

LiveWorkPlay Annual Report 2016

Celebrating 21 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

Cathy Velazquez

The Board of Directors (the Board) remained focused on advancing the LiveWorkPlay mission throughout the past year. A comprehensive calendar of priorities for the year was established, providing for a clear understanding of our responsibilities and goals. We held 12 formal Board meetings since the last AGM. I'm pleased to report that the established priorities have been addressed, with some of the more complex tasks tagged for refinement in our new mandate. Below are some of the highlights of the year:

With the shift to the BoardSource "Governance as Leadership" model, the Board invested time to revise and align our Policies and Procedures. New Executive Staff (Co-Leader) and Board job descriptions were developed and implemented, enhancing the understanding of respective roles and responsibilities. In addition, we implemented a new Co-Leader performance feedback process, aligned to the process utilized with employees throughout the organization.

Board education and development is a key priority. The Board retreat on November 21, 2015 provided the Board with a better understanding of LiveWorkPlay relationships and funding mechanisms, through a combination of strategic, generative, and fiduciary discussions, as well as presentations by representatives of Families Matter Co-Op, and Madonna Nevitt (parent). Guest speakers at Board meetings also contributed to Board development, as well as to the Board's recent risk management work and the development of a review process for surplus funds and reserves, which will be a priority in 2016-2017. In addition, Board members joined our Co-Leaders at external Board development sessions on topics such as financial reporting and dashboards, governance, and Board recruitment.

The Board remains up to date with the terms of the Quality Assurance Measures, as required by the Ministry of Community and Social Services (MCSS). The 1st MCSS Risk Assessment is well in process for submission this month.

A new Board recruitment process based on the Governance as Leadership principles was developed and implemented. Board orientation, facilitated in April, was an effective introduction for new members and a good refresher for all.

On behalf of the Board, I joined Julie Kingstone and Keenan Wellar at several sector meetings: a meeting for Developmental Services (DS) with Karen Chan, Assistant Deputy Minister, MCSS; a question and answer meeting with David Remington, DS Eastern Region Director, MCSS; the MCSS media event in Aurora, at which Minister Jaczek announced Innovative Housing project funding across the province (LiveWorkPlay is a lead on one project and a partner on another).

I was honoured to join LiveWorkPlay's table at the Amazing People Gala in October where our Co-Leaders and organization were celebrated along with other deserving local individuals and agencies.

Board support of LiveWorkPlay extends well beyond formal meetings and activities, to involvement with volunteer matches or task forces, supporting our events, and actively promoting and advocating for LiveWorkPlay and its values in the community. I continue to be impressed with the work of our Board members inside and outside of the boardroom.



Big, heartfelt thank you's and best wishes to my colleagues who have recently ended or are now ending their Board terms. Andrew Bearss (right photo below, standing 2nd from left) was a great asset to the team as Director during the first part of the Board year. Clement Chan (left photo below, behind Janet Balcome), served for multiple years, helping the Board make important decisions and lay the groundwork for transitioning our governance model. Vaughn McKinney (right photo below, standing far left), contributed significantly to the Board and Governance Committee work this year. Both Andrew and Vaughn will continue as valued members of the Employment Task Force. We were fortunate to have Cecelia Taylor, long serving past-chair, serve as an inaugural member of the Governance Committee for a 1 year term, which has now ended. Thank you all for your service!



Daniel Spagnolo and Kari Whatley (pictured below, 2nd and 3rd from the right) joined the Board mid-term. On behalf of LiveWorkPlay, they recently accepted \$5000 from the Ashbury College team that won a Youth Philanthropy Award by championing LiveWorkPlay as their cause of choice!

Stacey Diffin-Lafleur completed her first term on the Board, is looking forward to returning as a veteran and will join Dan, Kari and I in welcoming Christine Felteau and Brigid Fitzpatrick who will stand for election for their first time on September 9.

Our Board members always enjoy the opportunity to talk with as many of you as possible during Family Feast events, the Make A Buzz gala, at our AGM – anytime and anywhere that we can connect. This enthusiasm is due to the incredible work that our Co-Leaders and the entire LiveWorkPlay staff team, our more than 150 volunteers, about 100 community partners, and all of our members and families contribute every day. To all of our partners in government, business, and the non-profit community as well as staff, volunteers, members, and family, thank you for a great year, and for all that you do every day!



I am looking forward to an exciting year ahead with you in 2016-2017!

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 daily basis.

In last year’s Annual Report we talked about the importance of human resources in light of LiveWorkPlay efforts to become increasingly person-centred and to respond effectively to growing demand for our supports and services. This was certainly the case in 2015-2016, our busiest year in the 21 year history of the organization. Recruiting, training, and coaching of staff was a non-stop activity – as it always should be – but it was a uniquely demanding year as staffing needs fluctuated in response to our efforts to contribute to supporting individuals in crisis, as well as the complexities of organizing fee-for-service contracts.

This will be the “new normal” going forward. There are many individuals with dual diagnosis and other needs labelled as “complex” who need our help. In some situations this can mean multiple staff members working with one individual, and the needs may increase or decrease over time. That’s a necessary but very challenging reality.

With the introduction of Passport funding (individualized dollars that flow from government to individuals/families who then contract for services) and the expectation that this funding methodology will likely expand, we are responding to demand as quickly as we can. At the same time we are working through the many challenges that come with these arrangements – additional administrative complexity as well as very fluid staffing needs as we attempt to respond to the specific support requirements of each of our members (whether they are coming through the Developmental Services Ontario (DSO) process or through fee-for-service).

The different ways that individuals and families come to the organization has produced some new situations that we are trying to navigate. An example of this in 2015-2016 was attempting to come up with a fair and reasonable approach to our travel supports (organizing and support travel opportunities for our members). We still don’t have the answer of how to appropriately recover the additional costs incurred by LiveWorkPlay in providing travel support to those with annual memberships and/or fee-for-service as well as those who have a placement through DSO. This is part of a broader discussion wrapped up in deliberations about surplus funds (see the financial discussion later in this report).



It seems like a lifetime ago (actually, September 2015) that along with a packed house of supporters and local dignitaries we christened the opening of the new LiveWorkPlay office and formally launched the 20th anniversary book “The Courage to Fail” (<http://liveworkplay.ca/courage>). Our new office was motivated by team performance (we needed a bigger and more collaborative space) but has also resulted in cost savings. Win-win situation!

In the interim, the annual membership fee (annual membership is a fee-for-service option) has been reduced to \$1200 (from \$1500) and travel is no longer included. We made this change out of recognition that those who were not going on trips (either because it was not of interest or because the trip filled up before they could register) were paying for a membership privilege that they were not using. We are confident in this decision and it also means that consideration of the broader question of travel support is disentangled from annual membership services.

Innovation, especially in person-centred practices, almost always brings with it these types of tensions, which are certainly not limited to our travel support. As an additional example, our employment supports are widely recognized in Ottawa and beyond as delivering exceptional results. But this doesn't mean that those who want a job and don't have one yet are happy about it – nor would we expect them to be!

At the same time, we are not in control of the labour market, and no matter how hard we try it does not always deliver a job as quickly as the person who is waiting would like. Given that some of those who are waiting are also paying fee-for-service, it's a reality that this will be perceived by some as "paying for nothing." There is no easy answer to this, other than continuing our efforts to be transparent about what is involved in our job development and working to build and maintain strong relationships.

The evolution of our employment supports will be an operational focus for 2016-2017. Many of our membership are likely unaware that we have never had annualized funding support for this initiative. In other words, for about ten years now we have been providing sector-leading employment supports based on the cobbling together of various grants and other time-limited funding sources. It is beyond time for a change in that status – recognizing that we are not in control of what funders choose to do, all indicators point to this being the right time and place to develop a renewable funding source.

This is important from a variety of perspectives – this includes the internal benefits of being able to recruit and retain employment supports staff but also to address the number one concern of those professionals – that the employees and employers they are involved in supporting can be confident that LiveWorkPlay will have a continuing role in their relationship.

We will not be standing still with our community participation supports and/or support for the home life of our members. For example, our "matching" initiative to help build relationships between our members and other citizens has delivered some great outcomes (aka friendships!), and our volunteer recruitment processes are the envy of many other organizations. But this doesn't mean that we don't have many members who have yet to benefit from a successful match, or who are even close to having the number of relationships in their lives as they would like.

