



# LiveWorkPlay.ca

WHERE POSSIBILITIES TAKE FLIGHT

## Annual Report 2020



**As Presented at the Annual General Meeting**

**JUNE 23, 5:30 PM, ONLINE**

Due to the pandemic, our annual report as well as the AGM were done a bit differently. We thank you for your understanding – the report is a combination of this document and links to online documents and reports given on video.

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Cover photo: Online attendees at AGM 2020.



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# LiveWorkPlay Guiding Statements

VISION: A COMMUNITY WHERE EVERYONE BELONGS

MISSION: HELPING OUR COMMUNITY WELCOME AND INCLUDE PEOPLE WITH INTELLECTUAL DISABILITIES, AUTISTIC PERSONS, AND INDIVIDUALS WITH A DUAL DIAGNOSIS TO LIVE, WORK, AND PLAY AS VALUED CITIZENS.

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 Members at LiveWorkPlay Annual General Meeting 2011. Mission revised with Unanimous Vote of Members at LiveWorkPlay AGM 2019.*

Along with our vision and values, our mission offers powerful guidance as to our perspective on exclusion and our strategy for inclusion. We have clearly situated the barriers (and solutions) to exclusion as residing with the community (not with the person), and our role is not only to help people with intellectual disabilities overcome these barriers, but also – and most importantly – to help the community understand their role in ending exclusion and appreciating people with intellectual disabilities as valuable members of the human family.

In 2018 we put a name to our approach: Just Enough Support. We also developed and elaborated seven principles to help explain it. You can learn more about these in the [Just Enough Support video series](#).

## Report from the Co-Chairs of the Board of Directors

Greetings to all LiveWorkPlay members, families, and community partners!

Preparing for the 2020 LiveWorkPlay Annual General Meeting (AGM), five of our current board members have confirmed their intention to return for 2020-2021. This includes us, your co-chairs Daniel Spagnolo and Michelle O'Doherty, as well as Christine Felteau, Kate Rumley, and Robin McIntyre. The Governance Committee has also been working diligently on its recruitment of prospective board members and has identified two candidates that will be standing for election, long-time volunteers Andrea Saldanha and Carole Sheppard, who we think will be excellent additions to the Board.

On behalf of the Board, we would like to take this opportunity to extend a sincere thank you to Brigid Fitzpatrick and Laurie Hogan, who are stepping down this year as members of the Board of Directors of LiveWorkPlay. Brigid joined the Board in 2016 and has been an incredible asset. Her knowledge of the developmental services sector and her commitment to the values and mission of LiveWorkPlay has been unparalleled and made her a key contributor to the board over the last number of years. Laurie joined the Board in the end of 2018 coming from a health care background and involved with LiveWorkPlay as a one-on-one match. Her commitment as a volunteer continued into her work as a Board member. Despite having relocated to a different city for work, Laurie continued to show her dedication to the Board at each board meeting and most recently co-chaired the Governance Committee with Brigid. We wish both women continued success in their professional and personal lives and know they will not be strangers to LiveWorkPlay.

As is our tradition, immediately following the 2019 AGM the Board held its first meeting to determine board roles and discuss priorities and plans. We invited two new board members to join the Board, Kate Rumley and Robin McIntyre, and they worked over the summer to conduct their board orientation. Over the course of 2019-2020, the Board convened 11 times, including the annual board orientation and strategic planning sessions as well as monthly board meetings. Board members have made a point to join in the LiveWorkPlay festivities over the last year.

This Board has worked together to be a future-thinking body for LiveWorkPlay, while still meeting its fiduciary responsibilities. We have ensured that our board meetings have focused on fiduciary, generative and strategic discussions at different junctures.

Over the past year, the Stewardship Committee and the Governance Committee have met on a regular basis to continue the fiduciary responsibilities of the organization. The Stewardship Committee continued its work on reviewing quarterly financial statements and developed a process to identify and manage risk for the organization.

