



OCAPDD
1998-99 Annual Report

“The role of the Association is to serve the needs of persons with developmental disabilities in the Ottawa-Carleton region, including those persons who are in Schedule I and II facilities outside Ottawa-Carleton but whose families reside in Ottawa-Carleton, by advocating for a continuum of services appropriate to their needs and where possible to provide these services, whether in integrated or specialized settings.”

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Board Members

Carl Bertrand
President

Margaret Matheson
First Vice President
Policies, Planning and Priorities Committee Member

Rob Kirwan
Second Vice President
Advocacy / Membership Committee Co-Chair

Doug Ward
Treasurer
Executive Committee Member
Finance Committee Chair
OASIS Representative Chair

Mary Frances Taylor
Executive Committee Member
Policies, Planning and Priorities Committee Chair

David A. Ferguson
Executive Director
Secretary to the Board

George Braithwaite
Policies, Planning and Priorities Committee Member

Jack Fraser
Silver Spring Farm Committee Chair
Finance Committee Member

Rose Gagné
Executive Committee Member
French Language Services Committee Member

Mary Anne Kazmierski
Education Committee Member

Myrna Laurenceson
Education Committee Chair

Colette Legault
French Language Services Committee Chair

Board Members (continued)

Bob Morey
Executive Committee Member

Kay Stanley
Advocacy / Membership Committee Co-Chair

Pansy Waterman
Education Committee Member

Richard Zuker
Finance Committee Member

Carole Westman *
Policies, Planning and Priorities Committee Member

Keenan Weller *
Education Committee Member

Dennis Paproski *
Policies, Planning and Priorities Committee Member

Friend of the Board

Anne Mundy-Markell
Policies, Planning and Priorities Committee Member

* resigned during this past year

President's Report

Carl Bertrand

This year has been one of general stability, with some expansion of operations occurring during the second half of the year. We will finish 1998/99 with a respectable surplus.

We started the year with uncertainty over what changes Area Restructuring would bring. One year later we still have many unanswered questions but some of the darker clouds appear to have dissipated. We remain watchful and intend to be very much engaged in the development of the plans for implementing the changes announced by MCSS. As the largest and oldest Agency in Ottawa-Carleton, we have a leading role to play to ensure that any change will not be to the detriment of Persons with a Developmental Disability.

As of March 31, 1998, we had an accumulated debt of \$261,000, due mainly to the Public Archives Program. Following a very successful public affairs campaign conducted by members, clients, staff, and the Board, we were able to turn this program around and sign a contract that this year contributed to a surplus that will substantially reduce our debt. The same Archives contract has been signed for 1999/2000.

We held a Board retreat in November that was used mainly to update our Strategic Plan. Board Members found the retreat to be an excellent way to explore new ideas and instill some cohesion within the group. We plan to repeat the exercise this fall.

In February, the Board approved a contract with OBOE Engineering that in the future could represent important revenue to the Association and employ some of our clients. OBOE will grow and market vegetables at Silver Spring Farm and pay rent and a commission to OCAPDD. This partnership is structured with a view to not expose the Association and its clients to any risk. We will not be in a position to judge the success of this venture until at least one year of operation.

As many of you are painfully aware, the highest priority for the Ottawa-Carleton Area is to reduce the waiting list of people who are seeking supports. With that in mind we have made room for extra clients during the last several years through efficiencies. Last year we served thirty-seven persons for which we are not funded. These persons represent over five percent of our client base. In March the Board approved an expansion in OCAPDD services, the first in many years of reductions caused by budget cuts. Once this expansion phase has been consolidated, the Board will be considering further expansion proposals by the staff to try and further reduce the number of persons on the waiting list.

These are the main events in which the Board of Directors was involved. Further details can be found in the Committee and Directorate Reports in this document.

Executive Director's Report

David A. Ferguson

*"We must learn to live together as brothers or perish together as fools."
Martin Luther King Jr.*

As the President has identified in his report, this year has been one of consolidation for OCAPDD. The Association has focused on its two primary objectives. That is, to effectively serve individuals living with a developmental disability, and to ensure the 'organizational health' of the Association.