Part of the answer is our new "Team Lead" structure. We cannot expect that our community participation staff will manage their incredibly complex daily schedules while at the same time maintaining top level oversight. This means making sure that we are not only keeping our promise of the type and hours of support we are providing, but also keeping a continuing eye on quality of life issues for each of our members and identifying opportunities as well as the need to develop new strategies where current efforts are not working.

Jen Soucy and Grace Hudson have already assumed these duties and will work closely with Allison Moores, returning from maternity leave as our Support Coordinator, to ensure that we do our best to see the big picture in the lives of each of our members.

On this note we must recognize the work of George Kranitis, who performed many months of double-duty over the past year, serving as both a Team Lead and as interim Support Coordinator during Allison's absence. Due to the intricacy and complexity of these types of roles at LiveWorkPlay it is often impractical to fill short-term absences with outside recruits. This means that not only does one person step up to fill the role, but everyone else on the team has to flex and shift and inevitably take on additional duties. It was truly a great team effort but we do tip our cap to George for taking on a very challenging situation and delivering outstanding results.

Last but not least we must acknowledge the productive partnership with our Board of Directors, often the most unheralded of our organization's volunteers. They must somehow balance a variety of fiduciary responsibilities that are critical to continuing operations with finding time for strategic and generative discussions that are focused on the future. They are also one of our key sources of support as Executive Staff and this was one of those years we needed that support are called upon it with frequency to make important decisions to move the organization forward.

REPORT ON OPERATIONS by Julie Kingstone

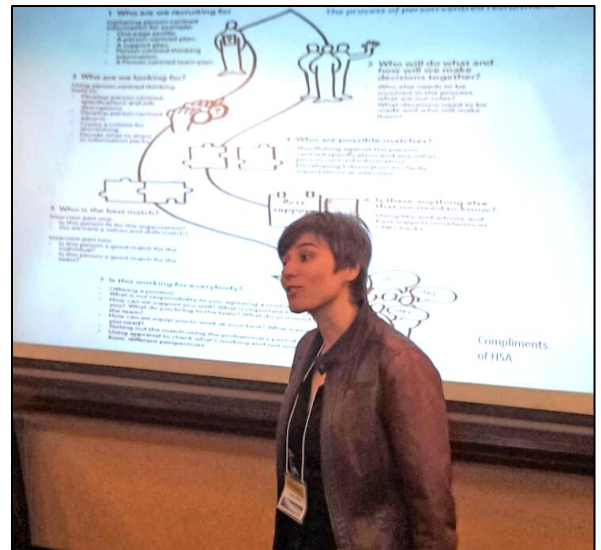
This year I would like to focus on an important communication with our membership about the financial situation of the LiveWorkPlay organization. I discussed the contents of this report with the Board, but I just want to first be clear that ongoing financial management of the organization is an Executive Staff-Board of Directors partnership, guided by a combination of our by-laws, policies and procedures, and various regulatory influences. I am reporting to you as the individual that is most frequently tasked with implementing our organization's financial strategies, which are of course critically linked to realizing the impact and outcomes appropriate to our mission, vision, values, theory of change, and the agreements we make with individuals, families, funders, and other community partners.

You will observe in this year's financial statements that we have an excess of revenues over expenditures (which I shall refer to as a "surplus" from here on) of \$144,870 for this year, and a cumulative surplus of \$885,264. Of this amount, \$287,925 are held by "internally restricted fund balances" (item 10 in the statement notes, which I will refer to as "reserves"). Currently our reserves have two purposes: \$250,000 represents an operating reserve that is in place to be used in part or in whole (must be approved by the Board) in the case of a funding disruption.

The remainder is a compensation reserve that makes possible 2% salary enhancements for staff who have served with the organization for two or more years. This fund was established in 2013-2014 as a temporary measure recognizing that staff had not received salary increases since 2008. The reason these are salary enhancements and not salary increases is that the funders of our supports and services do not build salary increases into their funding models, and therefore it is only through reserves and/or other resources that additional compensation is possible. This does not mean that annual salary increases are impossible, only that they would need to be structured within the context of these fiscal realities. Given the shifting landscape of Developmental Services funding, the Board has thus far opted to continue the wage enhancement policy. This is one of many issues to be considered in 2016-2017.

Getting back to the operating reserve, this figure may or may not be appropriate to our organization in 2016-2017 and the Board and Executive Staff will be considering this issue starting immediately after the Annual General Meeting. Following a recommendation of renowned non-profit leader and consultant Hilda Polanco this will be pursued within the framework of the white paper "Reserves planning: A step-by-step approach for non-profit organizations" and the accompanying "Operating Reserves Policy Toolkit." This research and the subsequent strategic guidelines were prepared by an incredible collaboration of individuals and organization worldwide, known as the "Non-profit Operating Reserves Initiative Workgroup." Completed in 2010, after some 5 years of usage these guidelines not only remain the standard for the charitable sector but are now accompanied additionally by practical examples of how organizations have structured their reserves and how the accompanying policies were written.

It would be understandable if our members want to understand not only how our existing surplus will be utilized, but also want to know how we managed to generate such a significant surplus.



The annual Person-Centred Gathering was an opportunity to share and learn about being the best we can be in supporting individuals and contributing to positive change in our communities. The challenge of building and supporting person-centred teams was clearly a concern shared by most everyone, as evidenced by the huge turnout for the discussion I hosted on the final day of the conference. I want to thank Mills Community Support (based in Almonte) and St. Mary's Community Living for their kindness in sharing the work they have done in crafting encouraging environments backed by policies and procedures that meet all the required regulatory standards. They are always willing to help!

In brief, it owes mainly to decisions made by the Board and carried out by the Executive Staff as far back as 2002-2003. Having for the first time received annualized dollars from the Ministry of Community and Social Services in 2001-2002, we faced the happy problem of no longer requiring fundraising dollars to support basic operations.

A commitment was made at this time that fundraising and donations should, whenever possible, be used only for short-term initiatives with a clear beginning and end and/or for building towards a future initiative and/or for reserve funds to protect us from the unexpected.

Through this prudent policy more than \$500,000 was accumulated in aid of planned housing initiatives. This was invested with the purchase of 7 condominium units as part of the Canada-Ontario Affordable Housing Program in 2008-2009 (total purchase price of about \$1,200,000 with \$700,000 coming from the COAHP).

The LiveWorkPlay pro-rated portion of the investment was returned to our organization in 2015-2016 by exiting the COAHP agreement. As detailed in last year's report, the condo units were sold (one was sold after the 2015-2016 fiscal year and one remains for sale and these proceeds will be a part of the 2016-2017 financial statements) and the COAHP contribution to the purchases was returned to the affordable housing system.

The policy regarding fundraising and donations has continued to the present day, and with the exception of 2013-2014 (a small deficit) this has resulted in annual surpluses. These cumulative surpluses added to the funds returned to us from exiting the COAHP and sale of condo units leaves us with the current totals recorded in the audited financial statements.

I share this information not only because it is significant and our members and the public should have a transparent understanding of our funding situation, but also because it is important to note that our surplus funds are not generated by any fees that are paid by our members/families for LiveWorkPlay supports and services. Whether it is fee-for-service, annual memberships, travel support, or any other cost associated with accessing our services and supports, these amounts are designed to meet our operating costs, not to generate a surplus. Below I have provided a visual breakdown of our fee-for-service to illustrate this.

Our surplus funds come from donations (typically between \$60,000 and \$70,000 per year including our three third party golf tournaments) plus fundraising events such as Make A Buzz Ottawa (formerly the Recipe for Success annual auction and Engines of Success recognition banquet). Please note that in the events category of our audited statements our family feasts and New Year's Eve party are included, and that these events typically break even or result in a small loss which we consider an investment in community-building. At present the only internally organized event designed as a fundraiser is Make A Buzz Ottawa (May 11 in 2017) which should typically generate \$30,000-\$40,000 in net proceeds.

In case it's unclear from my explanation thus far, what it all means is that LiveWorkPlay is in a very healthy financial position. There are no certainties or guarantees about what the future will hold, but along with our Board, I am comfortable in stating that we are among the most stable of organizations in our entire sector.

I must be clear that being engaged primarily in the delivery of human services reliant upon government support, any changes in the financial and/or political situation of our province can have an impact, and so there will never be a time when the future is completely certain. But our membership and supporters can certainly take heart in knowing that the decision-making related to our financial planning, as well as focus on ensuring strategic relevance to our community, combines for a very healthy future outlook.