The Governance Committee continued developing its board recruitment process, as well as continuing the work with the Executive Staff for effective performance evaluations. As well, the Board remains up to date with Quality Assurance Measures compliance as required by the Ministry of Children, Community and Social Services (MCCSS).

The Board has also brought in an industry leader for a generative discussion to present to the Board about possible upcoming changes in the employment sector and what that could mean for employment services in the years to come.

After developing a Strategic Vision in 2016 that has guided us for three years, the Board began the process of a Strategic Refresh in 2020. The process has been facilitated by Mike Coxon and the Board has been actively engaging in this process over the last six months to position the organization to continue to be effective and sustainable, and to expand our connections beyond Ottawa for the next three years. We expect significant changes over the next couple of years in the development services sector and in our work in employment supports. We have been mindful of these developments during the strategic refresh and look to position the organization to be flexible and adaptable.

With the Covid-19 Pandemic reaching Ottawa and causing a significant rupture in our daily lives, the Board has supported the work of the co-leaders and the staff of LiveWorkPlay as they continue to adapt to this new reality and offer accommodated supports to our members and their families. Within the first weeks of self-isolation LiveWorkPlay provided online supports 72 hours a week to all members via Zoom and celebrated the 25th anniversary of the organization with a party and performance from David Kalil hosted via Zoom. This has been a trying time for many people and organizations, the exceptional work put in during this time by the co-leaders and staff demonstrates LiveWorkPlay's ability to respond to change quickly and effectively, which is critical success factor for the sustainability of our organization. As a Board, we have also adapted to this new reality by conducting monthly board meetings via Zoom, including our work on our Strategic refresh, committee business and board recruitment interviews.

Beyond our stewardship and fiduciary responsibilities our Board members continue to be involved in the organization as volunteer matches, working on employment task forces, supporting our events, and attending the award ceremony for the BOBs (add definition), a prestigious award granted to LiveWorkPlay in November 2019 as a recognition for the organization as a leader in Ottawa's not-for-profit industry. Our board members do their part to actively promote and advocate for LiveWorkPlay and its values in the community, province and across Canada.

As co-chairs, we wish to thank the LiveWorkPlay staff for the dedication and energy each of you bring to your work every day. Throughout the year, but especially during the times of Covid-19, you have demonstrated a commitment to LiveWorkPlay and its members to ensure that everyone is safe and feels supported. To our Executive Staff, we thank you for your commitment to continuous improvement, willingness, and curiosity to learn and your proven record of adapting to challenging situations.

You are industry leaders that have created a unique and valuable culture at LiveWorkPlay that makes this organization special. To our volunteers, thank you for the time and effort you invest in our communities, which helps make it all happen. Thank you for your continuous support even when our day-to-day activities had to evolve to ensure compliance with Public Health directives resulting from Covid-19. To all our community partners, members, and families, a big thank you for this year and for all that you do every day to carry out the vision of LiveWorkPlay.

We are looking forward to another fulfilling year. Even with some uncertainty of what that may look like, we are excited to continue our work as Board to serve LiveWorkPlay!

*Michelle O'Doherty & Daniel Spagnolo*  
*Co-Chairs, LiveWorkPlay*



[Our anniversary celebration was a remarkable example of grace and greatness in the face of adversity!](#)

## **Report from the Governance Committee**

The Governance Committee (GC) was comprised of board members Brigid Fitzpatrick (Co-Chair), Laurie Hogan (Co-Chair), Kate Sherwood, and Michelle O’Doherty, as well as Executive Staff Co-Leader Keenan Wellar who also serves as Secretary to the board. The committee met monthly throughout the 2019-2020 board term and we have detailed some of our highlights below.

### **Executive Staff Performance Evaluation**

The Governance Committee continued the executive staff performance evaluation for the second year. The executive staff performance evaluations took place quarterly with meetings in the July, October and February. When Covid-19 changed how we support each other the Board Co-Chairs adapted the Executive Coaching sessions to support the co-leaders with weekly check-in calls.