With that perspective, OCAPDD developed a new Program – 'Crosswinds', which we believe is a valuable addition to the continuum of services we provide. Similarly, we have acquired capital funding from MCSS and are positioned for further expansion in 1999-2000. OCAPDD has had an active role in the MCSS Restructuring Initiative, and will continue with this activity in the future. It is our position that it is crucial for the Association to participate in the process that will lead to change in the Ottawa-Carleton developmental service sector, in order to ensure that our clients' interests are represented.

As also identified by the President, and elaborated upon in the Treasurer's Report, OCAPDD was able to close its' financial records for 1998-99 with a surplus. The Board of Directors has ensured that this surplus will be applied to the accumulated debt, and thereby improve our financial situation. The goal is to significantly reduce the debt over a three-year period of time, and we appear to be on track to achieve this.

Clearly there will continue to be change both within our sector and the Association over the next few years. It is my opinion that OCAPDD is well positioned and prepared for these changes, while at the same time remaining committed to ensuring that our existing services are not eroded. I look forward to your input, and working with you as we enter the new Millennium.

Treasurer's Report

Doug Ward

Fiscal 1998/99 was a year in which OCAPDD began to see some stabilization in its financial condition. Despite the budgetary cutbacks and service delivery restructuring that have been the hallmarks of the provincial government (our major funder), for the last four years, I believe that we can detect the beginning of what I hope will be a more predictable financial environment in 1999/2000 and beyond. If these expectations are met it will represent a major change from the emphasis on pending threats highlighted in my report of one year ago. We must not be complacent or minimize the financial impacts of the changes yet to be made in the service delivery system in Ontario but we can have confidence that the Association is durable and can meet these challenges.

One example is that near the end of 1998/99 we were able to expand a residential program to accommodate both several individuals from the community and from Rideau Regional Institution. This accomplishment was possible with the cooperation of the Ministry of Community and Social Services and as a result of stabilizing financial conditions.

Of special significance in 1998/99 was the establishment of a new operating agreement with the Government of Canada for the Public Archives paper shredding program. This program had been a significant financial drain for several years. In this last fiscal year the program contributed a surplus of approximately \$100,000. It is expected that there will be positive financial contributions from this program in each of the next two years. These results will allow the program to pay off the debt that had accumulated directly from it.

The Board has set rising expectations for independent fundraising efforts in recent years. While the specific annual target for fundraising (2% of budget) that was set by the Board of Directors several years ago has not yet been reached, here again we can detect steady progress towards that goal.

An important development in 1998/99 was the establishment of a contract with a private enterprise for a commercial green house operation at Silver Spring Farm. Not only will this operation generate much needed revenue it may provide employment opportunities for our clients. The agreement is structured in such a way as to provide for the participation of the Association in the success of the commercial venture. We hope that this collaboration will be only a first example of new ways in which the Association can encourage and exploit joint enterprises with the private commercial sector for the benefit of our clients.

The Association was able, as a result of the adjustment to the Public Archives program, to end the year with a surplus of approximately \$107,000. We hope that with continuing effort we will be able to eliminate the accumulated debt in the foreseeable future.

1998/99 was a year which saw considerable change in the offices of President and Executive Director. We can be thankful that there has been continuity and steady management of the Associations financial affairs under the able direction of Chris Allen.

Finance Committee members are Doug Ward, Chair, Robert Bertrand, Bill Kern, Richard Zuker, Chris Allen, David A. Ferguson and Jack Fraser.

Policy, Planning and Priorities Committee

Mary Frances Taylor, Chair

The Policy, Planning and Priorities Committee began the year by organizing a Board of Directors “retreat” which took place on November 13 and 14 in Ottawa. Sessions were held on the role of the Board of Directors and its responsibilities and accountabilities. The OCAPDD Strategic Plan (1995-2000) was reviewed and time was spent on strategic discussion around advocacy issues, expansion of OCAPDD services and potential business opportunities for the Association. The Board agreed that the retreat should be an annual event and that the strategic directions set at the retreat should be part of the OCAPDD yearly planning cycle.