To help understand more about where we are coming from and where we are going, I have prepared a "themes" document which is provided on the pages that follow. The transformation of Developmental Services, as a system, has been underway for a decade, and we clearly on the edge of highly significant changes that will be directed by the Ministry of Community Social Services. At the same time, individuals, families, agencies, and communities are evolving and leading change. With your help we will continue to navigate as leading-edge proponents of positive change in both worlds, and work towards a support system that is immersed in delivering community-based outcomes.

REPORT ON COMMUNICATIONS by Keenan Wellar

In last year's report I detailed major changes in our Information Technology management and I am pleased to report that a year later the plan is working well in terms of meeting the daily needs of our staff, our members, our partners, and the public. A key challenge this year was to simply keep up with our dynamic human resources, and without a doubt at certain times this was very challenging. I have developed a number of new processes to make this easier – the way technology is brought into service and how it is repurposed has evolved, and after playing catch-up at times throughout the year, I believe the new routines will serve the organization well.



Quite suitably, here I am in the background with the Algonquin College Public Relations students "Dreams worth Living" campaign team at their launch event. It is hard to find the right word to best describe the experience, but "impressive" is perhaps most appropriate. They not only raised almost \$30,000 but generated sustained public attention for LiveWorkPlay and our mission over a period of eight weeks and hosted ten public events!

Internal communications management has become appropriately complex, given that it is almost always teams of staff members who are working together, whether it is task-oriented and/or focused on a single individual who is receiving support from various staff. It is a common experience for members of our team to feel overwhelmed from time to time at the sheer volume of communications but we have a strongly weekly team meeting structure that helps to bring it all together. The new Team Lead structure also helps by ensuring that guidance and mentorship are available from additional sources.

Last year was a banner year for conference presentations and consultations, most of them generating revenues with cost recovery or a small proceeds to LiveWorkPlay. There were no less invitations tendered in 2015-2016, but there simply was not as much time available. I am very pleased however with participation in the provincial Presence to Citizenship networking group which is building towards an educational gathering in the winter. In brief, this is a provincially funded leadership group working towards a community of practice related to person-centred, assets-based, community-based outcomes. I will share more about this in the months to come.

Much of my advocacy efforts on behalf of LiveWorkPlay this year were focused on issues related to (de)segregation, employment, and human rights, including assisted dying legislation. Community Living Ontario and the Canadian Association for Community Living provided valuable leadership and support on these issues.

With the establishment of the Developmental Services Innovative Housing Task Force (DSIHTF) there were opportunities for sharing ideas as well as debating models of service. Most of our provincial investment in housing outcomes for people with intellectual disabilities is still tied to segregated group living (group homes and related arrangements). This is shifting however, and LiveWorkPlay will be looking to lead by example through our new partnerships with the Multifaith Housing Initiative and Centretown Citizens Ottawa Corporation. With funding support from the DSIHTF the plan is to support as many as 12 individuals with intellectual disabilities to live in affordable apartments in newly built non-profit housing communities.

I have continued to represent our advocacy for authentic employment and a continuing shift away from sheltered workshops and day programs. Journalist Moira Welsh compiled an impressive sheltered workshop investigation for the Toronto Star and I was pleased to contribute background as well as direct quotes in support of this work.

It had been somewhat unclear how the Ministry of Community and Social Services intended to implement a planned shift away from funding this archaic practice, but in November the Minister (Helena Jaczyk) clarified the situation by announcing that the "front door" of provincially funded sheltered workshops was closed. This means that although existing workshops may continue for the time being, there will not be any new participants.

These are very positive developments but it also means that we must not forget the individuals currently in those workshops, who will need help with future transitions as we work towards a day when the entire sheltered workshops system is relegated to the history books.

Our employment team contributes to lead this change not only through the crucially important outcome of matching employees and employers, but also by delivering a powerful message about what is possible for people with intellectual disabilities. Jen Soucy and Paul Leduc were both involved in representing LiveWorkPlay and presenting at major conferences including the Canadian Association for Supported Employment (CASE) and SARC annual conferences as well as the Hire Action event in Ottawa. LiveWorkPlay also continues as an active member of the Employment Accessibility Resource Network (EARN) facilitated by United Way Ottawa and the Ontario Disability Employment Network (ODEN) Centre for Excellence.

The LiveWorkPlay Employment Task Force has attracted international attention and rather than seeking to own the idea, we are actively sharing our knowledge with the hope that people with intellectual disabilities supported by other agencies here and in other communities will benefit.

Championing and communicating the work of our community participation team (and here I include everything we do that is not under the employment label) is more difficult to convey because these developments are often personal and private. People’s home lives, their connections to their community through clubs, courses, classes, and teams, and their friendships and other relationships is of critical importance and our team goes about this work mostly behind the scenes, fiercely advocating on behalf of the members they support when warranted, but also focused on supporting the individual to take ever-greater control over their own decisions and life choices.

With all LiveWorkPlay advocacy efforts, traditional media remains important, and longstanding relationships with Rogers Daytime TV and Ottawa Morning radio are leading examples. It was both a personal and professional highlight of my life to be interviewed by Craig Oliver for “Challenges and Change” on the AMI network and a wonderful opportunity to talk in detail about LiveWorkPlay and important issues related to building a more inclusive society.

LiveWorkPlay social media channels are where our communications are the most frequent and the most important for connecting with others. Our Facebook page and group, Twitter, and YouTube channels (in that order) are the most active, but our new Instagram account has over 250 followers. With our more established channels we are moving in on 2500 Facebook likes, 7000 Twitter followers, and more than 250 YouTube videos with many thousands of total views.

Our website remains the interface of choice for supporters near and far. More than 30 blogs (liveworkplay.ca/news) were published this year! This chart shows website traffic for one of our busier months, influenced by new interest generated from Make A Buzz Ottawa and the Algonquin College Public Relations fundraising and awareness campaign.

Reported period	Month May 2016				
First visit	01 May 2016 - 00:00				
Last visit	31 May 2016 - 23:42				
	Unique visitors	Number of visits	Pages	Hits	Bandwidth
Viewed traffic *	5,173	11,229 (2.17 visits/visitor)	42,759 (3.8 Pages/Visit)	128,515 (11.44 Hits/Visit)	3.84 GB (358.87 KB/Visit)

Make A Buzz Ottawa was the inaugural version of our new event that combined elements of the old Recipe for Success auction and Engines of Success banquet. From the moment the doors opened it was clear that this was going to be a hit. With a sold out crowd that pushed the limits of what the St. Anthony’s Banquet Hall facility can handle, hosts Sandy Sharkey and Dylan Black managed a complicated agenda of awards interspersed with live auction items. Keynote speaker Mark Wafer inspired everyone to think differently about what is possible and to consider the solid business case for hiring people with intellectual disabilities.

For the 2017 event on May 11 expect some minor tweaks that will improve the experience, and most importantly we are working on enhancements to the in-house audio system because 350 people can make a lot of noise!



While attending the annual Person-Centred Gathering in Toronto, Julie and I had the opportunity to meet briefly with Minister Jaczek and our message was a simple one: keep going, and organizations like LiveWorkPlay are here to help provide the means to the end of a more inclusive Ontario.

LiveWorkPlay Themes 2015-2016 and Looking Ahead to 2016-2017

What did our direct support look like in 2015-2016?

- 8 adults with MCSS-funded home-based supports (7 individuals with 10 hours per week of support, 1 individual with 12 hours per day of support)
- 30 adults with fee-for-service home-based supports (total of 36 hours per week at \$50 per hour*)
- 1 adult with 24/7 support (provided April to June)
- 30 adults receiving active job development supports
- 50 adults receiving job retention
- 41 youth receiving active job development supports
- 39 adults with MCSS-funded community participation supports (typically 2 hours of direct community participation support per week, plus 1:1 matches, events, Friday night meet-ups, access to travel)
- 45 adults with fee-for-service Annual Membership agreements (1:1 matches, Friday night meet-ups, events, access to travel)

* A breakdown of this fee structure is provided below this section

Snapshot of Community Partners and Volunteers 2015-2016

- 3 non-profit community housing providers
- 68 employers
- 50 community venues including other non-profit organizations
- 136 volunteers: 56 Friday night meet-up volunteers and 79 one-to-one matches
- 7 board members

Who exited which services and why did they leave in 2015-2016?

