



lcads

One person at a time.

ANNUAL REPORT

2012/2013



lcdds

One person at a time.

LCDS Board of Directors 2012-2013

Frank Huybers, *President*

Tony Hogervorst, *1st Vice President*

Kari Lupton, *2nd Vice President*

Corrine Nauta, *Secretary*

Frank Backx, *Treasurer*

Greg Bond, *Director*

John Douglas, *Director*

Orrin Farr, *Director*

Helen Ollerenshaw, *Director*

Tom Saul, *Director*

Terry Taylor, *Director*

Nick Wells, *Director*

Lisa Freer, *Staff Representative*

CONTENTS

- 1** Vision, Mission, Ethical Values
- 2** Message from the President and Executive Director
- 3** OASIS - Developmental Services Provincial Update
- 4** Dreams - One Person at a Time
- 6** Performance Statistics
- 10** Our Dedicated Employees
- 11** Property Report
- 12** LCDS Foundation
- 13** Fundraising Activities in 2012-2013
- 14** Financials
- 15** 57th Annual General Meeting Minutes



Our Vision

All people will have the freedom, support and advocacy to pursue their dreams and aspirations.

Our Mission

Lambton County Developmental Services (LCDS) is a network of people, working together to provide support for people with developmental disabilities in pursuit of their life dreams.

Our Ethical Values

LCDS is committed to providing supports that:

- Ensure basic needs are met in a safe and secure environment.
- Promote opportunities to develop and maintain meaningful relationships.
- Promote opportunities and choices.
- Educate people regarding rights and responsibilities.
- Are self-determined.
- Empower people.
- Encourage and inspire community participation.
- Educate and support the community to share the Vision.
- Are innovative and flexible.
- Ensure resources are utilized in an accountable and responsible manner.

As a professional support service organization, we believe in:

- Service excellence.
- Quality of life for all people.
- Flexible and adaptable support services.
- Courtesy, respect, dignity and consideration for all people.
- Community inclusion for all people.
- Marketing and promotional activities that are consistent with the Mission, Vision and Ethical Values.

Message from the President & Executive Director

Idealism and realism, opportunities and challenges, development and difficulties – this year has had pieces of all these things. Preparing an annual report forces an organization to reflect on the year that has just passed. Regardless of the perspective or filters used to reflect, it has been a full year. This report describes some of the highlights for the organization including fundraising, financial statements and quality assurance statistics. These events, numbers and statistics are critical for a strong and vibrant organization. However, most importantly, this report has a sampling of stories and pictures of some special moments and successes in people's lives. The essence of these stories and the many more similar examples that happen every day is what LCDS is really about. Our services and supports make a difference.

Our organizational accomplishments include a third consecutive three-year accreditation by the Commission on Accreditation of Rehabilitation Facilities (CARF). LCDS was the first in Ontario to receive this type of accreditation and we have stayed committed to quality standards despite the challenges involved in maintaining high standards. LCDS also owns a new home in Petrolia that was built in partnership with Habitat for Humanity. Last summer four people moved into a safe, affordable home. The year ended with Petrolia Enterprises making some significant changes to their business model in order to remain viable and at the same time provide meaningful work for people with developmental disabilities. Students from the Ivey School of Business examined various aspects of the social enterprises under the Petrolia Enterprises umbrella. They gave some suggestions and confirmed feasibility of some ideas that were already under consideration. An important part of the changes meant that all people working at Petrolia Enterprises would make a competitive wage – valuable work for “real” wage.

LCDS experienced a change in leadership at the end of January 2013. Pat O'Malley retired after 6 ½ years with LCDS, the last 2 ½ as Executive Director. A farewell open house was held to thank Pat for all his work at LCDS and to wish him well in his retirement. The LCDS Board of Directors spent several weeks in the late fall and early winter completing a nation-wide search for a successor and hired Candace Burchart-Etienne from within LCDS.