The Policy, Planning and Priorities Committee identified 4 areas for work which began in 1998-99 and will continue in future years. These are:

- reviewing the Letters Patent and By-laws to ensure that OCAPDD’s mandate is in keeping with its current and anticipated service provision;
- improving flow of information between Committees, Executive Committee and the Board as a whole;
- streamlining the presentation of items at the Board meetings in order to make the best use of Board time; and,
- developing the new strategic plan, its evaluation criteria and developing an all-inclusive planning cycle.

In the 1998-99 year, the Board approved the following policies:

Volunteer Program Policies (VP-002)

Respite Care (Children)

Mandatory Employee Medical Examination

OCAPDD members are welcome to review these and other policies of the Association. (Please contact the Executive Director to do so).

Policy, Planning and Priorities Committee members are Mary Frances Taylor, Chair, George Braithwaite, Tim Porter, Carole Westman, Anne Mundy-Markell, John Butler, Margaret Matheson and David A. Ferguson.

French Language Services Committee

Colette Legault, Chair

On October 9, 1998, we were advised by the Ottawa Area Office of MCSS, that they would support partial designation for OCAPDD under the French Language Services Act. The designated services will be Supported Employment/Community Transitions, Supported Independent Living Program and the Maryland Program. In addition, Le Répit is designated, but the host agency will be decided through a “Request For Proposal” process.

Since November 1998, the French Language Services Committee has been meeting on a monthly basis in order to deal with the various issues surrounding implementation. As it now stands, there are 8 committee members (2 of whom play only a consultative role). Renée Ladouceur-Beauchamp was named to sit on the Committee as the Management representative.

Some of the actions that have been taken to date are:

- revising the June 1997 action plan so as to bring timelines up to date;
- reviewing of administrative materials and documents (e.g. letterhead, meeting notices, job postings, etc.) to ensure bilingual format (on-going);
- ensuring that employees were advised through CUPE of the FLS policy and how it affects them;
- ensuring that Human Resources put in place procedures for French language testing and hiring;
- requesting funds from MCSS to deal with implementation issues, such as translation, software, etc.

The French Language Service policy document was approved by the Board in May 1998, except for one section – the one dealing with signage. Once a proper translation of the document is completed, it will be brought to the Board for final approval. We expect this to be done before September 1999.

In closing, I would like to acknowledge the work of the members of the French Language Services Committee. I thank them for their commitment and dedication.

French Language Services Committee members are Colette Legault, Chair, Carl Bertrand, Rose Gagné, Renée Ladouceur-Beauchamp, Jocelyne Campbell, Flaviano Mazzamauro, Carmen Lalonde and Maria de Souza.

Advocacy Committee

Kay Stanley and Rob Kirwan, Co-Chairs

Following the Board's 1998-99 retreat, the ad hoc retreat organization committee presented several recommendations for the consideration of the Board. Among the various proposals was a recommendation that an Advocacy Committee be struck. This Committee should have a regular reporting relationship to the Board, providing ongoing information and, where appropriate, recommendations on future Association advocacy needs or activities, which would be consistent with the interests of the Association.

The first objective of the newly struck Committee was to prepare a mandate by which this Committee would function. As a result the Advocacy Committee proposed and received concurrence of the Board for the following mandate:

“To effectively represent the interests of persons with developmental disabilities and their families, by advocating on their behalf for services which are both adequate and appropriate to the needs of those persons and the community. To raise community awareness and support for the cause of persons with developmental disabilities. To maximize the impact of OCAPDD in shaping government policy through an effective advocacy which furthers the Association’s mission, goals and objectives.”

To date, the Advocacy Committee in its brief existence has: in consultation with the Education Committee kept a watchful eye over the budgetary cuts to the Special Education programs at the Ottawa-Carleton District School Board; maintained an interest and participatory role, with the assistance of Board members and the Executive Director, in the OASIS “Provincial Election Watch”; provided strong representation to Ministry of Community and Social Services through our Executive Director regarding the interests of people in the community, vis a vis “Waiting Lists” and Ottawa-Carleton repatriation issues; proposed and received Board support to initiate an “OCAPDD Foundation” viability/feasibility review, to be headed up by Board member Kay Stanley.