- Fee-for-service hourly supports: 1 individual moved to British Columbia
- Employment (ODSP special project): 1 individual moved to another country, 3 were not a fit with the service
- Community Participation (MCSS-funded): 1 individual moved out of the region, 2 others decided that this service was not what the individual and/or family wanted
- Fee-for-service: 1 individual accessed a funded placement, 2 identified the service was not a good match, and 1 was not accessing the service

Which community partnerships and volunteer relationships ended and why did they end in 2015-2016?

- A dog-walking contract for one member: no longer a good fit
- Value Village Orleans employment partnership: changes in staff/management
- CHEO volunteering: inclusive volunteering opportunities underdeveloped
- Humane Society of Ottawa volunteering: inclusive volunteering opportunities underdeveloped
- Youth Services Bureau (YSB) summer employment: program was changed
- 30 individuals are no longer volunteering: moved away or availability has changed (examples: raising a young child, new job responsibilities, caring for an ailing relative)

(continued next page)

Annual review information (some reviews yet to be completed) 2015-2016

- The majority of goals identified for each individual support plan were successfully supported
- People are generally satisfied about the situation of where and who they live with
- Those who are employed are in the vast majority satisfied with their job, people who do not have a job and want to work identify that being unable to work is a significant negative in their life
- Almost universally people want more social relationships: friendships and romantic relationships

Unmet goals were generally related to the following:

- Self-selected out of the goal or activity
- Desired outcomes were not in the full control of the individuals and their supports (example: wanting a job, wanting a one-to-one match, wanting a boyfriend or girlfriend)

Themes for 2016-2017: what is underway and/or what are we planning?

- Collaborate and further develop partnerships with non-profit housing providers through the Just Enough Support Initiative to help strengthen affordable and supportive housing opportunities
- Improve our one-to-one match recruiting, retention, and on-going supports with more internal resources
- Improve support provided to members to obtain and maintain friendships and romantic relationships
- Improve identification of and support for inclusive venues and gatekeepers in workplaces, non-profits and other community settings
- Additional training and learning opportunities in community development, social capital, and supporting people with mental health issues

Fee-For-Service: “\$50 an hour seems like a lot of money?”

To be clear, the vast majority of the people we support and their family members tell us that our fees are fair, and some believe that they are a bargain. They arrive at that conclusion not only through an understanding of the quality of our staff, governance team, and the partnerships and relationships we have built up throughout our community, but also by thinking about context: everything from individual dance lessons to the labour of a garage mechanic comes with higher hourly rates than the professional supports and services at LiveWorkPlay.

Everyone understands that the costs involved in a dance lesson go far beyond the direct time of the instructor during the lesson (such as rent for the dance facility, maintaining the dance floor, various types of insurance, and pre/post-lesson preparations and management). Similarly, about 50% of LiveWorkPlay hourly fee-for-service is comprised of costs other than the direct time spent by the employee with the person they are supporting.

This should not be viewed as either “good” or “bad” but rather as “necessary.” These are costs necessary for supporting effective, responsible, and accountable services and supports, and for maintaining the long-term integrity of the organization and its relationships with supported individuals, families, staff, volunteers, funders, partners, and the community at large.

The precise nature of each arrangement with individuals we support is far from identical, and so it is important to keep this in mind when learning about our fees. Some live in the suburbs and would have higher mileage costs to the organization than someone who lives downtown – where instead there are parking costs. The particular staff member working with a given individual may have differing levels of service with the organization and therefore their salaries are not identical. And so on. So in order to share this breakdown, we have to operate on certain generalities, starting with an annual salary of \$46,000 as our fundamental assumption.

Understanding salary levels themselves require an entirely different rationale, but in brief, these are based on labour market realities for our sector and our community, and further have been determined in the context of two comprehensive surveys, one for the non-profit community as a whole, and one specific to Developmental Services. Based on a thoughtful analysis of all of this information, the Board and Executive Staff can state with confidence that the salary range for staff at all levels of the LiveWorkPlay organization is fairly described as “average to slightly above average.” We believe that by any objective standard our staff and our organization performs well above average, and therefore the salary levels are within a very reasonable range.

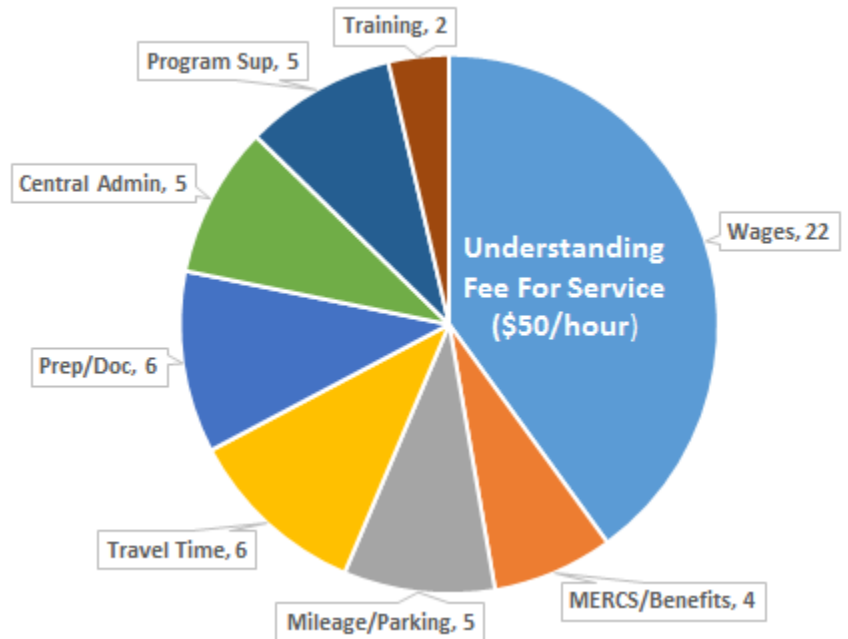
With that introduction out of the way, here’s how it breaks down in terms of an hourly fee:

\$50 Hourly Fee-For-Service

- \$22 directly to the salary
- \$4 to mandatory employment related costs and basic benefits (CPP, EI, WSIB, EHT, Vacation)
- \$5 to mileage/parking
- \$6 to travel time
- \$6 to preparing and documenting (a record of all staff interactions with members is kept in a secure online database to help track progress as well as ensure that obligations are being met as agreed)
- \$5 to central admin (information technology including computers and cell phones, office supplies, rent, furniture, website, payroll, database and storage, and more)
- \$5 to program supervision (intake process, staff supervision and coaching, issue resolution)
- \$2 to training and certifications (Open Future Learning modules, in-service, First Aid, and more)

This comes to \$54. As mentioned earlier, the exact costs on any given day with any given supported individual and staff member are going to vary. Arriving at the fee of \$50/hour came as a result of lengthy deliberation and analysis, and also understanding that there comes a point at which attempting to be even more precise is going to consume additional resources and ultimately cost more due to increased administration.

We also looked closely at the fees of other agencies in Ottawa as well as elsewhere across the province, determining that \$50 is “average” (typical range is \$45 to \$55). This is adjusted for regional variances (such as rural vs urban) where wages/expenses vary.



We understand that even though our fee has been explained, this by no means changes the reality for individuals and family members who are struggling to pay these costs. We get it. Truth be told we’d rather not be doing this at all – we would like all supports and services to be a part of an entitlement system like our health system. But that’s *not* how it is. Our choices therefore are to either deliver services only to those who are fortunate enough to be accessing a funded placement, or (as we decided to do) we also open our doors to serving those with Passport (individualized funding) and other fee-for-service arrangements. Given how much our fee-for-service has grown (and with very little promotion) clearly we are meeting a need and despite the challenges, it is well worth doing.

We also understand that an individual or family may be able to hire a direct support worker for much less than \$50 an hour and we do not argue this: it's a reality. The costs that make up our fees are necessities, and in the end, deciding to engage with LiveWorkPlay in a fee-for-service relationship has to be based on an individual's/family's determination of value. Either it is worth it to a specific individual and family, or it is not. There are no hard feelings, it is all about mutual respect: we know our fees are reasonable, while at the same time an individual or family may find that their needs are met through a more affordable option where these costs do not exist and/or are at a lesser rate.

