

Taking stock, finding ourselves and positioning for the future

Annual Report 2024/25



Message from the Board of Directors

For OCL, 2024–2025 has been a busy, challenging, and highly productive year. We are fortunate to benefit from the strong leadership of Brigid Fitzpatrick, now well into her second year as Executive Director. Under her guidance, OCL has reached important milestones and strengthened services.

Notably, the successful negotiation of agreements with CUPE and the Home Share union has helped secure positive labour relations, positioning us well for the future. Brigid has also worked diligently to ensure accurate and timely support from the Ottawa Shared Services Organization, which provides our essential back-office services. These improvements have been substantial, and we are eager to build on this progress.

The Board of Directors has also undergone significant changes this year. We said farewell to Miriam Fry and Jack Stilborn, who served with dedication as Board Chair and Vice Chair. Their leadership provided stability and continuity during a period of transition and challenge, and we are deeply grateful for their contributions.

At the same time, we are pleased to welcome Fahad Sami and Madhu Nagpal to the Board. Both bring extensive experience in the not-for-profit sector, with particular strengths in financial management. We are especially grateful to Madhu for taking on the role of Treasurer, succeeding George Jacobson, who will continue as a valued Board member. George's years of steady financial leadership have been invaluable, and we thank him sincerely for his ongoing commitment.

OCL is an organization with many moving parts. In an environment of change and growing demands, it is remarkable that our leadership team and staff continue to deliver the highest quality of service to some of our community's most vulnerable citizens. I know I speak for all of the members of OCL's Board of Directors in saying we are proud to be able to support this very important work.

Robert Dupuis
Chair



Message from the Executive Director

This year has been about grounding ourselves in who we are and setting the stage for what comes next. We've taken stock of where we are, reconnected with who we want to be, and started to position OCL for the future.

We closed out the "Better Communities 2019–2024" plan and used its core ideas to guide our choices, namely: more individualized supports, stronger connections with families and partners, a sustainable business model, a clear identity, and a culture that grows leaders at every level.

What we found when we took stock:

We have a strong foundation: a mission centered on self-development, self-determination, and inclusion, supported by values of teamwork, accountability, communication, learning, and integrity.

Our strategic spine is clear. Person-centred practice, purposeful partnerships, a sustainable business model, a learning culture, and technology remain the right priorities in a tight funding environment.

We face real constraints, 24/7 operations, rising costs, and complex needs, but also real opportunities to personalize supports, diversify revenue where it fits, build stronger partnerships, and use data and technology to improve outcomes.

Finding Ourselves:

We are one organization that believes people can and should direct their own lives. Our job is to make that real in everyday practice, not just in plans. The culture statement says it plainly, one team, continuous improvement, open and honest communication, and leadership at all levels. This year, we have strengthened the connection between linking our culture to supervision, team practice, and measurement of success. Progress is early. Much more remains to be done.

OCL is an organization with a clear purpose: helping people direct their own lives. That principle has guided our ongoing commitment to person-centred practices, to building a supportive and accountable workplace, and to being a reliable partner for families, peers, and the community.

We are paying closer attention to how we show up for each other and the people we support. Respect, teamwork, and creating spaces of inclusion are shaping OCL's culture. Belonging grows through daily practice, togetherness strengthens us, and grace in how we carry ourselves matters as much as what we deliver.

Positioning for the Future:

Positioning OCL for the future means keeping our focus practical and clear. We will:

- Embed person-centred practice into everyday work, not just policy.
- Protect core services while building individualized options that add value and align with our purpose.
- Partner with intention, choosing collaborations that strengthen outcomes and reduce duplication.
- Invest in people and culture so Employees feel supported, respected, and proud to lead.
- Use data and technology to make decisions that improve results for the people we serve.

This is not about chasing growth for its own sake. It's about making sure OCL is strong, relevant, and ready, an organization where people feel they belong, where working together is the norm, and where grace is present in how we lead and how we serve.

Gratitude:

We know who we are, what works, and where we must improve. That is how we will carry OCL into the future with focus and confidence.

To the people we support and their families, thank you for your trust. To our employees, union partners, Board, funders, and community partners, thank you for your commitment and encouragement. Together, we close this year more grounded and more confident. OCL knows its strengths, understands its challenges, and is moving toward a future where our purpose is clear, our values are lived, and belonging is felt every day.

