



OCAPDD
2000-2001 Annual Report

Mission

“Persons with developmental disabilities, as full members of society, live healthy, safe and secure lives, growing with dignity, enjoying equitable access to the broadest range of societal supports.”

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2000-2001 Board Members

Margaret Matheson
President

Carl Bertrand
Past President
Nominations Committee Chair

Rob Kirwan
First Vice-President

Bob Morey
Second Vice-President

Douglas Ward
Treasurer

Pansy Waterman
Board Member

Mary Frances Taylor
OASIS Representative

David A. Ferguson
Executive Director
Secretary to the Board

George Braithwaite
Board Member

Rose Gagné
Board Member

Bill Kern
Board Member

Myrna Laurenceson
Education Committee Chair

Robert Mitchell
Board Member

Rudy Parent
Board Member

Friend of the Board

Anne Mundy-Markell

President's Report

Margaret Matheson

The past year has been a very busy year for the Board of Directors of the Association. As was reported at last year's Annual General Meeting, during the development of a strategic plan for the new millennium, the Board recognized that a change was needed in the governance of the organization, given the changes and tremendous growth that had occurred over the past ten years. After much research of alternative models, debate and discussion, a commitment was made to adopt and implement the Policy Governance Model.

As part of its effort to accomplish this mandate, the Board reviewed and evaluated all of the fundamental documents that constitute the underpinnings of the Association. The work involved a detailed review of the Mission Statement, the goals and objectives of the OCAPDD, the Letters Patent and various policy statements. As well, the Board identified the broad range of clients served by the Association and reviewed the programs we operate for our clientele. In addition to regular monthly meetings, the Board held four Saturday sessions scheduled over the fall and winter months and attended various special meetings of ad hoc committees, to accomplish this extensive review.

As a result, we are proposing a revised Mission Statement and changes to the By-Laws and Letters Patent in order to conform to the Policy Governance Model and position the Association for future development. With the approval of these changes proposed at this Annual General Meeting, work will proceed to fully implement the Model. There is still much work to be done, however once the Model is implemented the Board will direct its energies to long-term planning and strategic direction for the agency.

The Board strongly believes that it is important to have a forum, other than the Annual General Meeting, to regularly meet with parents and members of the Association. The regularly scheduled parents meetings are our first step in accomplishing this goal. During this past February two meetings were held, one for the French-speaking parents and one for English speaking parents. A presentation was made on the Policy Governance Model and the Ends Statements developed by the Board. (Ends Statements are the core reasons for the existence of the organization. They describe what contribution the organization makes to the community at large and the justification for the resources the organization consumes. In other words, these statements identify the Vision of "where" the organization is to go from here.) At the Annual General Meeting, a further presentation on these Ends Statements will be made.

An important development for the Association this year was the resolution of the outstanding collective agreement negotiations, with the issuance of the Interest Arbitration Award, in December 2000. A presentation on the essential elements of the decision was given by senior staff at the parents meetings. Our senior Management Team and our dedicated work force, as represented by the Union, will continue to work together to provide a high level of service to our clientele.

President's Report (continued)

Over the past year, our sector has seen a return of some of the funding that was lost in the previous years. This was a welcomed change and assisted the Association to move forward. However, given the recent announcements from the Provincial Government that balancing budgets and fiscal restraint are again front and centre on their agenda, we will need to be diligent and continue to speak out for increases in the level of funding provided to the developmental services sector. The Finance Report sets out in more detail the financial position of the Association.

The National Archives Program contract has been extended to the year 2002, but it will require the continued effort of the Board and the Management Team to secure ongoing and stable financial support for this Program.

Our relationship with Minister John Baird and the Ministry of Community and Social Services continues to evolve. The President and the Executive Director met with Minister Baird to discuss pressing fiscal problems. The Board and the Management Team will continue their efforts to keep communications open with the Minister and the Regional Office.

In keeping with the need for the Board to maintain links with other service agencies in the sector, the President and the Executive Director have attended joint meetings of the Executive Directors and Board Presidents of various agencies in Ottawa. These meetings resulted in a commitment to work with the five provincial organizations that make up the 'Provincial Network', to develop a united campaign around the issue of staff resources in the sector. Hopefully, as this initiative grows, a more concerted message will be sent to the Government and our Members of the Legislative Assembly that our sector needs the resources to recruit and retain qualified, experienced and committed staff to meet the needs of our clients.

Our links with OASIS (Ontario Agencies Supporting Individuals with Special Needs) continues to be strong. Presently Mary Frances Taylor, a member of our Board of Directors, is Vice President of OASIS, and David A. Ferguson is Chair of the Labour Relations Committee. OASIS has been active in bringing to the attention of Government and our MPP's the serious financial and operational issues that affect the viability of agencies in the developmental services sector. Several meetings have been held with the Minister and senior Public Servants around issues such as the staffing crises, budgets and other matters of concern to all agencies.

In February 2001, a presentation was made on behalf of OASIS to the Provincial Finance Committee, which was touring the Province as part of the pre-budget process. The presentation was prepared and delivered by Mary Frances Taylor and Douglas Ward, OCAPDD Board Members, David A. Ferguson and Cathy Woods, Executive Director of Ottawa-Carleton Lifeskills. The emphasis in the presentation was on identifying the ongoing struggle of agencies to continue to provide services to persons with developmental disabilities in the face of funding restraints, diminishing budgets, staffing shortages and other financial pressures, such as the impact of rising fuel costs. The complete presentation can be viewed from the OASIS website at www.dhagencies.on.ca.

