

Rooted in Community, Ready for What Comes Next

ANNUAL REPORT 2025/26

Message from the Board of Directors

Over the past 40 years, OCL has earned a respected place within the community and the developmental services sector through its commitment to person-centred support, strong partnerships, and a culture of care and professionalism.

As the sector continues to evolve and grow more complex, it is essential that organizations continue to innovate, strengthen their operations, and lead through continuous improvement. The Board is encouraged by the important progress made this year in strengthening OCL's foundations while maintaining a strong focus on the quality of services and supports provided every day.

On behalf of the Board of Directors, I want to express sincere appreciation to Executive Director Brigid FitzPatrick for her leadership, vision, and commitment to the organization. We also recognize the expertise and dedication of the management team and employees whose work continues to position OCL as a trusted and forward-looking organization.

We are grateful to the individuals we support, their families, employees, funders, and community partners for their continued trust and support. As OCL enters its next chapter, we remain confident in the organization's future and its ability to continue leading and making a meaningful difference in the community.

Robert Dupuis
Chair



Message from the Executive Director

This year, OCL marked 40 years of service. Over those four decades, the organization has grown alongside the people and communities it supports, holding onto what matters most: relationships, trust, and a strong sense of connection. We celebrated our 40th with the individuals we support, employees, Board members, and families. What stood out was not the event itself, but the feeling in the room. People knew each other. Conversations carried history. Employees were there because they wanted to be. It was a reflection of something built gradually, over many years, through care, commitment, and shared belonging.

That connection is rooted in the day-to-day. Every day, across homes, programs, and communities, employees support people to live full and self-directed lives. Much of it happens quietly—in routines, advocacy, problem solving, difficult conversations, and showing up in ways both big and small. This year's report reflects not only that impact, but the important efforts behind the scenes to strengthen OCL for what comes next.



The environment around this work is also changing. Access to housing remains a significant challenge for many people with developmental disabilities, shaping the complexity of supports required across the sector. Services are becoming increasingly individualized, placing greater importance on quality, responsiveness, and the lived experience of the people we support. OCL's focus this year has been on ensuring we are ready.

2025–2026 was a year of rebuilding and stabilizing foundations. We advanced policies and practices, strengthened supervision and performance management, invested in leadership development, and improved the systems that support accountability, clarity, and sound decision-making. Strong organizations require more than good intentions. They require thoughtful leadership, clear expectations, and a willingness to keep improving. OCL enters its next chapter with both stability and momentum.

We are operating in an increasingly complex environment, and this organization continues to respond with resilience, agility, and care. What gives me confidence is seeing an organization that keeps strengthening itself while holding onto what matters most. Across OCL, there is a shared commitment to doing this well, to supporting one another, and to building an organization that is both deeply caring and operationally strong. Together, they are what allow OCL to provide support that is both meaningful and sustainable.

To the individuals we support and their families, thank you for the trust you place in OCL. To our employees, thank you for the professionalism, compassion, and care you bring to this work every day. And to our Board members, union partners, funders, and community partners, thank you for your continued support and belief in this work. Forty years in, OCL remains deeply rooted in community while building the strength and readiness needed for what comes next. I am proud of what we are doing together, and optimistic about where we are headed.

Brigid FitzPatrick
Executive Director

Creating Memories Together: Our Year in Review

OCL's 40th Anniversary

This year marked 40 years of OCL, a meaningful opportunity to reflect on the people and work that shaped our story. It was a chance to reconnect, share memories, and celebrate the impact created over four decades. Thank you to everyone who joined us and made it such a memorable afternoon. The Mosaic Convention Centre team delivered great food and exceptional service. DJ Amadeus kept the room energized, and Pop Up Painters brought our vision to life with a collaborative canvas where guests added their thumbprint to a growing tree. The Moov Ottawa Dance team closed out the celebration with a show-stopping performance.



CPS Patio Expansion

This year also brought the addition of a new multi-purpose outdoor space for OCL's Day Program. We extend our heartfelt thanks to a very special family whose generous donation of time and funding helped bring this vision to life. Created as a welcoming space for learning, gardening, sharing meals, waiting for Para Transpo pickups, or simply relaxing outdoors, the patio will be enjoyed for years to come.

This project came together through the support and collaboration of Capital Yardworks, Central Precast, and Thomas Cavanagh Construction Limited. Their expertise and hard work helped transform the space into a meaningful addition to the program and community.



The Reason We're Here

2025–2026 was a year full of connection, celebration, personal growth, and new experiences. Across programs, people got out into the community, built confidence, developed new skills, tried new things, travelled, and marked special milestones together. From concerts and camping to festivals and sporting events, these moments reflect what OCL is here for: supporting people to live full, self-directed lives and belong to the communities around them. Here's a glimpse of what that looked like across the organization.



Castle Hill

Claudette marked a big milestone, celebrating her 75th birthday in style. Tami danced the night away at a Cheap Trick concert. Tracey enjoyed a day trip to Kingston complete with lunch and a boat cruise.