It is our sincerest wish that the 1999-2000 Board of Directors will be able to spend its time on creative, positive ways to make this a better community for persons with developmental disabilities, rather than engaging in yet another round of crisis management.

In closing, your Advocacy Committee wishes to extend our members an invitation to become more involved in your Association, by joining our Committee or another Committee of OCAPDD.

Advocacy Committee members are Kay Stanley and Rob Kirwan, Co-Chairs.

Nominations Committee

Mary Frances Taylor, Chair

The Board of Directors of OCAPDD consists of 18 members, 6 of whom must be re-elected or replaced annually. This year there is a requirement to fill 7 positions; 5 vacancies and 2 positions of Board members whose terms have expired and who are seeking re-election.

Biographical notes on new and returning candidates for elections will be available at the Annual General Meeting. New candidates for appointment include:

- one Ottawa area businessman
- two retired senior military officers
- one business analyst with a private sector company
- one retired senior military officer who was president of a developmental services agency in Ottawa-Carleton

During 1998-99, OCAPDD regretfully accepted Dennis Paproski's resignation from the Board when he moved to the Kingston area last fall. Dennis and his wife Margaret have given much to OCAPDD over the past years and Dennis' enthusiasm and wise counsel is missed at Board meetings. Other 1998-99 Board members who will not be returning in 1999-2000 include Carole Westman, Colette Legault, Chair of French Language Services Committee, Richard Zuker, and Keenan Weller. We thank them for their good work.

The Nominations Committee members are Mary Frances Taylor, Chair, Carl Bertrand and Anne Mundy-Markell.

Education Committee

Myrna Laurenceson, Chair

The Education Committee met several times during the year to discuss, and react to, the various changes implemented by the provincial government, e.g. the standardized funding model, the Post 21 Pilot Project. We were also very active in lobbying the Ottawa-Carleton District School Board to reduce the proposed cut of \$7.2 million to Special Education budget for 1999/2000. The amount of money allocated to the OCDSB for Special Education under the new provincial funding model was some \$20 million below the Board's Special Education budget for the previous year. It was the committee's concern that students identified as exceptional would be placed in regular classrooms regardless of parental wishes and without the supports necessary to make such integration a viable option. Eventually, the OCDSB reinstated some \$4 million to its Special Education budget. We were also successful in removing from consideration one of the two specialized schools for pupils with developmental disabilities scheduled for the closure in the fall of 2000.

Education Committee members are Myrna Laurenceson, Chair, Bonnie Donovan, Mary Anne Kazmierski, Debi Kirwan, Bob Morey, Pansy Waterman and Keenan Weller.

The Silver Spring Farm Project

Jack Fraser

During the April 1998 through March 1999 period, that this report covers, OCAPDD's Silver Spring Farm Project has continued to expand thanks to the very, very strong support which we have continued to receive from volunteer members of our community and from OCAPPD staff. Through their significant contribution of time, talents and resources, garlic, onions, pumpkins, squash and gourds were planted, fertilized, rototilled, weeded, harvested, prepared and sold – both at Silver Spring Farm and at the Byward Market.

Through all of their many, many efforts, approximately \$5,000 was raised and allocated to the OCAPDD Gift Fund to help provide gifts at Holiday time to those clients who do not have families to remember them at these times.

As this report is being written, the approximately 50,000 garlic plants (the garlic cloves were planted last October) are being weeded and rototilled, and the planting of the red onion seedlings, pumpkin, squash and gourd seeds is about to begin.

At the June 1998 annual meeting, we identified the many individuals and organizations which so generously contributed to the success of this project. *Each ones' efforts has been much appreciated.* At the risk of mentioning a few but not all, we extend a special "thank you" to Natalia and Gordon de Savigny, Brenda Howes, John Mitchell and Ed Haines, and to the many members of the Church of Jesus Christ of Latter Day Saints, the Walter Baker Chapter of the I.O.D.E. and the Bells Corners United Church.