President's Report (continued)

The presentation was part of the ongoing campaign to educate Members of the Legislature on the needs of our sector. From comments made and the questions asked by some of the members of the Committee, the efforts to reach our legislative representatives to raise their awareness of the problems in our sector appear to have been successful. We will continue to be actively involved and support the efforts of OASIS to bring forward to elected officials the concerns facing agencies in our sector. As you are aware, many issues continue to impact our Association and the developmental sector in general, such as the issues of the waiting list, aging parents and aging clients, respite options and educational resources, to name a few. We need to continue to seek viable cost effective solutions to these problems.

As the year 2001 has been designated the International Year of Volunteers, the Board extends a heartfelt thank you to all those dedicated volunteers who have made and continue to make a vital contribution to the clients and our organization.

Executive Director's Report

David A. Ferguson

“Change has considerable psychological impact on the human mind. To the fearful it is threatening because it means that things may get worse. To the hopeful it is encouraging because things may get better. To the confident it is inspiring because the challenge exists to make things better.” King Whitney Jr.

As change has appeared to become the only constant in many of our lives, OCAPDD as an organization, has worked diligently throughout the past year to remain *confident* and *make things better*. This has included all levels of the organization, and much credit is due to the Association's employees for the caring and compassion that they demonstrate in supporting the hundreds of individuals within our Programs.

With that in mind, OCAPDD held its second Employee Recognition Evening on May 24th. As in last year, employees with 5, 10 and 15 years of service were recognized by the Association and thanked for their years of service. This year, 19 individuals were recognized for 5 years of service, 22 for 10 years of service, and 18 for 15 years of service. Similarly, employees with 20, 25 and 30 years of service will be recognized by both the Board of Directors and the members of the Association at the Annual General Meeting.

As has been noted previously, the long-standing issue of an expired collective agreement between the Association and its unionized employees has finally been settled. As identified last year, the designation of OCAPDD as a hospital for labour relations purposes, allowed the bargaining process to eventually proceed to binding arbitration in December 2000. As a result, an award was issued that significantly increased the wage levels of OCAPDD's unionized employees. This appears to have broken the vicious cycle that OCAPDD and many other developmental services agencies were experiencing and, has been labeled accurately as a 'staffing crisis'. While the ongoing task of recruiting and retaining staff continues, the new wage levels have been of assistance in achieving these goals.

Within the management team, there have been several changes during the past year as well. Judy Bernstein assumed the position of Client Services Director – Education & Training Services last summer. Jocelyne Parent Lewis assumed the position of Director of Community Resources in November. Patrick Oudin assumed the position of Director of Human Resources in November as well. And most recently, Gilles Fontaine assumed the position of Client Services Director – Community Services in May. Their presence and contributions are welcome as the Association enters the 21st century.

In the past several years, much time, energy, effort and communication has been focused on restructuring activities. This year, there appears to have been a significant slowdown in this area. While there have continued to be pilot projects underway (i.e. Person Centered Planning & Adult Allocation Working Group), restructuring has not been a primary issue within the community this past year. In fact, some of the community activities that have arisen were as a result of new funding initiatives from the Ministry. These have been mentioned in the Client Services

Executive Director's Report (continued)

Directors' Report, and will not be repeated here. For reference purposes however, under the MCSS Foundations Initiative, Ottawa projects received \$695,000, or 11.6% of the \$6 million provincial allocation announced in 2000. While OCAPDD's Foundations Initiative proposal was not selected for funding in the second phase, we would like to acknowledge the effort that was put into the project by the volunteer community advisory group who assisted in the development of the submission.

As you are no doubt aware, 2001 has been declared the '**Year of the Volunteer**' by the United Nations. The first of five strategic objectives identified for the Year of the Volunteer is to '**celebrate volunteers and the difference that volunteers make**'. In keeping with that theme, OCAPDD was pleased to be able to celebrate and thank some of our volunteers on April 24th, with a dinner and recognition evening. Individuals with anywhere from 5 years to over 40 years of volunteer service with OCAPDD were present and acknowledged. Additionally, during the Annual General Meeting there will be a presentation on volunteerism at OCAPDD and special recognition for another longstanding volunteer for OCAPDD.

As mentioned in the President's Report, a great deal of effort has been put into the Association by another group of volunteers, the Board of Directors, to implement the Policy Governance Model. While this has been a year of transition from the old model of governance to the new one, the Model has assisted in shifting the nature of the discussions to the many pressing and important issues facing the Association and this sector.

These items are just some of the many factors to be considered, as the Association *confidently* prepares for and works to successfully meet the *challenge of making things better* as we enter the new millennium.

Finance Report

Douglas Ward

The year 2000/01 has been a difficult one financially. The Board of Directors felt compelled to approve an annual budget with an operating deficit of approximately \$45,000 in order to maintain our traditional high level of services. Further fiscal pressures during the year pushed the results even higher to over \$55,000. One factor was significant overtime costs due to the 'staffing crisis' that was a major factor throughout the balance of the year. OCAPDD, like most other agencies in the developmental services sector, struggled with recruiting and retaining qualified staff, which in turn resulted in increased overtime costs in order to continue to operate the programs. This expenditure area will continue to be monitored closely during the new fiscal year. However, initial indications are that increased wage levels referred to below have assisted in easing staffing problems and thus reducing these costs.

Another factor that had been predicted at last year's AGM was an increase in benefit costs. During the past year, the Association was faced with premium increases of over \$135,000 from the carrier of our employee benefit package. As also stated last year, this will remain an area of concern for the Board as we expect costs to continue to escalate in this area with no corresponding increase in funding.