K2

Travel and adventure were highlights this year, including a train trip to Montreal for Norm and George and a visit to Canada's Wonderland for Dave and Pat. Other activities included apple picking at Mountain Orchard, Alight at Night at Upper Canada Village, the Interactive Butterfly Exhibit at the Nature Museum, weekly swimming, movies, and Comic Con.

Ivanhoe

The group celebrated the Tulip Festival, spent time gardening, and visited Saunders Farm and Wesley Clover Parks for seasonal light displays. Other highlights included attending a Pow Wow at the Indigenous Festival, travelling to Kingston for a Thousand Islands cruise, and a special trip to Montreal for the Festilumi light show.

Pulford

Mithona continued to enjoy the Therapeutic Riding Association of Ottawa-Carleton (TROtt) program. Al attended local hockey games, and the group visited Saunders Farm's Fright Fest. At home, crafting and board games encouraged creativity and connection.

Palsen

A camping getaway to the KOA in Cardinal was a highlight, along with shopping trips and an Eagles tribute concert.

Den Haag

Individuals enjoyed several memorable outings this year, including visits to Montreal's Biodome, Parc Safari, and the Tulip Festival, as well as spending time together in the community.

Home Share Program

The year included mud oven pottery classes, Aktion Club involvement, camping, bowling, movies, and visits to the Humane Society. Community experiences included the Metcalfe Fair, Chinese Lantern Festival, visits to Upper Canada Village, the Nutcracker ballet, and other live musical performances throughout the year.

Otterson

Bowling outings at Splitsville and gardening were enjoyed throughout the year. A relaxing at-home spa day was also a favourite among the ladies.

K1

The group enjoyed visits to Gatineau Park, Mooney's Bay, Shirley's Bay, and weekend trips to Carleton Place. Picnics and airplane watching at Andrew Haydon Park were also favourite activities throughout the year.

Community Participation Supports Program

Learning and creativity went hand in hand this year. Participants engaged in academics, crafts, and technology-based activities while building skills through community experiences and hands-on learning. A group toured a local fire station to learn about fire safety and visited the RCMP stables, where they met the horses and learned about the RCMP's role in Ottawa. The year also included fishing trips on the Ottawa River and visits to Winterlude.

Moving On Out Program

Cooking classes were a big hit this year, bringing people together to learn new skills, share meals, and build confidence in the kitchen.

SIL

There was plenty of travel, including trips to Montreal and Niagara Falls. Social events such as plant socials, coffee clubs, karaoke, and games nights kept everyone connected. Other highlights included Canmore Farm's Haunted House and an indoor golf day.

Passport Program

The Passport team enjoyed a year full of memorable experiences. Highlights included an Ottawa Titans game, boat cruises, Abbamania at the Meridian Theatre, bowling, museum visits, and trips to Montreal and Kingston. Anne and Yves attended Senators games, Daryle attended an Ottawa Redblacks game, and several individuals rented a suite for a Michael Bublé concert. The group also enjoyed a pumpkin decorating contest, a Halloween costume party, live music from Junkyard Symphony, and a holiday social.

Together, these moments tell the story of a year filled with connection, celebration, personal growth, and shared experiences that brought people closer to their community and to one another.

Financial Report

Our auditors, KPMG, issued an unqualified audit opinion, confirming that the year-end statements fairly present the financial results for the 2025–2026 fiscal year. The organization concluded the fiscal year with a minor deficit of \$60,639 (representing 3% of total revenues) within the Ministry of Children, Community and Social Services (MCCSS) portfolio. Our liquidity remains robust, closing the period with \$4M in cash and cash equivalents.

The following table outlines key financial metrics for MCCSS programming for the fiscal year ended March 31, 2026, with comparative figures from the previous fiscal period:

Key Items	2026 (000's)	2025 (000's)
MCCSS Program Funding	\$17,365	\$17,436
Other funding (ODSP, grants)	\$2,343	\$2,090
MCCSS Expenses	\$19,796	\$19,335
Excess /Deficit (Revenue over Expenses)	\$(61)	\$191

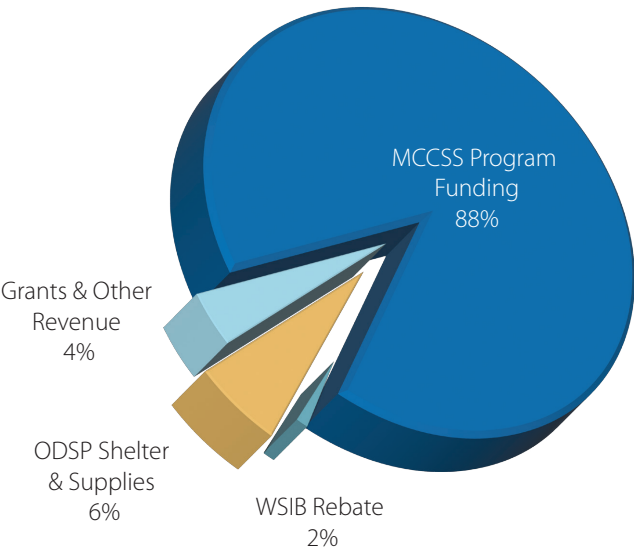
MCCSS Program funding decreased compared to the prior year as it included a \$200K repayment to the Ministry for the prior year surplus. Additionally, the organization recognized a one-time WSIB premium rebate of \$323K, driven by a surplus in premium collections by the WSIB; this non-recurring item is not anticipated to be repeated in the future.