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 process continues to support the co-leaders and allows 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**

This year the Governance Committee continued to work hard to identify potential Board Members. This year we added a recruitment channel through the engagement of the Volunteer Coordinator. A message was sent to all volunteers about upcoming opportunities and the Volunteer Coordinator provided the Governance Committee with prospective Board members.

With Laurie Hogan and Brigid Fitzpatrick retiring from the Board this year, Andrea Saldanha and Carole Sheppard have agreed to stand for election at AGM 2020.

### **Board Effectiveness Feedback**

The governance committee continues to oversee the board effectiveness feedback processes. In April the governance committee recommended a quarterly review along with a shorter monthly evaluation. Governance committee members Kate Sherwood and Brigid Fitzpatrick are leading the process to improve how what the Board is evaluation and how to collect and share that information in a meaningful way.

## **Supporting New Board Members**

This year the governance committee recommended transitional support for new Board members. Each new Board member was paired with a Board Buddy. The Board Buddies met as needed and provided guidance, support, and advice to the new members. With upcoming changes to the Board membership, the Board Buddy system will continue as a means of welcoming new members and helping them understand the role of the Board and what the Board is looking to achieve in 2020-2021.

## **Supporting Board of Directors Development**

Each year the governance committee recommends learning and development activities for the Board. This year the governance committee recognized that there are significant changes being proposed to the Developmental Services sector and supported the co-founders in engaging with ONESTEP to provide Board education. The presentation from ONESTEP provided the Board with perspective on the upcoming changes to funding within the sector, experiences, and best practices from other jurisdictions (Canadian and international), and recommendations on how to remain an organization providing relevant services and support.

As co-chairs for the governance committee, we would like to thank our colleagues for a productive and always interesting year!

*Brigid Fitzpatrick & Laurie Hogan  
Co-Chairs, Governance Committee*

## Report from the Stewardship Committee

The Stewardship Committee (SC), comprised of Board members Christine Felteau, Robin McIntyre, and Daniel Spagnolo and Executive Staff co-leader Julie Kingstone (who also serves as LiveWorkPlay Director of Operations), met monthly throughout the 2019-2020 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 2019-2020 year was very productive, with some key highlights shared below.

The SC's ongoing oversight duties throughout 2019-2020 included:

- review of the annual budget
- review of quarterly comparative financial reports
- review of budget variances and year over year comparisons
- 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 2019-2020 fiscal year

In 2019-2020 to progress and execute against our strategic priorities as set out at the last Annual General Meeting, the SC continues to build on the foundational elements critical to the long-term success of the organization – fiscal responsibility and risk management. This was achieved through sound governance with a focus on monitoring key performance indicators and developing forward-looking insights to better inform decision-making from a risk perspective.

Although the financial and administration processes are managed by the executive team, the Stewardship Committee wishes to note the competency of that entire staff team with respect to two audits performed this year - the annual Quality Assurance Measures (QAM) audit by the Ministry of Children, Community and Social Services (MCCSS) and a new audit on Employment Support (ES) Compliance by the Ontario Disability Support Program (ODSP).

These unscheduled audits are conducted at least once a year (for all Developmental Services agencies receiving MCCSS funds and ODSP employment support funding) with approximately two weeks' notice. The 2019/2020 audits were both performed in February, and thanks to the entire staff team the results were excellent. The QAM inspection was completed with accuracy and efficiency, and a certificate of 100% compliance was issued without any issues identified. The new ODSP ES audit resulted in a 91% compliance rating, with only minor issues noted that are easily resolved (for example, a client file should include a note when the client no longer requires support from LiveWorkPlay).

## **Key Performance Indicators**

It is recognized that to deliver the organization's goals and strategic priorities, a solid infrastructure of fiscal responsibility is a key foundational requirement. As a not-for-profit organization, LiveWorkPlay strives to run the operations with a balance between revenues and expenses. In keeping with this objective, the SC implemented two new key performance indicators (KPIs) to review on a quarterly basis. These measures, 'the adequacy of resources through a savings indicator' (annual revenue less expenses) and 'the liquid funds available (dollar value of unrestricted net assets) to meet current obligations' will be monitored to gain additional insight into the financial sustainability of the organization. Over time, the SC will continue to develop, review, and refine financial measures, as deemed appropriate.