As a result of the year-end deficit, the accumulated debt for OCAPDD has increased to approximately \$140,000. As discussed at last year's AGM, the debt had been reduced over the previous two years from over \$261,000 three years ago to \$86,000 last year. The Board is concerned with the increase and will continue to work with the management team to reduce this amount in the future.

As previously reported, the collective bargaining process that began several years ago concluded in 2000, with a binding arbitration award. Wage levels for the unionized employees were increased significantly. The total increase in salary expenditures for the Association as a result of the award is approximately \$2 million per year. To date MCSS has funded this fiscal obligation, however only on a month-by-month basis. This will be an area of continued vigilance for the Board of Directors.

The Board was pleased to have the contract with the Federal Government to operate the National Archives Program extended for a further year. Efforts continue in an attempt to find a long-term solution to ensure that this Program continues to operate and support over 60 clients. We were pleased to have Minister Baird visit the Program recently to witness the effectiveness of the Program first-hand.

The recent Provincial Budget announcement of almost \$200 million into the developmental services sector province-wide over the next 5 years will drive the creation of new services in Ottawa. OCAPDD is positioned well to be an active participant in this initiative to support more people living with a developmental disability.

Policy Governance Model Report

Board of Directors

As reported in the past Annual Report and as discussed at the last AGM, the Board of Directors extensively researched alternative models for the governance of OCAPDD. The model selected was the Policy Governance Model (also known as the Carver Model).

The Policy Governance Model is a “Universal model” based on universal principles of governance and applies to a group of individuals who have authority and accountability for another group or an organization. The Board’s job is to focus on “what kind of world” the organization is trying to create, that is the future and not simply on the activities of the organization at the present time or in the past. The Policy Governance Model forces the Board to make decisions about Expectations for the entire organization, which are stated in the “ENDS” Policies. The “MEANS” Policies are statements that allow the Board to clearly articulate the ethical, legal and prudent expectations of the organization and are the “bars” over which the organization (Executive Director & staff) must not cross.

- ◆ ENDS – These statements are clear statements of the Expectations of the organization and they steer the organization
- ◆ MEANS – The ethical, legal and prudent actions, which are used to answer/accomplish the Expectations of the organization
- ◆ POLICIES – These are prescriptive statements about the expectations the Board wants to accomplish
- ◆ RESULTS – These are the outcomes that are to be achieved and the outcomes must meet the expectations of the Board

As a result of the work of the Board of Directors in moving towards implementing the new governance model, has been the creation and adoption of the following:

Mission Statement

Persons with developmental disabilities, as full members of society, live healthy, safe and secure lives growing with dignity, enjoying equitable access to the broadest range of societal supports.

The following are the Board of Directors’ expectations for the Association as we move forward:

Ends Policies

Persons with developmental disabilities grow with dignity

- ◆ They can communicate
- ◆ They can socialize

Policy Governance Model Report (continued)

- ◆ They can use public and community services
- ◆ They can make responsible decisions
- ◆ They can accept responsibilities
- ◆ They get hired
- ◆ They exercise their rights and responsibilities as Canadian Citizens

Persons with developmental disabilities live in a respectful environment

- ◆ Freedom from embarrassment, ridicule, abuse and harassment
- ◆ Respect for personal choice within the constraints of their living and working environment
- ◆ Support for possession of personal property

Persons with developmental disabilities live in a safe environment

- ◆ Safe living arrangements
- ◆ Freedom from abuse
- ◆ Adequate protection for severe climatic conditions
- ◆ Absence of accidents

Persons with developmental disabilities have healthy lifestyles

- ◆ Physical Health
- ◆ Social Health
- ◆ Mental Health
- ◆ Respite for families

Persons with developmental disabilities have secure lives

- ◆ Job security
- ◆ Financial security
- ◆ Secure housing

Persons with developmental disabilities have independent lives

- ◆ Can achieve the maximum of their potential
- ◆ Society recognizes the need to provide equitable access to: specialized services, general & community services, transportation, employment, public education and public funding

**OTTAWA-CARLETON ASSOCIATION FOR
PERSONS WITH DEVELOPMENTAL
DISABILITIES**



BY-LAWS

June 2001

I. HEAD OFFICE AND SEAL

The Head Office of the Ottawa-Carleton Association for Persons with Developmental Disabilities (the “Association”) shall be in the City of Ottawa, in the Province of Ontario.

II. MEMBERSHIP

a) The Membership of the Association shall consist of two (2) categories, Voting Membership and Non-Voting Membership.

1. Voting Membership

i. General Membership

Except those persons who are described in paragraph (2), persons who are 18 years of age or over and who support the objectives of the Association shall be eligible to become voting members of the Association upon payment of the annual membership dues. Memberships shall be classified as follows and members shall be entitled to vote at meetings of the membership as indicated:

- Individual Membership – 1 vote
- Family Membership (same address) –2 votes
- Senior Membership (over 65) – 1 vote
- Client Membership – 1 vote
- Corporate Membership –1 vote

ii. Honourary Life Membership

Honourary life membership may be conferred upon any person who has made an outstanding contribution to the Association by the Board of Directors. Honourary life members shall pay no annual membership dues but shall enjoy all other rights and privileges of individual membership, including the right to vote at meetings.

iii. Lifetime Membership

Any person who has a lifetime membership shall have one vote.