The Silver Spring Farm Project continues to grow, and more volunteers would be welcomed, welcomed, welcomed! Please give us a call.

With many thanks to all.

Operational Director's Report

Renée Ladouceur-Beauchamp and Bill Crawford

The Association provides a wide range of supports to a populace of over 700 with developmental disabilities. This year, in an effort to meet the ongoing needs of the community and Association, an innovative program known as the 'Crosswinds' was introduced. Crosswinds heralded a transformation in Residential Services by providing group home level support to 12 people in apartment settings. The program, which opened its door on 29 March 1999, responds to individuals' aspirations while meeting their support needs.

The Association is also responding to the needs of individuals currently living in Ontario institutions. To date, 7 people have moved to Ottawa and are receiving supports from our agency. We will be providing supports to more individuals in the coming months. This second phase will lead to appropriate group home living environments being developed. We anticipate this will have a long-term positive effect on the community.

In recognition of our long-standing support to Francophone clients and their families and in order to ensure permanence of these supports, the Association continues to work toward partial designation under the French Language Services Act. We have received the support of the Regional Office of MCSS and are awaiting the written approval from the Province.

The implementation phase of restructuring at the community level is underway. The Children's Developmental Services & Behavioral Supports Working Group has completed its work in early April of this year and it is expected that the 'Request For Proposal' (RFP) from MCSS will be out in the near future. Both the Community Participation Working Group and the Systems Working Group are at their initial stages of planning. It is anticipated that the francophone respite program, Répit (Bathgate), will go to tender, as indicated by MCSS, in the fall of 1999. The Association will be submitting a proposal.

Internal restructuring continues to occur within the Association. This allows us to redirect our human and financial resources to better meet the needs of our clients and the community. The agency remains committed and continues to provide supports to individuals that are currently being served while extending services to 37 additional people.

Directives from MCSS require agencies to complete an Individual Support Agreement (ISA) for each person in receipt of support services by 31 March 2000. As part of an individualized approach, it is also intended as a funding accountability tool for the Ministry. The Association has taken a proactive approach and has begun implementation, which will allow it to meet the target date. It should be noted that the Association, after receiving legal advice, shall not be signing the ISA nor will it request the signature of any other participants.

OCAPDD is very fortunate to have a team of hard-working and dedicated staff, families and volunteers who are committed to providing quality supports and services. Many thanks to all for your continued support.

Community Resources

Barbara Mottram, Director

Fund Development

In addition to its funding from the Ministry of Community & Social Services, OCAPDD also receives revenue from other funding sources. These include corporations, service organizations, and Foundations. In recognition of their generosity this past year, the Association would like to express our appreciation to the following contributors:

- The Harry E. Foster Foundation
- The Community Foundation of Ottawa-Carleton
- The United Way
- Coughlin & Associates
- Zinn Hofley
- Gowlings
- Knights of Columbus Luke Hart Council

Special events are an increasing source of revenue for OCAPDD. For example, the *Christmas Gift-Wrap* project generated more than \$8,000 this past year. In addition, the Association continued to earn significant funds from the operation of bingos and from the sale of Nevada Tickets. Moreover, individual donors continued to give generously to the organization, as was evidenced by the number of contributions made to the *Client Gift Fund*.

While the Association's fund development program continues to evolve, more efforts are required in the area of Planned Giving. Gifts in kind, such as life insurance policies, are an invaluable source of future funding. For more information on how you can make a gift in kind, please contact the Association.

Volunteer Program

Volunteers continue to make tremendous contributions to OCAPDD. While there are too many of them to list here, suffice it to say that volunteers play an integral role in our Association, as they enhance the quality of life experienced by our clients. We are grateful to all our volunteers for their tireless efforts and we thank them for their time and dedication.

