

# Inspiring Leadership, Sustaining Excellence

Annual Report 2023/24



*“The best way to predict  
the future is to create it.”*

**Peter Drucker**  
Management Consultant,  
Educator, and Author

# Message from the Board of Directors

Fiscal year 2023-24 has been a year of change, both within OCL and on the Board of Directors. As the year concludes, we have never been more optimistic about OCL's journey.

Our most important message is one of heart-felt thanks to the executive team that worked with the Board during 2023-24, and to all OCL staff for the work that you do. Your dedication and commitment to those whom OCL serves is an inspiration to all of us who volunteer on the Board of Directors.

Tim Howe served as Executive Director until March 31, 2024, before heading off into well-deserved retirement. His willingness to return to OCL from his first attempt at retirement was a significant contribution to the organization during a challenging time. Among his most important contributions was the recruitment of Brigid FitzPatrick as Associate Executive Director, enabling a smooth transition as Brigid assumed the role of Executive Director in April 2024. We have been extremely fortunate in the leadership and support provided by Tim and, more recently, by Brigid, and we are deeply grateful for the work that they have done.

The year also saw new emphasis on the renewal on the Board of Directors, as several relatively recent directors were joined by Kate Agyemang (legal expertise) and Robert Froom (business expertise). Our thanks go to our departing directors Michelle Bloodworth and Joan-Kavanagh-Wilson for many years of service to the OCL Board.

Thanks are also due to the Board members who took on extra responsibilities during the past year, taking on director positions at the organization providing OCL with HR and Finance services, to energizing the Board's contribution to the 2023 Golf Tournament. I would also like to thank all directors for your support during my time as Board Chair, and thank everyone in this wonderful organization I have had the privilege of working with.

During 2023-24, OCL bylaws were updated and formal terms of reference adopted for board committees. Special thanks go to George Jacobsen, Treasurer, for continuing to lead the Board in its core responsibility for OCL's financial health.

The coming year will bring challenges, familiar and new. I am confident the people who make OCL what it has become will rise to them, and continue to do their wonderful work for many years to come. Along with other Board members, I look forward to contributing to the continuing success of OCL.

Miriam Fry  
Chair

*Transitions bring strength  
and renewal. Leadership paves  
the way forward.*



# A year in review

## 21st Annual Ottawa-Carleton Lifeskills Charity Golf Tournament

---

OCL's 21st Annual Charity Golf Tournament was held on June 12, 2023 at the beautiful Eagle Creek Club Link Course. Everyone enjoyed a round of golf, a delicious sit-down lunch and took part in a silent auction. Jenni, from Ottawa's radio station Hot 89.9 embraced her role as our Master of Ceremony and did an incredible job. A portion of the funds raised at the tournament went directly to individuals in our Supported Independent Living program who have been economically challenged by the pandemic. OCL presented Sue and John Stacey with the Stacey Cup as a token of appreciation for all they have done over the years for OCL.



## Extreme Weather Events

---

Ottawa faced some intense weather events in July 2023, with heavy rainfalls, a tornado and poor air quality due to wildfire smoke from northern Quebec. A few program locations lost power temporarily but fortunately, were able to adapt and persevere.



## Singing Santa Music Tour

---

In December 2023, OCL organized an agency-wide singing Santa music tour. It was a great way to bring people together, sing familiar tunes and lift everyone's spirits during the cold winter months.



## Black History Month

---

On February 22, 2024, OCL hosted a special event to celebrate Black History Month. This event was organized by OCL Direct Support Professionals -Nabil, Cara, Myriam alongside Program Manager, Ayan Awad and Associate Executive Director, Brigid FitzPatrick. It was a wonderful evening filled with speeches, music, prizes and more.



# Creating Memories Together: Our 2023-2024 Journey

2023-2024 was full of new experiences, celebrations and fun across the agency. OCL's Community Participation Supports (CPS) program continued to create exciting and engaging life skills classes to set participants up to achieve their goals and enjoy new experiences.

A few program highlights were a visit to the St. Albert's Cheese Factory, museums, art projects, baking classes, music, gardening and so much more!

K2 residents enjoyed music therapy, Disney on Ice, Harlem Globetrotters and swimming. Andre from Ivanhoe escaped to the Chateau Montebello for some much-needed rest and relaxation.

Ladies from Castle Hill took a trip to Montreal to visit the Biodome. Kelly Ann with Home Share was accepted into a therapeutic horseback riding camp.

A group of 8 individuals from SIL alongside 4 Direct Support Professionals took a week-long vacation to Dominican Republic.

Mark, Nancy, Laura, Jessica, Romy and Brent planned a trip to Cuba which included a limo ride to the airport!