2. Non-Voting Membership

i. Associate Membership

Organizations and clubs who support the objectives of the Association shall be eligible to become non-voting associate members upon payment of the annual membership dues. Associate members shall not be entitled to be elected to the Board of Directors.

ii. Staff Membership

Staff of the Association who support the objectives of the Association shall be eligible to become non-voting members upon payment of the annual membership dues. Staff members shall not be entitled to be elected to the Board of Directors.

b) Termination of Membership

Membership may be terminated by the Board of Directors if the conduct of the member is not in keeping with the policy objectives and activities of the Association. The Board of Directors shall give notice in writing with reasons for termination. The member shall be entitled to appeal the decision before a special committee of not less than three (3) voting members of the Association, one of whom shall be selected by the member whose membership has been terminated, one of whom shall be selected by the Board of Directors, and the final one of whom shall be selected by the two aforementioned members. This committee has final authority to confirm or to override the Board's decision.

III. DUES

- a) Annual membership dues shall be such as are from time to time fixed by the Board of Directors.
- b) Dues shall cover an annual period from April 1 to March 31 of the following year and shall be payable within 90 days of the beginning of the annual period.
- c) Members in default shall thereupon cease to be members in good standing of the Association but such members shall be reinstated upon payment of unpaid dues. Members in default for one year will be deleted from the membership records.

IV. GENERAL MEETINGS OF ASSOCIATION MEMBERSHIP

a) Annual General Meetings

- 1. The annual general meeting of members shall be held in the City of Ottawa not more than ninety (90) days after the end of the fiscal year at such time and place as shall be determined by the Board of Directors.
- 2. All members shall be given at least fourteen (14) days notice before the annual general meeting. Failure of a member to receive notification of meeting will not invalidate any proceedings taken there.
- 3. At each annual general meeting the following items of business shall be transacted:
 - i. receiving a report of the activities of the association during the preceding year;
 - ii. voting on changes to the By-laws proposed by the Board of Directors since the previous annual general meeting;

- iii. receiving the annual financial statements and the report of the auditors;
 - iv. electing Directors to fill vacancies on the Board of Directors from among nominations pursuant to Article VIII; and
 - v. appointing of auditors.
4. With the exception of amendments to the Letters Patent and By-laws, the members may also consider and transact any other business, either special or general, without prior notice thereof which they consider pertinent to the welfare of the Association or the membership.

b) Special General Meetings

1. **A special general meeting may be called by a majority of the Board of Directors, by the President, or, in the President's absence, the Vice-President, or by notice in writing from thirty-five (35) voting members in good standing.**
2. The business that is to be transacted at a special general meeting shall be as specified in the notice of the special general meeting.
3. All members shall be given at least fourteen (14) days notice of a special general meeting prior to the time fixed for the holding of such meeting.

c) Quorum

A quorum for the conduct of business at annual or special general meetings shall consist of not less than thirty-five (35) members in good standing present.

d) Rules of Order

At all annual and special general meetings of the Association, Roberts' Rules of Order shall be observed.

e) Voting Rights and Procedures

1. Subject to Article XII, questions arising at any annual or special meeting of the membership of the Association shall be decided by majority vote.
2. **Subject to the provisions, if any, contained in the Letters Patent of the Association, each voting member of the Association shall at all general meetings of members be entitled to one vote and members may vote by proxy and such proxy holder must be a voting member of the Association and before voting shall produce and deposit with the Secretary sufficient appointment in writing from the proxy's constituent or constituents and such proxy shall be deemed to automatically expire at the end of the meeting for which it was presented.**

3. No member shall be entitled, either in person or by proxy, to vote at meetings of the Association unless he or she is a member in good standing.
4. **No new member shall be entitled, either in person or by proxy, to vote at meetings of the Association unless he or she is a member in good standing for at least thirty (30) days prior to the vote.**
5. Every question shall be decided in the first instance by a show of hands and, unless a poll is demanded by a member, a declaration of the Chairperson that the resolution has been carried and an entry to that effect in the minutes of the Association shall be sufficient evidence of the fact without proof of the number or proportion of the votes accorded in favour or against such resolution.
6. In case of an equality of votes at any general meeting, whether by a show of hands or by a poll, the Chairperson shall be entitled to the deciding vote.
7. A secret ballot may be conducted on any vote if so requested by a member in good standing.

V. BOARD OF DIRECTORS

a) Composition

1. **The affairs of the Association shall be managed on behalf of the membership by a Board which consists of twelve (12) Directors, with a minimum of two (2) Francophone.**
2. **All Directors shall have been voting members of the Association in good standing for not less than thirty (30) days prior to election.**
3. **The Immediate Past President of the Association may serve for one year following the completion of that person's term as President as a Director ex-officio of the Association and, as such, shall enjoy the rights and privileges of an elected Director. In any event, the Board, including the Immediate Past President, shall not exceed twelve (12) Directors.**

b) Duties

The Board shall be responsible for:

1. the formulation of policy, and
2. the management and conduct of the affairs of the Association in accordance with its Letters Patent and By-Laws and in doing so shall:
 - i. elect or appoint the Officers of the Association, with the exception of the Secretary;
 - ii. confirm appointments of members of and advisors to committees it deems necessary to constitute and appointments of committee chairpersons;
 - iii. authorize necessary expenditures including the purchase and rental of property and the making of contracts;