In conclusion, it's also important to think about the intangibles of any support arrangement. Our fee breakdown does not capture the value of being a part of this organization. There are always surprises on the road of life and there are endless stories of members and families that benefited from their LiveWorkPlay association in ways that will never be captured in a pie chart. Many of these benefits come from the interactions of members and families who are introduced through LiveWorkPlay events (or through our online communities) and come together in formal and informal support networks, and often end up as friends. There are costs involved in "organizing" but there remains tremendous value in coming together to solve problems and offer mutual support.

Events and Travel

LiveWorkPlay support for travel continues to be a popular add-on to our daily supports and services. Two trips took place in 2015-2016, the traditional Club Med Turquoise (Turks and Caicos) and our first time travelling to the coast of Maine with Ottawa Valley Tours. In both cases, in addition to providing the opportunity to experience the joys of travel just as anyone else would, these experiences offered a mix of structure and freedom that is well suited to most of our members. The motor coach tours are all about getting to know the other 40 or so people you are travelling with, while in the case of the Turquoise experience, relationships often form around particular activities enjoyed by other guests: snorkelling, volleyball, or even trapeze!



This was the first LiveWorkPlay trip for Matt Suttie (left) and while he didn't swim with sharks in the ocean, he turned out to be a bit of a pool shark on land! We made lots of new friends and also reunited with Tony "From Last Time" Szymanski and Mark "Godfrey" Silver. Travel support volunteer Andrew Waye (right, centre in purple) distinguished himself in many ways, but will be best remembered for his performance on the trapeze!

We have settled in to a comfortable new event pattern that features three Family Feast events in September, December, and March/April (closest Friday to April 1) and Make A Buzz Ottawa (recognition banquet) on the second Thursday in May (May 11, 2017). In addition we have three golf tournaments (June, July, September) hosted by BNI Eastern Ontario/Western Quebec, Dow Honda/Kanata Honda/Star Motors, and Rotary Club of West Ottawa. And last but not least the New Year's Eve dinner and dance!

The Family Feast events will continue to be priced at just \$20, which means that they result in a small financial loss. This is viewed as an investment in community building and a means of keeping the events accessible. Attendance was high throughout 2015-2016 and the formula will continue: bring people together for a great meal but keep the agenda light and make sure there is plenty of time to socialize.

With the massive Make A Buzz turnout in 2016 there were issues with the audio and we will work with St. Anthony's to improve it, but ultimately the event is intended to have a focus on the action on the stage rather than interactions at the tables. The general air of energy and enthusiasm was fantastic, but at times took away from the individuals or groups being recognized, and out of respect for future honorees we need to work together to improve this for 2017.

This is of course a very happy problem to have. It is our core supporters of members and family that leave newcomers with an incredibly positive impression of what LiveWorkPlay is all about. We simply want to harness that enthusiasm and focus it a bit more towards the stage.



Top left: having fun at the pre-party photo booth! Top right: Julie and Beckie More present the Rob More Good Life award to Ashley Lavigne. Bottom left: Janet Balcome recognized with the Member Ambassador Award and the Algonquin College Public Relations students with the Community Ambassador Award. Bottom right: Barry Wellar presents a My Own Home bursary to Matt Suttie and all members who moved to homes of their own in 2015-2016.

Special thanks to Matt Van der Velde for his wonderful photography!

2016-2017 Event Schedule

AGM Welcome Back Family Feast: September 9
 New Year's Eve Dinner and Dance: December 31
 Make A Buzz Ottawa: May 11
 Dow/Kanata/Star Golf: July 23 (Tentative)

Festive Family Feast: December 9
 Foolish Family Feast: March 31
 BNI Golf: June 14 (Tentative)
 RCWO Golf: September 14

REGISTRATION INFORMATION: <http://liveworkplay.ca/ouevents>

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: "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 avoid the phrase "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. We understand that many other disability groups have disavowed people first language, for example, a person with autism may prefer to say "I am autistic." This is a bit different from "I am intellectually disabled." The discourse around disability will not doubt continue to evolve and we will evolve with it, ensuring that the preferences of individuals with disabilities are the lead consideration.

Looking for a more formal definition of intellectual disability? This is the 2015-2016 version:

An intellectual disability (aka 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*.

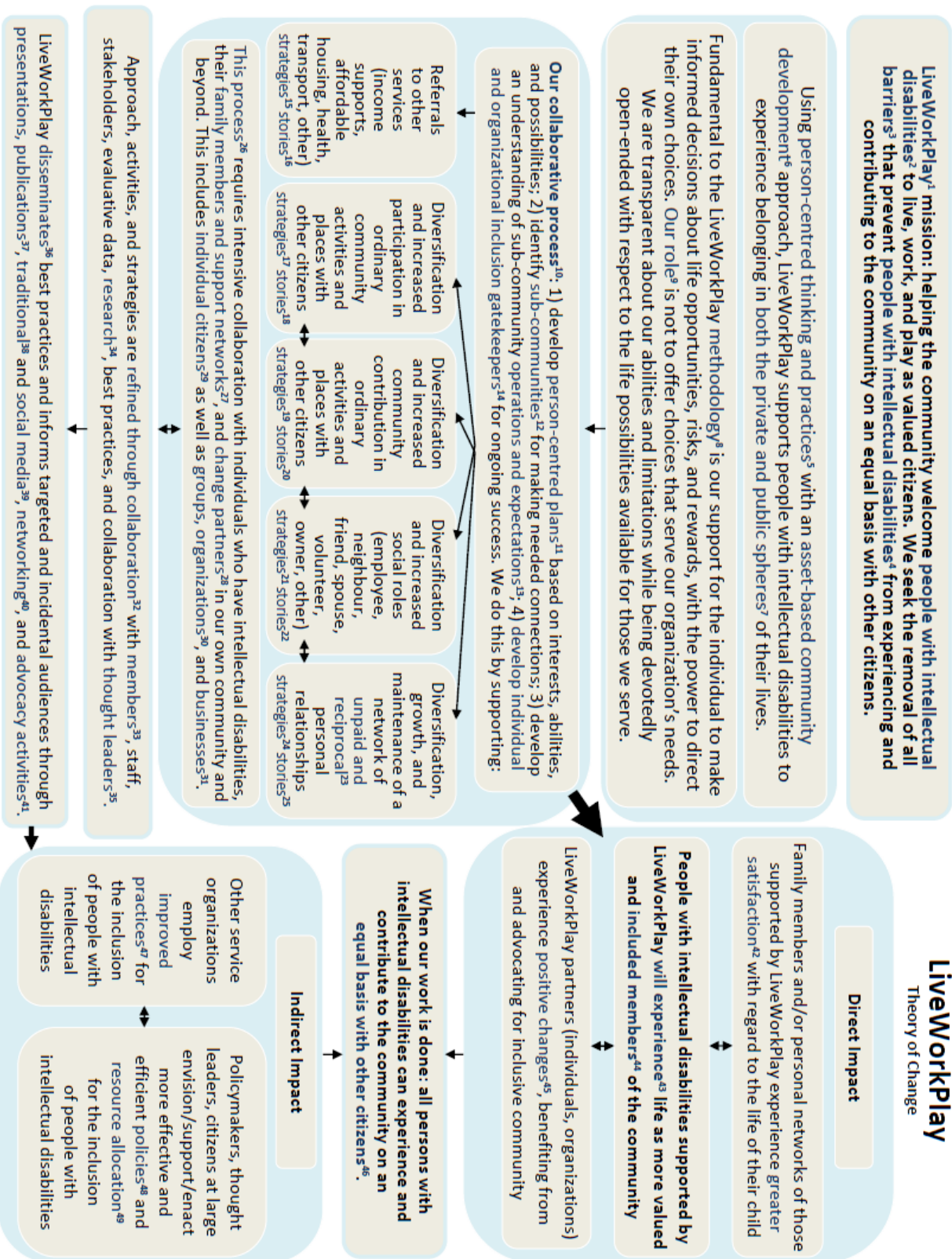
LiveWorkPlay does not take a position on the issue of whether or not the terms autism and intellectual disability should be used independently. If a person with a label of autism is seeking government-funded support from LiveWorkPlay, then if Developmental Services Ontario qualifies them as a potential 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.