The Moving on Out (MOO) program continued to run successful 6-week sessions through the year, with a focus on life skill development to prepare participants for independent living.

Daryle celebrated his 51st birthday with an Ottawa Senator's theme party. Danny, Grace and Bernice travelled to Montreal and had a wonderful time.

Otterson residents planned a Valentine's party, enjoyed a visit from the Zoo Crew and celebrated Kevin's 30th and Sandra's 50th milestone birthdays! Some residents at Pulford and Palsen kept busy with shopping, coffee breaks, concerts and hockey games.

Exciting opportunities for many people in service included short hotel stays, cottages, Parc Omega, rounds of golf, Niagara Falls, Toronto and even stay-at-home dance parties!



# Message from Associate Executive Director

During the course of fiscal 2023-2024, we should all feel a deep sense of pride for the resilience, grit, and unwavering determination that has defined our journey. The year was a pivotal one for our organization, marked by significant change, challenges, and growth. Through it all, our commitment to the individuals we support and the communities we serve has remained steadfast.

I joined OCL in October 2023 as the Associated Executive Director and quickly learned how wonderful the organization is. In early 2024, Tim Howe, Executive Director, announced his retirement, and on behalf of OCL, I would like to thank Tim for his fresh perspectives, leadership and vision of honouring the strong foundation OCL has built over the years.

2024 marks the final year of OCL's Strategic Plan: Better Communities 2019-2024. The plan is marked by achievements in expanding individualized supports, strengthening community partnerships, and reinforcing our organizational sustainability. While the pandemic disrupted many aspects of our strategic initiatives, OCL responded with agility, maintaining a focus on delivering high-quality and personalized supports. As we approach the conclusion of our current Strategic Plan, we reflect on.

## Achievements Against Strategic Directions

### 1. Growth and Individualized Supports

We expanded our services to better meet individual needs, achieving significant growth in customization and promoting self-determination and community inclusion. Person-Centered Approaches remain integral to our work: all employees complete mandatory training, support plans are developed collaboratively through annual reviews, and recruitment, interviewing, and orientation processes align with these principles.

### 2. Connected to Families and Community Partners

Strengthening relationships with families and community organizations remained central to our work. Despite the disruptions

of the pandemic, we've continued to build and sustain partnerships with both sector-specific and like-minded organizations, which has enhanced our service delivery and improved outcomes for the individuals we support.

### 3. Organizational Sustainability

Achieving financial stability remained a key focus of our strategic plan. Through the development of new revenue models and exploring innovative service delivery, we are diversifying our income streams and are developing a business model that ensures the ongoing delivery of both current and new programs. This fiscal structure is critical to our ability to adapt during times of uncertainty, and finite resources.

### 4. Clear Organizational Identity and Community Support:

Throughout this period, we have worked to clarify and reinforce OCL's identity within the community. Our role as a preferred partner in delivering services has been strengthened, and we are building a reputation as an employer of choice.

### 5. Leadership Development and Sustainable Culture

We've focused on cultivating leadership at all levels of the organization, supporting the growth of a team-based culture that thrives on mutual support and shared goals. This approach has been crucial in navigating the challenges brought by COVID-19. We've maintained an unwavering commitment to fostering a strong organizational culture.

Our next steps include expanding individualized services, strengthening community partnerships, and driving innovation to meet the evolving needs of those we support. Together, we will emerge stronger and more unified, ready to face the future, and make positive changes in the lives of those who need it most.

Sincerely,  
Brigid FitzPatrick  
Associate Executive Director

# Financial Report

## Statement of Financial Position

As of March 31, 2024

### Assets

Cash and Investments	2,709,576
Prepaid Expenses and deposits	82,300
Accounts Receivable	531,488
Capital Assets	3,317,016

---

Total Assets	\$6,640,380
--------------	-------------

---

### Liabilities

Accounts Payable and Accrued Liabilities	2,036,607
Deferred Revenue and Contributions	*0.00
Long-term Debt	77,271

---

Total Liabilities	\$2,113,878
-------------------	-------------

---

### Fund Balances

Externally Restricted	
Unrestricted	3,747,575
	778,927

---

Total Net Assets	\$4,526,502
------------------	-------------

---

### Total Liabilities and Net Assets

\$6,640,380

\*recognized in current year

## Statement of Revenue and Expenses

As of March 31, 2024

### Revenue

Ministry of Children, Community and Social Services	17,574,564
Client Revenue	1,117,228
Donations, Grants and Allocations	1,181,848

---

Total Revenue	\$19,873,640
---------------	--------------

---

### Expenditures

Salaries and Benefits	16,113,908
Client Related (Food, Vehicles, Supplies)	2,189,384
Occupancy (Rent, Repairs, Utilities)	1,514,569
Other Expenses	417,728

---

Total Expenditures	\$20,235,589
--------------------	--------------

---

### Excess of Revenue Over Expenditure

(\$361,949)

# Financial Report (continued)

Ottawa-Carleton Lifeskills Inc. completed the fiscal year of April 1, 2023 to March 31, 2024 in a strong cash position despite incurring significant cost challenges and operating deficit.