- iv. authorize the borrowing of money upon the credit of the Association on cheques, promissory notes, bills of exchange or otherwise in such amounts and subject to such terms as may be considered advisable, and may assign, transfer, convey, hypothecate, mortgage, charge or pledge to or in favour of the Bank any property of the Association, real or personal, movable or immovable, present or future, including book debts, unpaid calls, rights, powers, undertakings, franchises and the Association's own debentures, security for the fulfillment of any liabilities or obligations, present or future, of the Association to the Bank and may empower the Bank or any person or persons to sell by public or private sale, assign, transfer or convey from time to time any such property; and may sign, make, draw, accept, endorse, execute and deliver on behalf of and in the name of the Association all such cheques, promissory notes, bills of exchange, drafts, acceptances, orders for the payment of money, warehouse receipts, bills of lading, agreements to give security, assignments, transfers, conveyances, hypotheca, agreements, documents and instruments as may be necessary or useful in connection with the borrowing of money and other banking business of the Association; and
- v. authorize any one or more Directors, Officers, employees or agents of the Association to exercise any of the rights, power and authorities conferred by Article V, section (b)(2)(iv) above.

c) Vacancies

1. Vacancies on the Board of Directors, except that position filled in an ex-officio capacity by the Immediate Past President, may be filled by appointment by the Board from members in good standing of the Association as long as a quorum of the Board remains in office. Such appointment will be effective until the next annual general meeting.
2. When a vacancy occurs within sixty (60) days prior to the date of the annual general meeting such vacancy shall be filled by nomination and election at the annual general meeting.

d) Meetings

1. Except as otherwise required by law, the Board of Directors may hold meetings at such place or places as it may from time to time determine.
2. The Board of Directors shall meet at least once a month, except July or August when meetings may be dispensed with, except that no more than seventy-five (75) days shall elapse between meetings. Notice of Board meetings shall be provided to every Officer and Director at least five (5) days before each meeting unless all Board members agree to the calling of a meeting on shorter notice or the Board meetings are held on a regular day or date each month or immediately following a general meeting of the Association.

- 3. Meetings may be called by the President or by the Vice President in the absence of the President, or by written notice of any three (3) Board members presented to the Secretary of the Board.**

e) Quorum

A majority of the Board shall form a quorum for the transaction of business.

f) Voting Procedures

- 1.** Questions arising at any meeting of the Board of Directors shall be decided by a majority vote. In case of an equal division of votes, the Chairperson shall cast the deciding vote.
- 2.** All votes at any such meeting shall be taken by ballot if so demanded by any member of the Board of Directors present but, if no demand is made, the vote shall be taken in the usual way by assent or dissent. A declaration by the Chairperson that a resolution has been carried or not carried and an entry to that effect in the minutes shall be prima facie evidence of the votes recorded in favour or against such resolutions.

VI. OFFICERS OF THE ASSOCIATION

a) Composition

- 1.** The Officers of the Association shall be a President, a Vice-President, and a Secretary. The Officers of the Association, with the exception of the Secretary, shall be members of the Board of Directors.
- 2.** The election of Officers shall be held at the first meeting of the Board of Directors following the annual general meeting. Such meeting shall be held within fifteen (15) days following the annual general meeting.
- 3.** The Secretary of the Association shall be the Association's Executive Director.

b) Duties

- 1.** The President shall:
 - i.** represent the Association in the community;
 - ii.** preside at all general meetings of the Association and meetings of the Board of Directors;
 - iii.** be a member ex-officio of all Committees; and
 - iv.** in carrying out the President's duties, shall have the authority to delegate alternates to carry out any of those duties.

2. The Vice-President shall carry out such duties as are assigned by the Board of Directors or the President, including assumption of the duties of the President in the absence of the President.
3. The Secretary shall:
 - i. act as Secretary of the Board;
 - ii. ensure that Association business is conducted in accordance with the Letters Patent and By-Laws and further policies and procedures established by the Board;
 - iii. recommend policies as required to the Board of Directors;
 - iv. be responsible for direction to staff for the continuation and development of Association programs and services and for the day-to-day management of the Association in accordance with the policies established by the Board of Directors;
 - v. be responsible for the performance and conduct of all staff and the hiring of staff in accordance with the policies of the Board of Directors and be responsible for dismissal of staff for cause;
 - vi. maintain accurate records of all general, special and Board meetings and maintain control of all correspondence and reports of committees and present reports, statements, budgets or surveys required by Directors, committees or outside agencies and be the custodian of the Association's corporate seal and all its documents; and
 - vii. be a member ex-officio of all committees of the Board with the privilege of designating a representative or substitute.

VII. COMMITTEES – GENERAL

a) Composition

1. The Board shall establish such committees as the Board deems necessary and each committee shall consist of:
 - i. a chairperson who shall be a member of the Board of Directors of the Association;
 - ii. one or more additional members of the Board of Directors; and
 - iii. additional members of the Association or staff.
2. Committees may include one or more members at large at the call of the chairperson who need not be members of the Association.
3. All committee members, including nominees recommended by the committee chairperson, must be named and approved by the Board.

b) Duties

Each committee shall undertake, in accordance with the terms of reference established by the Board, such duties as the Board may assign.

VIII. NOMINATIONS COMMITTEE

a) Composition

The Nominations Committee shall consist of two members:

1. a chairperson who shall be a Director of the Board and who shall be nominated and elected by the Board at the first meeting following the annual general meeting; and
2. an additional Director of the Board who is not standing for election.

b) Duties

1. **The chairperson of the Nominations Committee shall present to the membership at the annual general meeting a list of nominees, being voting members in good standing for thirty (30) days, for election to any vacancies on the Board of Directors.**

IX. FRENCH LANGUAGE SERVICES COMMITTEE

a) Composition

1. **The French Language Services Committee shall be established in accordance with Article VII, section (a).**

b) Duties

The French Language Services Committee shall undertake such assignments as the Board may request to ensure a thorough knowledge and understanding of the linguistic and cultural needs of the Francophone community of the City of Ottawa.