See the Autism Ontario website for additional information:

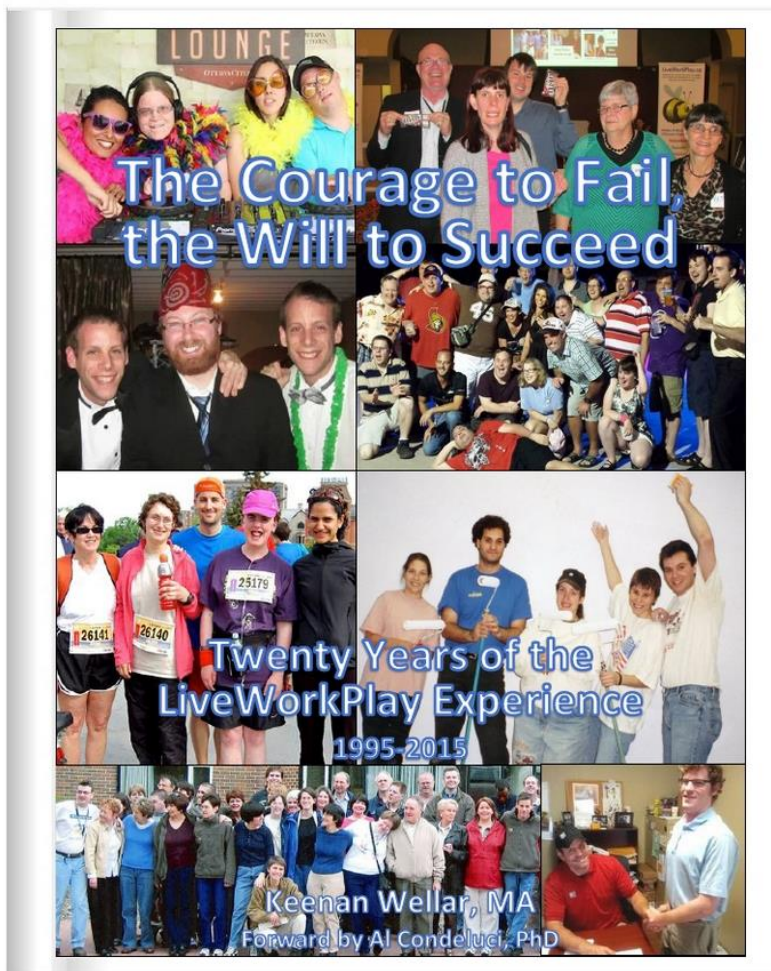
<http://bzbz.ca/all-about-autism>

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
Copyright © 2015 by LiveWorkPlay
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>

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of
LiveWorkPlay:

We have audited the accompanying financial statements of LiveWorkPlay, which comprise the statement of financial position as at June 30, 2016, the statements of operations, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis of our qualified audit opinion.

Basis for Qualified Opinion

In common with many charitable organizations, LiveWorkPlay derives part of its revenue from donations and other fundraising sources the completeness of which is not susceptible of satisfactory audit verification. Accordingly our verification of these revenues was limited to the amounts recorded in the records of LiveWorkPlay. We were not able to determine whether any adjustments might be necessary to donation and fundraising revenues, excess of revenue over expenditures, assets and accumulated net assets.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion Paragraph, the financial statements present fairly, in all material respects, the financial position of LiveWorkPlay as at June 30, 2016, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.



NOTE: the entire audit report comprises
16 pages and is available in full from
<http://liveworkplay.ca/annual-reports>

MITCHELL & HOLMES
Chartered Accountants, Licensed Public Accountants

August 29, 2016
Ottawa, Ontario

LIVEWORKPLAY
STATEMENT OF FINANCIAL POSITION
JUNE 30, 2016

	<u>2016</u>	<u>2015</u>
<u>ASSETS</u>		
CURRENT ASSETS		
Cash	\$ 885,264	\$ 554,741
Receivables (Note 12)	68,964	206,577
Prepaid expenses (Note 9)	<u>23,915</u>	<u>74,272</u>
	<u>978,143</u>	<u>835,590</u>
PROPERTY AND EQUIPMENT (Notes 2, 4)		
Condominiums	394,958	1,243,916
Computer equipment	146,922	127,580
Furniture	87,117	83,313
Leasehold improvements	<u>89,353</u>	<u>72,307</u>
	718,350	1,527,116
Less accumulated amortization	<u>345,550</u>	<u>525,732</u>
	<u>372,800</u>	<u>1,001,384</u>
	<u>\$1,350,943</u>	<u>\$1,836,974</u>
<u>LIABILITIES</u>		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 44,279	\$ 41,644
Deferred contributions (Note 5)	<u>101,683</u>	<u>205,334</u>
	145,962	246,978
DEFERRED LEASE INDUCEMENT (Note 13)	16,906	6,762
DEFERRED CAPITAL CONTRIBUTIONS (Note 8)	<u>8,233</u>	<u>548,262</u>
	<u>171,101</u>	<u>802,002</u>
<u>ACCUMULATED NET ASSETS</u>		
NET ASSETS		
Invested in capital assets (Note 6)	364,567	453,122
Net assets internally restricted for condominium fund (Note 10)	-	100,000
Net assets internally restricted for compensation fund (Note 10)	37,925	51,790
Net assets internally restricted for operating fund (Note 10)	250,000	250,000
Unrestricted	<u>527,350</u>	<u>180,060</u>
	<u>1,179,842</u>	<u>1,034,972</u>
	<u>\$1,350,943</u>	<u>\$1,836,974</u>

On behalf of the board:

.....Director

.....Director

See accompanying notes to the financial statements

LIVEWORKPLAY
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED JUNE 30, 2016

	<u>2016</u>	<u>2015</u>
REVENUE		
Ministry of Community and Social Services (Note 3)	\$1,422,747	\$ 950,726
Fee for service	161,148	113,607
Supported travel and events	67,673	59,043
Donations	66,693	64,626
Grants (Note 3)	62,935	66,222
Events	55,940	65,299
Rent	19,345	39,150
Amortization of deferred capital contributions	13,103	25,429
Investment income	2,524	4,389
Miscellaneous	-	5,926
	<u>1,872,108</u>	<u>1,394,417</u>
EXPENSES		
Wages and benefits	1,162,396	778,703
Program supplies	85,112	54,098
Office rent	83,358	136,221
Loss on disposal of condominiums	67,846	-
Supported travel	65,156	69,197
Vehicle	45,461	43,218
Events	42,948	39,818
Amortization	35,967	51,894
Office supplies	28,032	13,419
Telephone and internet	25,389	23,021
Condo fees	24,086	32,758
Professional fees	23,578	14,584
Training	12,450	31,333
Advertising and promotion	11,440	6,817
Meetings	6,248	11,729
Insurance	4,891	4,968
Bank charges and interest	2,567	3,872
Publications	313	952
	<u>1,727,238</u>	<u>1,316,602</u>
EXCESS OF REVENUE OVER EXPENSES	<u>\$ 144,870</u>	<u>\$ 77,815</u>

LIVEWORKPLAY
CASH FLOW STATEMENT
FOR THE YEAR ENDED JUNE 30, 2016

	<u>2016</u>	<u>2015</u>
NET INFLOW OF CASH RELATED TO THE FOLLOWING ACTIVITIES:		
OPERATING		
Excess of revenue over expenses	\$ 144,870	\$ 77,815
Items not affecting cash:		
Loss on disposal of condominiums	67,846	-
Amortization of deferred capital contributions	(13,103)	(25,429)
Amortization	<u>35,967</u>	<u>51,894</u>
	235,580	104,280
 Change in non-cash operating working capital items:		
Receivables	137,613	(169,899)
Prepaid expenses	50,357	(35,562)
Accounts payable and accrued charges	2,635	22,796
Deferred lease inducement	10,144	6,762
Deferred contributions	<u>(103,651)</u>	<u>192,974</u>
	332,678	121,351
 FINANCING		
Additions to deferred capital contributions	-	5,948
Repayment of Provincial contribution agreement	(526,926)	-
 INVESTING		
Proceeds from disposal of condominiums	564,964	-
Additions to capital assets	<u>(40,193)</u>	<u>(49,982)</u>
 NET CASH INFLOW	330,523	77,317
 CASH, BEGINNING OF YEAR	<u>554,741</u>	<u>477,424</u>
 CASH, END OF YEAR	<u>\$ 885,264</u>	<u>\$ 554,741</u>

NOTE: the entire audit report comprises 16 pages and is available in full from <http://liveworkplay.ca/annual-reports>

LiveWorkPlay Annual General Meeting 2015

September 25, 6:30 pm at St. Anthony's Banquet Hall, Ottawa

MINUTES*

- 1) Call to order and opening remarks (Cecelia Taylor)

The meeting started at 6:35. Attendance is listed at the end of this document.