Brigid FitzPatrick
Executive Director

Financial Report

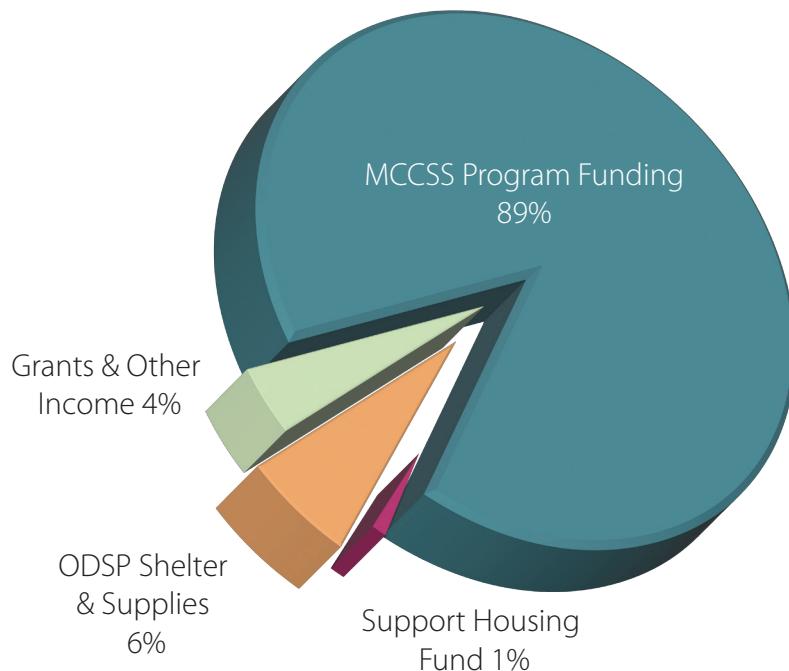
After ending last year in a deficit position, 2024-2025 was a year of financial prudence and economic accountability while ensuring continued best services to the clients of OCL. The organization's Executive Team worked diligently to retrench and achieve efficiencies while delivering top quality service to clients. This hard work resulted in a turn-around in the finances and the organization ended the year in a positive position (OCL had ended 2023-2024 year in a deficit).

Looking at the financial statements for the 2024 -2025-year end – the auditors provided an unqualified audit opinion and as well, they noted that there were no internal control deficiencies and that the organization's accounting policies and practices employed were appropriate.

Please find below the overview of some key line items from the financial statements for the Ministry of Children, Community and Social Services (MCCSS) programming for 2024-2025 year along with comparisons to the 2023-2024 year.

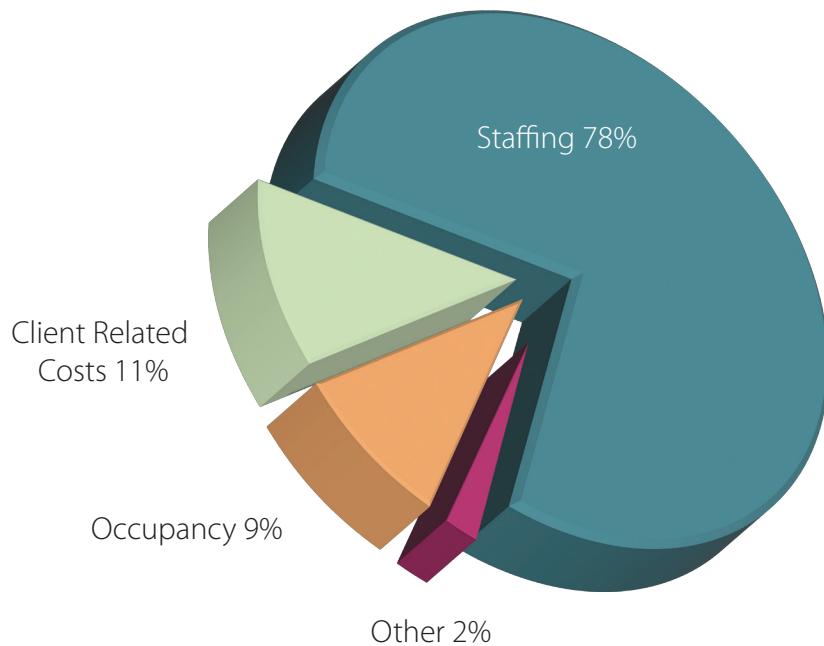
Key Items	2024 (000's)	2024 (000's)
MCCSS Program Funding	\$17,436	\$7,488
Other funding (ODSP, grants)	\$2,090	\$1951
MCCSS Expenses	\$19,335	\$19,942
Excess /Deficit (Revenue over Expenses)	\$191	(\$503)

Revenue



Financial Report (continued)

Expenses



On the Fee for Service and Fundraising side, the organization was able to bounce back from the decline in the Structural Adjustment Reserve from last year and saw an increase in this fund by \$487K. The purpose of this fund is to cover future deficits.

In closing, I am deeply honored to join this amazing organization as the Treasurer, and am most thankful and appreciative of the support from George Jacobson, the past Treasurer, members of the Finance Committee, the Board, and Brigid Fitzpatrick, Executive Director.

Madhu Nagpal
Treasurer

2024/25 Employee Milestones

April 1, 2024 to March 31, 2025

35 years

Clair B. Kim C.

25 years

Debbie S. Steve T.
Cynthia S. Rebecca G.

20 years

Debbie H.

15 years

Chris K. Lesley M.
Brittany Y. Emily B.

10 years

Celianie B. Mollyanne K.
Amber H. Shawna R.
Oludayo O. Eve V.
Ama A. Ryan B.

OCL Board of Directors

Miriam Fry - Chair (until Sept. 2024)
Robert Dupuis - Chair
Jack Stilborn - Vice Chair (until Sept. 2024)
Meghann Darroch - Vice Chair
Christine Lund - Secretary
George Jacobson - Treasurer (until Jan. 2025)
Madhu Nagpa - Treasurer
Susan Bihun - Member at Large
Robert Froom
Kate Agyemang
Fahad Sami

OCL Management Team

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

OCL Managers

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