X. TERMS OF OFFICE

- a) **All committees shall dissolve annually or at such earlier date as defined by the terms of reference established by the Board with respect to each committee.**
- b) **Elected Officers shall serve one (1) year terms and shall be eligible for re-election for additional terms.**
- c) **Committee chairpersons shall serve (1) year terms or such shorter term as defined by the terms of reference established by the Board with respect to each committee respectively.**

XI. FISCAL YEAR

The fiscal year of the Association shall be the twelve (12) month period terminating on the 31st day of March of each year.

XII. AMENDMENTS TO THE BY-LAWS

The By-Laws of the Association may be amended, altered, changed, added to or repealed at the annual general meeting, or at a special general meeting called for that purpose, by a two-thirds (2/3) majority of the votes of eligible members present at such meetings, provided that such members constitute a quorum. A notice of motion to amend, including details of proposed amendments, must be received by the Secretary not later than thirty (30) days prior to the annual general meeting or special general meeting. Copies of the motion shall be mailed by the Secretary to all members in good standing at least fourteen (14) days prior to the annual general meeting or a special general meeting.

XIII. INDEMNIFICATION OF DIRECTORS AND OFFICERS

- a)** Every Director and Officer of the Association, his or her heirs, executors and administrators, and his or her estate and effects, shall from time to time and at all times, be indemnified and saved harmless out of the funds of the Association from and against
 - 1.** all sums of money, whether by way of damages or otherwise, which he or she may be required to pay as a result of any claim, action or other proceeding of whatever nature, brought against him or her, for or in respect of any act, deed, omission or other matter or thing whatsoever, made, done, permitted by him or her to be done or concurred in by him or her, in or about the execution of the duties of his or her office, and whether or not such requirement to pay arises by judgment or order of a court of competent jurisdiction or otherwise;
 - 2.** all costs, charges and expenses reasonably incurred by him or her in defending or settling any such claim, action or other proceeding; and
 - 3.** all other costs, charges and expenses that he or she sustains or incurs in or about or in relation to the affairs of the Association.
- b)** Such indemnification shall not be made where any of the aforesaid sums of money, costs, charges and expenses are payable, incurred or occasioned by the Director's or Officer's own neglect or default.
- c)** Directors shall serve without remuneration, except for reasonable expenses.

Nominations Committee Report

Carl Bertrand

Members will recall that at the 2000 Annual General Meeting all serving Board Members were extended for a year. This was done for the following reasons:

1. Provide stability during the transition to the Policy Governance Model,
2. Prepare for a possible reduction in the number of Board Members,
3. Retain and utilize the governance expertise acquired by Board Members during the 1999/2000 year to facilitate implementation of the new model of governance.

The Board has decided that under the new governance model the Board of Directors be reduced in numbers from 18 to 12 members. With that change approved, the Association needs to reelect seven Board Members and elect one new Board Member to form the 2001/2002 Board.

The Board Members whose 3 year term will expire and who have indicated that they will serve again, or who were extended/appointed last year and require election are:

Rob Kirwan
Myrna Laurenceson
Pansy Waterman
Carl Bertrand

Douglas Ward
George Braithwaite
Rose Gagné
Mary Frances Taylor

The Board Member who has completed 3 consecutive 3 year terms is:

Bob Morey

The Board Member who has resigned effective June 21, 2001 is:

Bill Kern

The new Board Member that needs to be elected is:

Janet Davies. Janet is the visiting Policy Advisor to the Canadian Nurses Association. Her portfolio includes issues related to children, to health system financing and structure, to the environment, to homelessness, and to trade and labour mobility. Janet's home base is with Health Canada, where she managed policy development on health issues like tobacco and drugs, and domestic violence as well as wellness issues like fitness, nutrition, and healthy sexuality. She previously worked on environmental policies, both domestic and international. Her priorities included acid rain, water quality and access, trade and environment, pollution prevention, and environmental protection. Janet has an M.A. in Public Administration and a Bachelor of Commerce.

OCAPDD Board of Directors Standing – May 31, 2001

Director	Position	Current Term	Consecutive Years
Margaret Matheson	President	1999-2002	5
Rob Kirwan	First Vice-President	1998-2001	3
Bob Morey	Second Vice-President	1998-2001	9
Douglas Ward	Treasurer	2000-2003	4
Mary Frances Taylor	OASIS Representative	1999-2002	5
Rudy Parent	French Language Services Committee	1999-2002	2
Myrna Laurenceson	Education Committee	2000-2003	4
George Braithwaite	Member	1998-2001	6
Pansy Waterman	Member	1998-2001	3
Robert Mitchell	Finance Committee	1999-2002	2
Rose Gagné	Member	2000-2003	1
Carl Bertrand	Nominations Committee	2000-2003	4
Bill Kern	Member	1999-2002	2

Others

David A. Ferguson Secretary to the Board

Anne Mundy-Markell Friend of the Board

Note: The Letters Patent for OCAPDD state that Board Members are appointed for a term of 3 years. They are eligible to serve for a maximum of 9 consecutive years. A former Board Member may return to the Board after one year has lapsed following the completion of 9 consecutive years on the Board.