“Welcome everyone to the 20th Annual General Meeting of LiveWorkPlay! This is an important business meeting that is necessary to the continuation of our non-profit corporation, but it is also a social gathering, and I'll do my best to make sure that we get our business done and allow plenty of time for conversation at our tables.”

“We're going to have our first course served at 6:45 and what I'd like to do is make sure we get through our first 6 items on the agenda so our independent auditor Ross Holmes can do his part and then make his way home. So if I can please have your attention for the next 15 minutes or so we'll then take a break and enjoy our soup. Sound fair?”

- 2) Approval of agenda** (Cecelia Taylor)

“OK then, let's get started. The first step is I need a member of the corporation to make a motion to approve the agenda. Thank you. Now I will need a seconder. All in favour? Opposed? The agenda is approved, thank you everyone.”

Motioned by: Cooper Gage

Seconded by: Paul Hamilton

Carried.

- 3) Proposal for voting via Yea or Nay (Cecelia Taylor)

“For the past few years we've moved the meetings along more efficiently by voting via Yea or Nay instead of issuing paper ballots. Given we do not anticipate that tonight's agenda will necessitate use of a secret ballots, with your permission I will ask that we vote on matters before us tonight via a Yea or Nay process.”

“First, I will need a member to make a motion to in favour of this proposal of voting via Yea or Nay. Thank you. Do I have a seconder? Very good. Now we can practice. All in favour say Yea. All opposed say Nay. It is the opinion of the chair that the Yeas have it! Motion carried.”

Motioned by: Jennifer Harris

Seconded by: Pat Doyle

Carried.

4) Approval of minutes from AGM 2014** (Cecelia Taylor)

“At your table you will find a copy of last year's AGM minutes, which were also distributed via the LiveWorkPlay mailing list earlier this month. Does anyone have an amendments to the minutes? If there are no amendments then I will need a member to motion for approval of the minutes. Thank you. Do I have a seconder? Very good. All in favour say Yea. All opposed say Nay. It is the opinion of the chair that the Yeas have it. Motion carried.”

Motioned by: Joshua Balanaser

Seconded by: Heather McAdam

Carried.

5) Update: Canada Not-for-profit Corporations Act (Keenan Wellar)

“As you will note from last year's minutes, we had two significant motions impacting our corporate documents. Our bylaws and purposes were updated for compliance with the new Canada Not-for-profit Corporations Act (CNCA) subject to pre-approval by the Canada Revenue Agency Charities Directorate. I am pleased to report that the pre-approval was granted, the Corporations Directorate issued our certificate of continuance into the CNCA, and the Charities Directorate placed our certificate on file and updated our corporate purposes. And that is the update! I give way to independent auditor Ross Holmes.”

6) Report from the independent auditor** (Ross Holmes)

Ross Holmes announced a "clean audit" and shared a few brief comments noting that he did not have any recommendations for changes to internal controls.

i) Questions

David Keay inquired about an increase in the rent line item. Ross Holmes responded that this was a one-time increase resulting from the cost of exiting the previous lease and starting the new lease. David Keay asked if this meant the cost of office rent would go down for next year. Ross Holmes applied in the affirmative.

Mike McBride inquired about what external regulation there might be governing salary expenditures. Ross Holmes responded that in most cases the budget provided and approved by funding bodies such as the Ministry of Community and Social Services would be the most significant factor in determining salary ranges. Cecelia Taylor added to this response and explained that with respect to Executive Staff salaries (*two positions*) the Board of Directors reviews information related to salary ranges in the sector in addition to considerations such as experience, qualifications, and outcomes. The Executive Staff in turn engages in a similar process for determining salaries for the

remainder of the staff team (*currently twelve positions*) and this includes the constraints mentioned by Ross Holmes.

Mark Walton asked a follow-up to Mike McBride inquiring as to whether or not salary policies from third parties such as the Ministry of Community and Social Services impacted LiveWorkPlay differently from other organizations in the sector. Cecelia Taylor replied that they did not.

Janet Balcome asked a question about rising condo fees. Ross Holmes responded that LiveWorkPlay does not have any control over condo fees, which usually rise as a result of costs accrued by a condominium corporation which are then passed on to unit owners and, where applicable, to renters in those units.

7) Appointment of the auditor for 2015-2016 (Cecelia Taylor)

“Thank you so much Ross for attending tonight and for presenting the report. Before we take a social break, let's finish up item 7, which is appointment of the auditor for 2015-2016. I will need a member to motion for the appointment of the auditing firm of Mitchell & Holmes for 2015-2016. Thank you! Do we have a seconder? Very good. All in favour say Yea. All opposed say Nay. It is the opinion of the chair that the Yeas have it. Motion carried. The meeting is now paused for eating and talking and we'll have Keenan to the microphone when the meeting resumes.”

Motioned by: Pennie Styan

Seconded by: Constance Hudak

Carried.

8) Communications report* (Keenan Wellar)

“You've got the Executive Staff report as well as my Communications report contained in the Annual Report document at your table. I'll now go over some of the highlights.”

Keenan Wellar discussed some communications highlights from the Annual Report.

9) Operations report* (Julie Kingstone)

i) Summary

“You have my report as part of the Annual Report, and I wanted to thank all of you for your understanding about the changes to our annual service membership and travel support fees this year, I know it was a difficult adjustment for some of you but it's also very important that we do our best to make sure that the services and supports we offer are sustainable, and we've made an important step towards that with these changes.”

“LiveWorkPlay is a human services organization and this means we need to invest properly in the people who are delivering those services, who in turn will deliver great results to our members, families, and community partners. How we train, support, and compensate our staff team is always going to be a core indicator of our overall

performance as an organization. We will never keep the great people we have or add new members to the team if we are not at the leading edge of staff support. This has become all the more important now that LiveWorkPlay is growing, and with that, I will move ahead to my next item, which is staff introductions. Right after we take care of another important item! It is Jack Murphy's birthday!"

Jack Murphy was serenaded by the audience.

Although originally included with item 8 on the agenda, the item below took place after item 9 as a result of a technical issue.

Remembering Emma Berringer (Keenan Wellar)

The most difficult communications challenge of the year was sharing the tragic news of the death of Emma Berringer on July 28, which is discussed in the Report from the Service Coordinator** in your Annual Report document.

Many of us got to know Emma by sharing LiveWorkPlay travel experiences with her at Club Med Turkoise (*a photo was displayed*) and this is where she established the beginnings of many friendships. It is hard to believe it has been only about three years since she joined the LiveWorkPlay community. During that time, her gifts were on display for all to see.

One of those gifts that is truly a lesson to the world is her ability to see a person – to really see them – beyond shallow and unimportant qualities like appearance, financial status, or communication styles. It is because of this gift that she easily made friends with all age groups and the many different constituencies where she had a presence.

Her presence will live on, as these gifts and the spirit that Emma brought to the lives of others is now a part of all of us who had the good fortune to know her. Rest in peace, dear Emma, and let's all do what Emma would want us to do: enjoy life to the fullest. Thank you.

ii) Staff Introductions

"They are not new but you might have had a chance to meet them yet, so I wanted to introduce you to Tim Ropchan and Jacob Pollack, the newest members of the Employment Supports team, who are doing terrific work and just got through a very busy summer."

"Just this past week we have brought three new staff members to the team. We do not know what the future holds, but based on how they have all taken to their training and getting to know the team, we are not going to wait to make the introductions, because we are very hopeful that they will prove to be a great fit with the organization."

"First up, taking up the challenge of Service Coordinator while Allison Moores is on maternity leave, please join me in welcoming Kari Whatley. Kari has a lot of experience in the teaching profession and she's been a quick study so far! Welcome Kari!"

“Next, taking up the challenge of Community Connector while Grace Hudson is on maternity leave, please join me in welcoming Lou Hawkins. With a wide variety of volunteer and work experiences including the Lowertown Community Resource Centre, we are looking forward to seeing what new connections Lou will make for our members! Welcome Lou!”

“Finally, taking on a brand new challenge, Rebecca Coxon will be our Community Connector with a twist. She'll be doing some of the typical work with members but will also be the lead on Friday night meet-ups and other duties and special projects that will be worked out in the coming weeks. Join me in welcoming Rebecca and all three new members of the team!”