## **Risk Identification and Management**

As part of our ongoing activities to advance the foundational elements and sound governance, a process for risk identification and management was developed. A quarterly risk dashboard was created to actively monitor external and operational risk across all activities and operations, including a 120-180-day view of key risks and change initiatives with risk mitigation.

## **Initiatives in Progress**

The Stewardship Committee is excited for the opportunities that lie ahead. We know that our work is important for the organization to continually strive for excellence by effectively managing risk and planning for a secure future. Current initiatives that will continue into 2020-2021 include a full policy review. This activity, along with the evolution of financial KPIs, will provide LiveWorkPlay with the opportunity to streamline the operations and improve efficiencies.

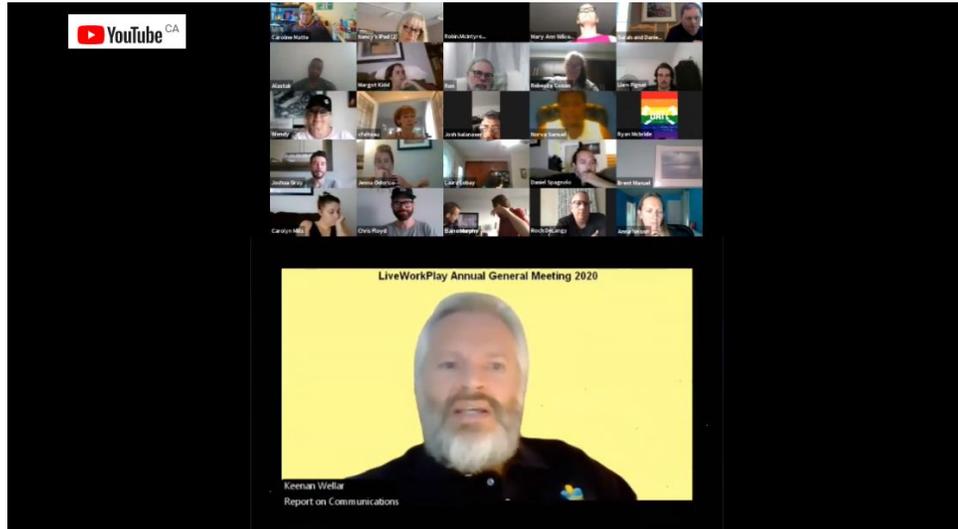
In addition, the global coronavirus pandemic (COVID-19) and its rapid evolution has placed an enormous pressure on organizations, including LiveWorkPlay. Executive staff and employees have quickly adapted to the situation, taking steps to safeguard the people, our members, and resources, executing on a crisis management plan and addressing the day-to-day needs of the organization, our employees, and members. The Stewardship Committee, together with the Board, continue to monitor executive management's efforts and our progress by staying informed through regular executive staff updates to understand the pandemic's evolving impact, both in the broader social, economic, and political environment as well as in the context of the organization specifically. Specific to the Stewardship Committee, financial resources are being monitored to ensure continuing operations and internal controls to ensure we maintain a control environment with appropriate accountability.

## **Conclusion**

Our governance model is solid and reflects a foundation of fiscal responsibility and risk management. As we move ahead, our strategic plan for 2020-2025 will continue to build upon these foundational elements and strive to further secure our success with core strategies to meet the changing landscape of our sector. In closing, the SC recognizes that we would not be able to attain our objectives without the invaluable contributions of our engaged committee members, executive staff, and employees.

