banking and financial services to the voluntary and social support sectors. The brands and organizations Kate has partnered with include some of the most recognizable names in professional sports in the US and Canada; colleges and universities across the US Northeast; major financial institutions; numerous corporate foundations; as well as international and national non-profit organizations. Kate has been a lifelong volunteer and is currently a member of the LiveWorkPlay Employment Task Force for LiveWorkPlay. Kate holds Bachelor of Arts degrees from the University of Maine in International Affairs and French.

**Laurie Hogan** has been an active volunteer with LiveWorkPlay for over 8 years. Laurie holds a Bachelor of Commerce from Carleton University and a Master's of Health Administration from the University of Ottawa. Laurie is passionate about creating a culture of patient centered care in the community and in Long Term Care. Laurie implemented new approaches to integrated care in the community for over four years before joining Long Term Care where she is currently working on a Capital Development Project and culture change projects. Laurie is also an Internationally Ranked Field Hockey Official and is currently working with Field Hockey Ontario and Field Hockey Canada to provide a development pathway for officials and the corresponding training programs to assist in this development.

**Michelle O'Doherty** is a lawyer and a graduate of the University of Ottawa in 2011. Since her articles and call to the bar, Michelle has worked at Bayne, Sellar, Ertel, Carter (formerly Bayne, Sellar, Boxall) and has represented clients in the Ontario Court of Justice and the Superior Court of Justice. She is passionate about the Charter of Rights and Freedoms and ensuring that her clients have a strong advocate who will fight for their rights at every step of the way. In 2009, during first year of law school, Michelle decided that she needed to expand outside her law school bubble and decided to volunteer with LiveWorkPlay's Friday Night Meet-Ups. Michelle has been honoured to serve on the Board since September 2016.

**Robin McIntyre** is a management consultant specializing in developing transformation strategies and overseeing the implementation of large service programs. She is currently on an Interchange Assignment with Employment and Social Development Canada (ESDC). In this position, she oversees the Program Management Office for the Benefits Delivery Modernization (BDM) program. Prior to this position, Robin held various senior management positions within data consulting and IT managed services organizations, the Ottawa Hospital and Rogers Communications where she gained significant experience with service transformation programs. Robin has received numerous awards, including the Women's Business Network - Corporate Businesswoman of the Year, the Canadian Women in Communications - Trailblazer Award, and the Rogers Engineering Award. She graduated from the University of Waterloo and is an avid runner, including participation in the Boston Marathon.



*The board invited representatives from Autistics For Autistics Ontario and the Multifaith Housing Initiative to their April meeting learn more about their work and how we can support each other.*

# **Draft Minutes: LiveWorkPlay Annual General Meeting 2018**

**June 25, 2018, 5:30 pm at St. Anthony's Banquet Hall, Ottawa**

**(Draft until approved by members at AGM 2019)**

- 1) Call to order and opening remarks (Cathy Velazquez)**  
The meeting was called to order at 5:30.
- 2) Approval of the agenda (Cathy Velazquez)**  
Jousha Balanaser moved approval of the agenda, seconded by Barry Wellar, approved.
- 3) Proposal for voting with numbered cards (Cathy Velazquez)**  
Moved by Mary Ann Wilcox, seconded by Joshua Balanaser, approved.
- 4) Approval of minutes from AGM 2017 (Cathy Velazquez)**  
Moved by Ralph Rinne, seconded by Cooper Gage, approved.
- 5) Report from the independent auditor, questions to follow (Ross Holmes)**  
There were no questions.
- 6) Appointment of the auditor for 2018-2019 (Cathy Velazquez)**  
Moved by Cecelia Taylor, seconded by Cooper Gage, approved.
- 7) Update to By-Law 2.4 Changing our Year-end from June 30 to March 31**  
Moved by Joshua Balanaser, seconded by Heather McAdam.
- 8) Report on operations, followed by questions (Julie Kingstone)**  
There were no questions.
- 9) Report on communications, followed by questions (Keenan Wellar)**  
There were no questions.
- 10) Report from the board of directors, questions to follow (Cathy Velazquez)**  
There were no questions.
- 11) Candidates: Board of Directors 2016-2017 (Keenan Wellar)**  
Introduced were Christine Felteau, Brigid FitzPatrick, Michelle O'Doherty, Matt Shipley, Daniel Spagnolo, Kari Whatley and Cathy Velazquez. Each candidate spoke.
- 12) Proposal for election of candidate slate (Cathy Velazquez)**  
Moved by Joshua Balanaser, seconded by Andrew Bearss, approved.
- 13) Election of candidate slate (Keenan Wellar)**  
  
Moved by Ralph Rinne, seconded by Cooper Gage, approved.  
The candidates were declared elected.
- 14) Adjournment (Cathy Velazquez)**  
  
Moved by Joshua Balanaser, seconded by Andrew Bearss, the meeting was adjourned at 6:25.



# LiveWorkPlay.ca

WHERE POSSIBILITIES TAKE FLIGHT



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