10) Report from the board of directors** (Cecelia Taylor)

“You have the board report in your Annual Report document, and as it says there, this will be my last day as board chair, and all going well, that role will be over for me a couple of hours from now. That said, I am going to continue in an informal past-chair role and help my colleagues get off to a great new year on the board.”

“As you will see in my report, all of the major activities and meetings of the board have been detailed there, and a lot of our time has been spent on making sure that your board is just as leading-edge as what the rest of the organization is doing.”

“We've adopted the Governance as Leadership model from BoardSource and what's important to understand about that is we are working to ensure that how we spend our time not only ensures that we continue to meet all the legal and regulatory requirements of operating a charitable organization, but that we are an effective part of the leadership team that adds value as ambassadors and champions of the LiveWorkPlay mission, and that we contribute to developing strategies that help the community welcome people with intellectual disabilities to live, work, and play as valued citizens.”

11) Questions arising from the communications, operations, and board reports (Cecelia Taylor)

There were no questions.

12) Candidates: Board of Directors 2015-2016 (Keenan Wellar)

“It's my privilege to introduce to you the candidates for the 2015-2016 board of directors. I will ask each of them to the stage to say a few words.”

Keenan Wellar invited Clement Chan, Cathy Velazquez, Cecelia Taylor, Vaughn McKinney, Andrew Bearss, and Stacey Diffin-Lafleur to the stage. Each candidate shared personal and professional information and their own story about why they support LiveWorkPlay.

13) Proposal for election of candidate slate (Cecelia Taylor)

“Now that you have learned about each of the candidates, it's time to proceed with the voting. First up, I will ask for your permission to elect the candidates as a single slate. In other words, we would have a Yea or Nay to elect all six candidates. So right now, I need a motion from a member of the corporation to support election via Yea or Nay. Thank you. Do I have a seconder? Thank you. All in favour? All opposed? It is the opinion of the chair that the Yeas have it and the motion is carried.”

Motioned by: Pat Doyle

Seconded by: David Keay

Carried.

“Now for the election itself. I need a member to motion in favour of the electing the candidate slate. Thank you. Do I have a seconder? All in favour say Yea. All opposed say Nay. It is the opinion of the chair that the Yeas have it.”

Motioned by: Jennifer Harris

Seconded by: Emily Menard

The candidate slate was declared as elected.

14) Special presentation recognizing book launch sponsorship
(Keenan Wellar)

“As most of you know we recently launched the LiveWorkPlay book "The Courage to Fail, the Will to Succeed: Twenty Years of the LiveWorkPlay Experience 1995-2015" it is available for purchase from our website but we have copies here tonight at a special discounted price, just \$15 for a magazine or soft cover book.”

“Publishing of the book as well as the book launch party on September 8 was made possible thanks to a sponsorship by Dow Honda, Star Motors, and Kanata Honda, and those funds were raised at their annual golf tournament hosted this year on July 26.”

“We don't actually know exactly how much was raised, so we have Dow Honda General Manager Andrew Bearss with us here tonight, and I understand he might have a cheque for us, so if he can join me here we'll find out!”

Andrew Bearss presented a cheque for \$5500 and photos were taken.

“Madam Chairperson, with your approval we have three more brief unscheduled celebrations to remark upon. Thank you.”

“The first is incredible for two reasons. One, it is a celebration of an important rite of passage for one of our members. Two, we are about to celebrate person number 42 (that's right, forty-two) to move to a home of their own in the community. Please join me in congratulation Robert Jarecsni on moving in to his own apartment!”

(A photo of Robert Jarecsni we displayed and he stood at his table in response to prolonged applause).

“Next, although it is not his first time moving out, we recognize that Tim Siebrasse has just moved to an apartment at CCOC!”

“The final unscheduled celebration is certainly bittersweet. The good news is, tonight I am able to guarantee for you that the annual Harris Family Pool Party Barbecue will never be rained out. I believe we have had 17 straight years without a rainout, and you heard me right, it will never be rained out.”

“Now for the sad part, this is the reason why *(an image of a filled in pool was shown on the screen)*. Ladies and gentlemen, please join me in recognizing the Harris family for bringing us all together for 17 amazing years!”

(A photo of the Harris family hosting pool parties was displayed on the screen, and a prolonged standing ovation was directed to Betty Harris, Jennifer Harris, Daniel Harris and in absentia Ivan Harris and Tim Harris).

15) Adjournment (Cecelia Taylor)

“Ladies and gentlemen, we are almost ready to adjourn. Please note on the agenda sheets at your table a reminder for upcoming events is included. The festive family feast is early this year, December 4. It will be here before you know it so please don't delay, go to festive.liveworkplay.ca and register!”

“OK, we are done. I will need a member to make a motion to adjourn. Thank you. Do we have a seconder? All in favour, say Yea. All opposed, say Nay. It is the opinion of the chair that the Yeas have it. Meeting adjourned! See you in December.”

Motioned by: Paul Hamilton

Seconded by: Jordan Curry

The meeting was adjourned at 8:05 pm.

* On-site handwritten minutes were taken by Alex Darling and this document was completed by Keenan Wellar. Where quotations appear, speaking notes were provided.

** Print copies of the 2015 agenda, minutes from AGM 2014, 2015 audited financial statements, and 2015 Annual Report (which includes the Report from the Board, Communications Report, Report on Operations, and Service Coordinator Report), were made available in print form on every table at the Meeting and available online at liveworkplay.ca/docs/AGM-2015.

ATTENDANCE

Josh Balanaser, Janet Balcome, Kara Barrier, Sharon Barrier, Francois Barrier, Andrew Bearss, Kyle Berthiaume, Holmer Berthiaume, Judy Berthiaume, David Bowie, Kevin Bowie, Ngan Ling Tam, Clement Chan, Pat Cholmondeley, John Cholmondeley, Martin Couture, Frances Laube, John Cunningham, Melissa Cunningham, Jennifer Cunningham, Brianne Cunningham, Sharon Cunningham, Jean Cunningham, Jordan Curry, Stacey Diffin-Lafleur, Jenny Dobson, Pat Doyle, Gisele Doyle, Jo Doyle, Alfio Ferrara, Shirley Mackey, Cooper Gage, Kathy Gage, Doug Gage, Justin Godin, Sebastian Hale, Joanne Hale, Peter Hale, Bernie Hamilton, Paul Hamilton, Sharon Hamilton, Jennifer Harris, Betty Harris, Mike Hinchcliff, Marlene Burton, Robert Jarecsni, John Jarecsni, Peter Keay, Constance Hudak, David Keay, Jennifer Khor, Ashley Larochelle, Ellyce Leduc, Patrick Leduc, Steven MacPhee, Bruce MacPhee, Scott Maher, Fraser Maher, Grace Maher, Chris McGowan, Gloria Manna, Caroline Matte, Lyse Frenette-Touchette, Margot Bourdon, Pierre Touchette, Heather McAdam, Ryan McBride, Pat McBride, Mike McBride, Vaughn McKinney, Barb McKinney, Emily Menard, Sandra Menard, James Menard, Stephen Mullins, Jim Mullins, Dawn Mullins, Ian Murphy, Warren Murphy, Elaine Murphy, Jack Murphy, Ryan Nevitt, Madonna Nevitt, Bruce Nevitt, Tara Pahwa, Joelle Perrier, Nolan Peters, Mary Jane Peters, Verne Peters, Simone Pinsonneault, Daniel Pinsonneault, Sarah Pinsonneault, Jalyynn Plaus, Carole Plaus, Royce Rinne, Jeremy Robin, Emily Rothwell, Carl Sanderson, Heather Sanderson, Greg Sanderson, Charlotte Savage, Tim Siebrasse, Wendy Siebrasse, Marie Stanfield, Pennie Styan, Cecelia Talyor, Cathy Velazquez, Mark Walton, Rachel Wexler, Alex Wexler, Charles Wexler, Ali Wilcox, Mary Ann Wilcox, Alex Winstan, Peggy Winstan, Lynne Zimcik, David Zimcik, Graham Armstrong, Chelsea Stanley, Robert Piche, Jazmine Starkey, Alex Darling, Grace Hudson, Caitlin Fortier, Julie Kingstone, Keenan Wellar, Paul Leduc, Tim Ropchan, Jacob Pollack, Jen Bosworth, Daniel Harris, Anthony Stratton, Lou Hawkins, Kari Whatley, Rebecca Coxon (total 137 recorded attendance).