At a meeting with the auditors and the Finance subcommittee, the draft audited financial statements were reviewed along with the Audit Planning and Findings report. We had an unqualified audit opinion that the year-end statements are a fair presentation of the financial results for the 2023-2024 fiscal year (2024). They found no internal control deficiencies as related to the preparation of the financial statements and did not identify any corrected or uncorrected differences in the financial statements.

A brief overview of some key line items for 2024 are highlighted below:

Key Items	2023	2024
<b>Revenue</b>	\$19,335,728	\$19,873,640
Expenses	\$19,053,720	\$20,235,589
Allocated to ICSS	\$500,000	
Excess (Revenue over Expenses)	\$282,008	(\$361,949)
<b>Cash and Equivalent</b>	\$2,818,279	\$2,709,576
A/P and Accrued Liabilities	\$1,600,085	\$2,036,607
Deferred Contributions & Revenue	\$348,133	
Structural Adjustment Reserve	\$959,319	\$778,927
<b>Cash Flow</b>		
Operating Activities	\$59,984	(\$36,536)
Financing Activities	(\$31,445)	(\$33,318)
Investing Activities	(\$123,268)	(\$38,849)
Cash Beg Period	\$2,913,008	\$2,818,279
Cash End Period	\$2,818,279	\$2,709,576

An increase in expenses for the fiscal year resulted in an operating deficit of \$361K versus a surplus in the prior year of \$282K. Significant cost increases were not offset by a marginal revenue increase. The cost variance a result of staff expenses (labour costs) increasing by \$1,438K or 9.8%. Note that in the prior year, due to a surplus, OCL allocated \$500K to ICSS, a local community organization.

The structural reserve account saw a decline of \$180K to \$779K (-18.8 %).

Looking at the organizations cash flow we see a reduction in Operating Cash Flow which is primarily the result of the operating deficit and decrease in deferred contributions. Investing Activities, including building improvements and equipment, declined from the prior year by \$84 K to \$39K. Financing Activities were relatively flat Year-over-Year. Cash and cash equivalent at the end of 2024 was \$2,710K a net decrease relative to 2023 of \$109K.

Regarding Long-Term debt and operating commitments, the organization has the following commitments for mortgages coming due.

George Jacobson, Treasurer  
Ottawa-Carleton Lifeskills Inc.

# 2023/24 Employee Milestones

April 1, 2023 to March 31, 2024

## 35 years

Micheline C. Pat S.

## 30 years

Alison L.

## 25 years

Bonnie W. Nancy M. Sherry M.  
Elena A. Russell H. Vinus K.  
Erin M. Sheri O.

## 20 years

Amy S. Jodi H. Olivier F.  
Brent B. Julie K. Sharon L.  
Chasian M. Line H.  
Dorothy T. Marcel W.

## 15 years

Folake A. Maggie L. Sarah M.  
Hollan M. Mary A. Sylvie S.  
Johnetta H. Romy V.  
Kate M. Samantha M.  
Kelly L. Sangba L.

## 10 years

Andrea T. Ian D. Myriam O.  
Cara L. Isabel R.  
Grace T. Jillian H.

## OCL Board of Directors

Miriam Fry - Chair  
Jack Stillborn - Vice Chair  
Joan Kavanagh-Wilson - Secretary  
George Jacobson - Treasurer  
Susan Bihun - Member at Large  
Andrew Simboli  
Robert Dupuis  
Meghann Darroch  
Christine Lund  
Kate Agyemang  
Robert Froom

## OCL Management Team

Tim Howe - Executive Director  
Brigid FitzPatrick - Associate Executive Director  
Kim Caron - Director of Operations  
Chris Kennedy - Associate Director of Operations

## OCL Managers

Paul Whittle  
Kelly Ashe  
Bonnie Wry  
Lesley MacIsaac  
Marcel Walsh  
Rebecca Godfrey  
Hollan Miseferi  
Ayan Awad  
Andre Demers  
Micheline Carriere  
Brent Barlow  
Laura D'Angelo  
Eve Valman



**Ottawa-Carleton Lifeskills Inc.**

[www.ocl.ca](http://www.ocl.ca)