In alignment with nonprofit sector trends, personnel expenditure constitutes the organization’s largest operational cost. Staffing expenses increased by 3.7% year-over-year compared to the prior fiscal period due primarily to the mandated salary increase under the collective agreement.

MCCSS Reporting

MCCSS financial policy requires funding and expenditures to be accounted for on a modified accrual basis, whereas the audited financial statements adhere to full accrual accounting methods. Please find below the reconciliation between MCCSS and the Audited Financial Statements, which shows the organization ended the 2025-2026 fiscal year with a nominal surplus of \$4,153 under MCCSS reporting guidelines.

Revenue



Financial Report (continued)

	2026
Excessive (deficiency) of revenue over expenses per these financial statements	\$ 161,454
Less: vacation pay accrual	107,032
Add: capital asset amortization not recognized for ARR purposes	142,107
Less: net capital expenditures incurred and allowed for	(5,862)
Less: mortgage principal repayment	(36,378)
Less: fee for service surplus (note 7)	(364,200)
Surplus of revenues over expenses, ARP	\$ (4,135)

This near-balanced outcome reflects the organization’s strong operational efficiency, fiscal agility, and dedication to effectively meeting the needs of supported individuals within allocated programming resources. Furthermore, these results underscore the organization’s specialized, long-standing expertise and capacity to adapt dynamically to an evolving sector environment while maintaining an unwavering commitment to individual care.

FFS and Fundraising

The Fee-for-Service and Fundraising portfolio demonstrated sustained performance, yielding a year-end surplus of \$364,200. The prior year’s surplus was higher (\$487,444) due to a one-time allocation of \$107,440 in MCCSS funding, which was not renewed for the 2025–2026 fiscal cycle.

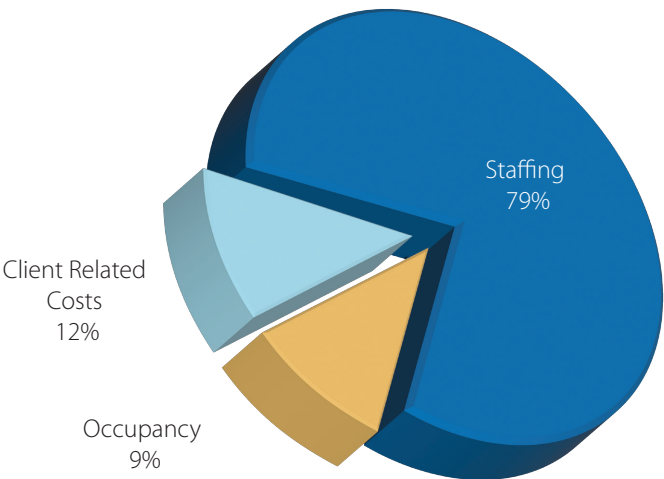
Future Outlook

Looking ahead, it is anticipated that the organization will face challenges driven by evolving sector shifts and tightening economic conditions. However, backed by strong leadership and rigorous financial stewardship, the organization will maintain the strategic resilience, foundational liquidity, and operational capability required to navigate these future conditions successfully.

My sincere thanks to the Senior Leadership Team, Finance Committee, and the Board for their ongoing commitment and support of our organization’s mission.

Madhu Nagpal, CPA, CA
Treasurer

Expenses



2025/26 Employee Milestones

April 1, 2025 to March 31, 2026

30 years

Dale J.

Keith J.

25 years

Angela M.
James C.
Jessica D.

Tasha S.
Yvonne J.

20 years

Annette E.F.
Dagmar V.
Orysia M.

Robyn L.
Sara G.G.

15 years

Andrea C.
Joshua R.

Natalie L.

10 years

Chris D.
Christine H.
Kelsey M.

Melanie C.
Solin B.

OCL Board of Directors

Robert Dupuis
Meghann Darroch
Christine Lund
Madhu Nagpal
Fahad Sami
George Jacobson
Kate Agyemang
Robert Froom
Susan Bihun
Miriam Fry
Jack Stilborn

- Chair
- Vice Chair
- Secretary
- Treasurer
- Member at Large
- Member at Large
- Member at Large
- Member at Large
- Member at Large (until Sept. 2025)
- Member at Large (until Sept. 2025)

OCL Management Team

Brigid FitzPatrick
Kim Caron
Chris Kennedy
Andrew Spink

- Executive Director
- Director of Operations
- Associate Director of Operations
- Director of Information Services

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
Joyce Lundrigan