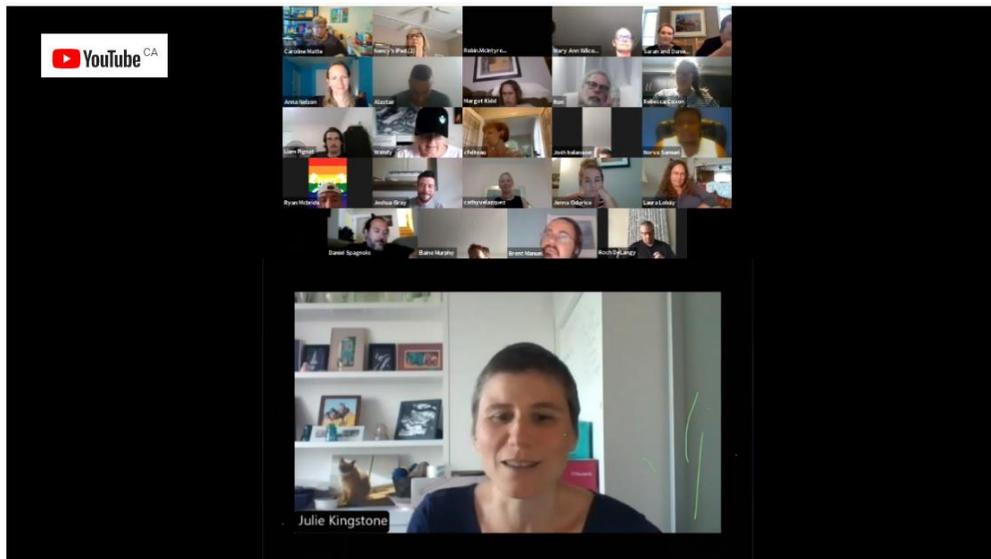
## Report on Communications

This report by Co-Leader and Director of Communications Keenan Wellar utilized a series of visuals and may be heard and viewed on YouTube at <https://www.youtube.com/watch?t=4751&v=PqXHDeYIM-0>.