Human Resources Department

David Wilson

The Human Resources Department provides services, assistance and advice to 6 senior managers, 18 supervisors, 197 regular full and part time and 114 relief staff. The functional scope of the Department includes labour relations, collective bargaining, staffing, compensation, employee benefits, performance review, pension, pay equity, and the development of relevant policies and procedures. The Department also provides support, assistance and advice to management in disciplinary matters and labour dispute resolution.

Labour relations are certainly one of the most functional activities in the Department. This activity involves continuous liaison and discussion with Union representatives. It also involves consulting and providing advice and guidance to management on the administration, interpretation and application of the Collective Agreement.

All areas of human resource activity, for example staffing, compensation and employee benefits fall to some extent, within the parameters of the Collective Agreement. This necessitates the development and fostering of good labour/management relations and communication to enhance the well being of the workplace. The fostering of positive relations is further enhanced by our attempt to ensure consistency by the continuous development and refinement of human resource policies, procedures and practices.

In preparing for Y2K issues, during the past several months the Department has been involved in implementing and converting the current HR database over to a highly efficient HR database (SUPERHR). This database is fully date compliant, and also has the capacity to provide extensive information reporting for all employees and job applicants. The SuperHR database will also interface directly with payroll.

Honour Roll

Staff members employed with the Association for over 25 years :

Phyllis Baillie	Janet O'Connor	Robert Ladouceur
Martin Hollinger	Zina Petryla	

Staff members employed with the Association for over 20 years :

André Dupuis	Raymond Rockburn	Cinde Coke
Joanne Harvey	Kui Wee Tay	Cecil Aird
Hugh Nelson	Kelly Gordon	Anne -Marie Engelberts Cousineau
Joe Silverman	Bob Graziano	

Staff members employed with the Association for over 15 years :

Geoff Murphy	Jocelyne Fortin	Claudette Lauzier
Margo Rouble	Marlena Charette	Tom Gillespie
Lynne Williamson	Emma Dickson	Jill McKnight
Marion Kennedy	Roxanne Gilbert	James Rudkoski
Ann Schulz	Nancy Lyon	Kate De Lanux
Bruce Young	Julie Léonard	Dawn Grant
Debbie Klesh	Cheryl Lapointe	Linda Porter
Geri Perkins	Ken Aitken	Holly Gauthier
Patrick Kline	Bill Crawford	Timothy Carmichael
Kevin James	Deborah Fleury	Joanne Foster
Steve Sanderson	John McRae	

Staff members employed with the Association for over 10 years :

Tina Coyne	Ellen Wilson	Bev Szadkowski
Hal Cochrane	Diane Bélair	Maureen Forrest-Cox
Frances Bloom	David Nowlan	Jennifer Pavone
Lee A. Taylor	Ken Shepherd	Roland Collins
Kevin Lamont	Andrea Tye-Campbell	Donna Porter
Laura Mulligan	Chris Allen	Judy Vance
Tracey Williams	Marthe Gauthier	Gisèle Thibodeau
Chantal Jacques	Joanne Bennett	Diane Prince
Ann Marie Bloom	Suzanne Brewster	John Lonergan
Janet Graham	Maureen Oldford	Sylvie MacKenzie
Joyce Recoskie	Nicole Houle	Terry Lynn Costello
Tracy Wynn	Martin O'Shanahan	Stephanie Brown
Kim Scott	Diane Vallières	Joanne Mentis

Honour Roll (continued)

David Wilson	Janet Potter	Cathy Holmes
Dino Piovesan	Micheline Beauchemin	Karen Bell
Shari Greenhorn	Sheila Dagenais	David Joy
Janet Beath	Belinda Knockwood	Anne Marie Boswell
David Cross	Jean-Marc De Lanux	Leanne McCallum
Lorraine Vézeau	Heather Kingsbury	Frances McMahon
Veena Stokes	Carol Prince	Renée Ladouceur-Beauchamp
Graham Cole	Tanya Leclair	Lina Bélanger
Richard Hinz	Donald Poirier	Tammy Finner
Catherine Lonergan	Jennifer Rodgers	Dino Langis
Wanda Nash	Kirsten MacKenzie	