Education Committee Report

Myrna Laurenceson, Chair

The Education Committee members are the Chair, Myrna Laurenceson, Evan Cooper, Bonnie Donovan, Debi Kirwan and Bob Morey.

The Education Committee has maintained a strong presence for OCAPDD on several school board committees, most notably the Special Education Advisory Committee for both the Ottawa Carleton District School Board (OCDSB) and the Ottawa Carleton Catholic School Board (OCCSB), and the Two Board Co-ordinating Committee for the Education of Pupils with Developmental Disabilities. OCAPDD was also involved in the OCDSB review of its educational programs for students with developmental disabilities. We have continued to advocate on behalf of quality education for our students, including the maintenance of the summer learning program.

Client Services Directors' Report

Bill Crawford, Judy Bernstein and Gilles Fontaine

This last year has been a busy time for all employees as we completed the expansion started last year and responded to MCSS' "Foundations Initiative".

The Association continues to respond to the needs of people with developmental disabilities in our community as we extend supports and services to over 700 individuals. We have actively participated in the development of proposals for day supports in response to MCSS' "Foundations Initiative". We are currently supporting three individuals from the phase 1 part of the initiative and although our proposal for phase 2 did not receive funding, we remain actively involved in working with our community.

We are also pleased to confirm the extension of our contract with the National Archives until March 2002. This program provides a unique stepping-stone for clients involved in the development of work skills. The destruction of confidential government information provides a valuable service to the Federal Government while supporting the development of employment skills to over 52 individuals. You may recall that this program has been at risk of closure in the past due to contract difficulties. Over the coming year we will be working with our partners to develop a plan that will ensure the stability of this program into the future.

The new home on Settler's Ridge opened its doors in August 2000. The self-contained apartments in this home as well as the Forest Gate residence have proven to be popular, with there now being a waiting list of individuals wanting to try this type of environment. In order to better meet the ongoing needs of some of the individuals with mobility requirements, we have purchased two wheelchair accessible vehicles and replaced a number of our aging vans through leasing. We also undertook major bathroom renovations at the Oakdean Residence, installing a state of the art hydraulic bathtub to ensure maximum flexibility for individuals and employees.

Following the assessment of several individuals awaiting support in the community, the Community Support Services have successfully supported 18 new individuals. We are now supporting over 100 individuals in their chosen lifestyles living independently in the community. Through a provincial initiative aimed at increasing the number of subsidized apartments available to people with developmental disabilities, we are pleased to indicate that 12 individuals were successful in having their rent subsidized. In a time of high cost and low vacancy rate this has truly had a positive impact for people.

Ongoing work in the area of francophone day options has seen the development of a proposal to extend the services at the Centre de transition communautaire Program. Though we are still awaiting a response we remain committed to ensuring flexible quality supports to as many individuals as possible.

Client Services Directors' Report (continued)

As we look forward to emerging issues in the coming year it is important to note the proposed changes in the area of supported employment. As we discuss the impact of the Government's Employment Support Program under ODSP we must ensure that the social support provided to individuals in paid employment is maintained and secure within the developmental services envelope of funding.

During the year members of the operational team participated in several community initiatives such as Respite Restructuring, Foundations Initiative, Adult Allocations and Service Brokerage to name a few. We would like to thank those employees who accorded some of their precious time to the important community work.

OACAPDD is very fortunate to have a team of hard-working and dedicated staff, families and volunteers who are committed to providing quality supports and the necessary resources. Many thanks to all OACAPDD employees for their continued support.

Community Resources Report

Jocelyne Parent Lewis

Fund Development

In addition to the funding received from the Ministry of Community & Social Services (MCSS), OCAPDD has and will continue to secure thousands of dollars from the community. These funds have been and will continue to be raised from corporations, foundations, service organizations, special projects and gaming.

Special events are an increasing source of revenue generated for OCAPDD.

The Christmas Gift Wrap project was a huge success this year. It generated more than \$10,400.00. This was the most money ever raised during this event.

Another project that generated revenue for OCAPDD is The Knights of Columbus Luke Hart Council's annual Step Dance & Fiddle contest, which raised more than \$4,000.00 in February. The contributions made to OCAPDD from the Council over the past 14 years has been over \$75,000.00.

OCAPDD is pleased to have re-established an annual Golf Tournament. This year's event will have been held on June 5th, and we expect a very successful and enjoyable day for both the golfers and the Organization!

This year OCAPDD and The Anti-Poverty Project (TAPP) embarked upon a pilot project. To date, TAPP has supplied 18 computers and software for clients in both group homes and day programs, to help them develop new skills. Our goal is to have computer access for clients in every Program by the end of the year.

Silver Spring Farm Agriculture Project by Jack Fraser and Ed Haines

Even though we had no garlic last year, our many volunteers with the Silver Spring Farm Agriculture Project provided hundreds of hours of assistance in growing yellow beans, green beans, beets, cucumbers, red onions, squash, pumpkins and ornamental gourds!

Our volunteers' successful gardening efforts in planting, weeding, rototilling, harvesting, delivering and selling resulted in providing delicious and nutritious produce to our clients in 17 of our Residences & Day Programs, to the Shepherds of Good Hope and to the Ottawa Food Bank. As well, the public response at Silver Spring Farm to the sale of produce and *Under One Roof* pins was most encouraging and provided revenues for our Gift Fund.

And we're back in the garlic business! Thanks to the resources and efforts of many concerned and supportive individuals and organizations, approximately 30,000 garlic cloves were planted and covered with straw last fall and they came through the winter just fine.