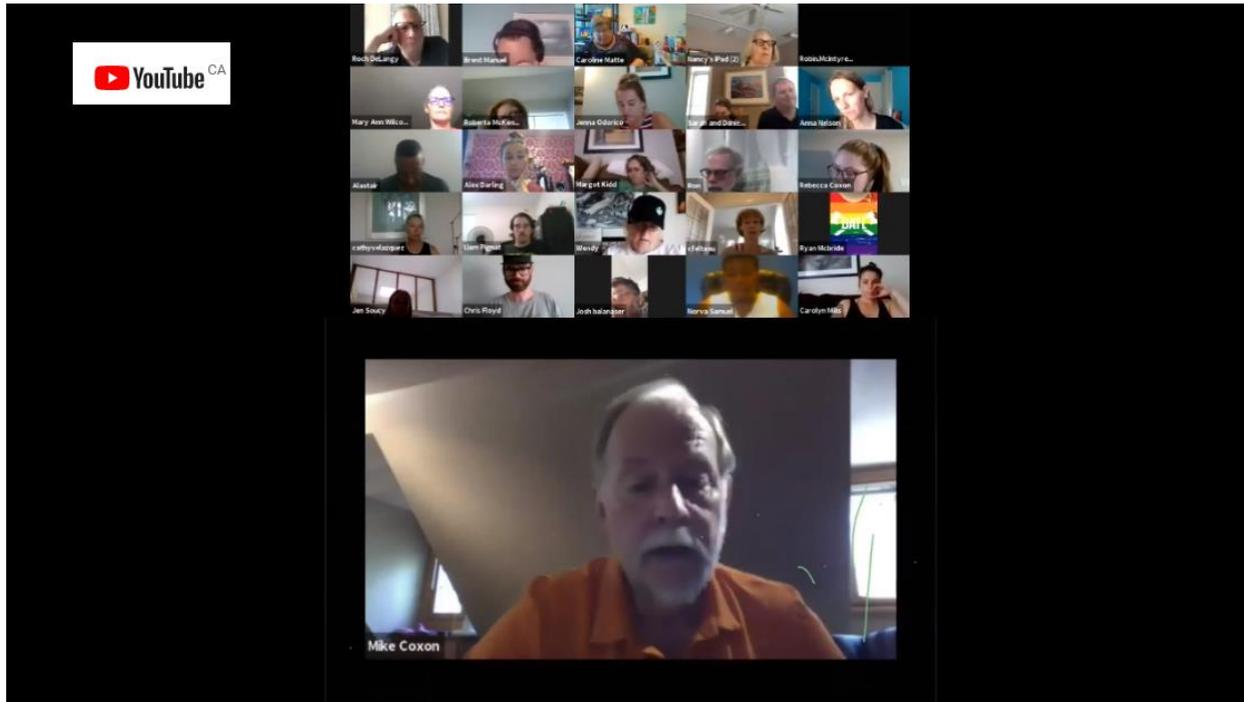
## Operations Report

This report by Co-Leader and Director of Operations Julie Kingstone utilized a series of visuals and may be heard and viewed on YouTube at <https://www.youtube.com/watch?t=4148&v=PqXHDeYIM-0>.



# Report on Strategic Planning

This report by strategic planning advisor Mike Coxon of Third Sector Consulting [can be viewed on YouTube](#) and the [slides can be downloaded here](#).



## Strategic Plan Update

Presented by Mike Coxon

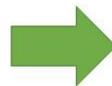
Principal Consultant, Third Sector Consulting

LiveWorkPlay Annual General Meeting

June 23, 2020

2017-2020

RIGHT RELATIONSHIPS  
STRATEGIC PARTNERSHIPS  
SUSTAINABLE SERVICE DELIVERY  
LEADERFUL ORGANIZATION  
PROMOTE WELCOMING COMMUNITY



2020-2023

JUST ENOUGH SUPPORT  
EMPLOYMENT  
KNOWLEDGE DEVELOPMENT AND TRANSFER  
COMMUNITY FIRST

# Financial Statements

The complete audited financial statements may be [viewed/downloaded with this link](#). The remarks from the independent auditor, Ross Holmes, are [available on YouTube](#). Below is the statement of financial position.

<u>LIVEWORKPLAY</u>		
<u>STATEMENT OF FINANCIAL POSITION</u>		
<u>MARCH 31, 2020</u>		
	<u>2020</u>	<u>2019</u>
	<u>ASSETS</u>	
CURRENT ASSETS		
Cash	\$ 137,148	\$ 123,581
Temporary investments (Notes 2, 13)	1,004,500	1,007,250
Receivables (Note 9)	59,854	52,022
Prepaid expenses (Note 10)	<u>32,612</u>	<u>53,128</u>
	<u>1,234,114</u>	<u>1,235,981</u>
PROPERTY AND EQUIPMENT (Notes 2, 4)		
Computer equipment	175,678	174,297
Furniture	90,276	90,276
Leasehold improvements	<u>89,353</u>	<u>89,353</u>
	355,307	353,926
Less accumulated amortization	<u>333,192</u>	<u>310,845</u>
	<u>22,115</u>	<u>43,081</u>
	<u>\$1,256,229</u>	<u>\$1,279,062</u>
	<u>LIABILITIES</u>	
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 26,427	\$ 24,305
Deferred contributions (Note 5)	<u>20,860</u>	<u>1,820</u>
	47,287	26,125
DEFERRED LEASE INDUCEMENT (Note 11)	<u>1,696</u>	<u>5,752</u>
	<u>48,983</u>	<u>31,877</u>
	<u>ACCUMULATED NET ASSETS</u>	
NET ASSETS		
Invested in capital assets (Note 7)	22,115	43,081
Net assets internally restricted (Note 14)	1,185,131	1,204,104
Unrestricted	<u>-</u>	<u>-</u>
	<u>1,207,246</u>	<u>1,247,185</u>
	<u>\$1,256,229</u>	<u>\$1,279,062</u>

## Board Member/Candidate Biographies

Biographical information for Andrea Saldhana, Carole Sheppard, Christine Felteau, Daniel Spagnolo, Kate Sherwood, Michelle O'Doherty, and Robin McIntyre [can be accessed here](#).

## Minutes from AGM 2019

The minutes from AGM 2019 [can be accessed here](#).



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