Community Resources Report (continued)

The success of our Silver Spring Farm Agriculture Project and the Gift Fund is due to many volunteers and supporters. Each one has made a valuable contribution for which we are very appreciative.

Special mention is made of the members of the Church of Jesus Christ of Latter Day Saints, Dorothy Linden of Linden Duncalfe Financial Planning Group, the Walter Baker Chapter of I.O.D.E., Gloucester Nepean Professional Firefighters Association Benevolent Fund, Mr.Stinky's Garlic's Floyd Granlund and several other garlic growers and farmers in Eastern Ontario, the Ambrose Burnett's and Andrew Bromley's, Burnside Sand and Gravel, Bells Corners Anglican and United Churches, Kanata Scouts, B&G Signs, Bells Corners Loeb and Loblaws, the local Radio, T.V. and Newspapers and Tim Hortons.

Our sincere thanks to All !!

To volunteer or for more information call (613) 569-8993 extension 409.

Human Resources Report

Patrick Oudin

The Human Resources Department staff complement consists of 3 positions: the Director, the Human Resources Administrator and the Administrative Assistant. The department provides services, support and advice to 5 senior managers, 19 supervisors, 233 regular full and part time and 175 relief staff. The functional scope of the department includes labour relations; collective bargaining; staffing; compensation; employee benefits; pension; Pay Equity; an employee data base containing personal and position information profiles, attendance and leave records; employee service recognition and the development of relevant policies and procedures.

Labour relations is certainly the most fundamental activity 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 work place. 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.

Recruiting and retaining new staff in a competitive labour market has been a challenge. Major efforts have been made in this area in an attempt to overcome the labour shortage affecting our sector. Various initiatives have been taken to achieve the desired results: advertising in local newspapers and on websites, attending a job fair at Algonquin College, etc. The ongoing recruitment campaign has been very active and we now have 175 relief employees on staff.

Volunteer Program by Deborah Blasutti, Coordinator of Volunteers

The impact of volunteer work is immeasurable. There really is not anything volunteers cannot do and that is evident from the wide range of volunteer activities that have been occurring over the last year at OCAPDD.

We now have sixty-one registered volunteers who participate on a regular basis and over five hundred volunteers on a part-time or intermittent basis. Together they have contributed almost nine thousand hours of their time.

Volunteers can be found providing companionship and friendship, painting, cleaning, doing yard work, playing games, providing buffet lunches to fifty clients and staff, organizing the annual picnic, developing brochures and developing a web page to name a few things.

Human Resources Report (continued)

This past year, more than three hundred volunteers from the Church of Jesus Christ of Latter Day Saints donated over five thousand hours of their time to assist with the Garlic & Squash Project at Silver Spring Farm, Christmas Gift Wrap Program at Carlingwood Shopping Mall and at Rosenthal Day Program providing lunches and group time.

In the past year we have seen a marked increase in corporate involvement. Thank you to the following corporations for their generosity over the past year: Hydro One, La Cité Collegiale, Semiconductor Insights Corporation, CS CO-OP Community Financial Services, Ford Credit, Nortel Networks, Public Service Alliance of Canada, ATT, Anderson Consulting, Lucent Technologies and Sun Microsystems.

The year 2001 is the **International Year of the Volunteer** and Volunteer Canada has identified five objectives for the year. They were:

1. Celebrate volunteerism.
2. Promote volunteering for all.
3. Expand the definition of volunteerism in Canada.
4. Improve voluntary organization infrastructure.
5. Develop the voluntary sector knowledge base.

Our volunteers play an integral role in our Association as they enhance the quality of life and surroundings of our clients.

Thank you!

Honour Roll

Staff members employed with the Association for over 30 years:

Robert Ladouceur

Staff members employed with the Association for over 25 years:

JoAnne Harvey

Kuo Wee Tay

Raymond Rockburn

Staff members employed with the Association for over 20 years:

Kate de Lanux

Emma Dickson

Roxanne Gilbert

Tom Gillespie

Marion Kennedy

Nancy Lyon

Jill McKnight

James Rudkoski

Ann Schulz

Lynne Williamson

Bruce Young

Staff members employed with the Association for over 15 years:

Chris Allen

Joanne Bennett

Ann Marie Bloom

Suzanne Brewster

Roland Collins

Chantal Jacques

Kevin Lamont

Laura Mulligan

David Nowlan

Jennifer Pavone

Donna Porter

Diane Prince

Ken Shephard

Lee A. Taylor

Gisèle Thibodeau

Judy Vance

Tracey Williams

Frances Bloom

Staff members employed with the Association for over 10 years:

Danielle Boyer

Claudette Clost

Trevor Costello

Jeanette Cook

Paula Croucher

Shirley Griffiths

Kimberly Hinds

Cynthia Jackson

Colleen Lacroix

Mike Ladouceur

Carole Lalonde

Doris Laporte

Shan Merriman

Tim Miles

Terry Mulligan

Sylvie Ohanessian

Margaret Saunders

Sharon Skerritt

Wendy Skinner

Christine Sullivan

Brenda White

Christy Williams

Staff members employed with the Association for over 5 years:

Robert Cloutier

Alexis Deans

Melissa Dore

Milton Ellis

Ruth-Lynda Estigene

Janet Fahandazh

Kolleen Frauzel

Caroline Hindmarsh

Tracey Kellett

Patricia Knight

Michelle Lemay

Collette Newell

Annie Parent

Christa Prudhomme

Linda Ralph

Ilona Ramsay

Daniel Roy

Christi-Anne Scott

Marnie Suykens