The most significant challenge LCDS continues to face is having the resources to match the need. The provincial (and global) economy, several years of no base funding increases, ongoing legal obligations (like pay equity), and increased regulations has meant that LCDS has financially ended the year in a deficit position. Fiscal difficulties are the largest threat to social services today and will continue to be in the foreseeable future. Governments expect us to operate differently and employees are stretched in ways that didn't exist even a few short years ago.

However, despite the organizational accomplishments and challenges, the “true” work at LCDS continues. The small success stories, the subtle gestures of appreciation or the all-out shouts of joy continue to inspire all those involved with the people that LCDS supports. Words cannot always describe what is felt when you know that you have made a difference but these differences are the reasons that LCDS was created.

Of course the work of LCDS does not get done, without the collaborative efforts of many, many people. Many of their daily efforts go unnoticed and they deserve so much more appreciation than they receive. The employees of LCDS work every day to make that difference that will directly impact someone's life for the better. Families do what they can in so many ways to help and support LCDS. The leadership team and administrative support staff ensure that the work is coordinated, administrative obligations are met and systems are running smoothly. Volunteers and donors give generously of their time and money. The LCDS Foundation Board members provide stewardship over the funds that are raised. OASIS (and especially Jane Joris, past LCDS Board Member and current President of OASIS) works tirelessly to provide advocacy and support at the provincial level. And finally, the LCDS Board of Directors provides governance to the organization. These Directors show their commitment and support to the LCDS Vision regularly. LCDS is truly grateful to all these people – the mission could not be accomplished without any of you. Thank you.

Sincerely,



Frank Huybers, Chair
President, LCDS



Candace Burchart-Etienne
Executive Director, LCDS

OASIS - Developmental Services Provincial Update

OASIS (Ontario Agencies Supporting Individuals With Special Needs) is a provincial volunteer organization dedicated to serving its member agencies in the pursuit of better business practices to improve the lives of people with developmental disabilities. Lambton County Developmental Services was one of six founding members of OASIS when it was established in 1996. OASIS provides leadership through sharing ideas, information and knowledge and interacts with government and other organizations on issues affecting its members. Jane Joris, former President of Lambton County Developmental Services, is currently President of this vibrant provincial organization that has grown to 172 member agencies.



To say that these are difficult times for the Developmental Services Sector and OASIS member agencies seems to be an understatement. Despite the challenges, OASIS has worked hard to support agencies in their work and collaborate with the Ministry and other partners and stakeholders to develop strategies and respond to the issues that the sector is facing.

OASIS is represented and respected at the provincial level with active participation in the Provincial Network on Developmental Services, the Partnership Table on Developmental Disabilities and the Ontario Partnership on Aging and Developmental Disabilities (OPADD). OASIS has been supportive of the work completed by the Human Resources Strategy Committee and many member agencies have adopted the Core Competencies into their human resource practices and training. Many OASIS members have also been successful with the accreditation process which speaks to the innovative and quality services that are being offered in the province despite the stretched resources.

The work of OASIS has included submissions, proposals, legal opinions, strategic meetings, workshops and consultation on labour issues, safety issues and reporting, fire code changes, the social assistance review for Ontario, pay equity, compensation and wage concerns, etc. Data was collected from member agencies on operating pressures being faced as a result of four years with no funding increases. The data was analyzed and the results were presented to member agencies and shared with the Ministry of Community and Social Services. OASIS met with MCSS Assistant Deputy Minister, David Zuccato and discussed the identified operating pressures, as well as pay equity and other issues facing members and the Developmental Services Sector. Recent work by the OASIS Board of Directors has included presentations to the Minister of Finance and to

the Standing Committee on Finance and Economic Affairs in preparation for the 2013 budget. OASIS made presentations in Ottawa, Toronto and London.

In the fall, OASIS was supportive of a private member's bill presented by Christine Elliot, MPP. This Bill for the creation of "a select committee to address the urgent need for a comprehensive developmental services strategy to address the needs of Ontarians with intellectual disabilities and those dually diagnosed with intellectual disabilities and mental illnesses" was put on hold when parliament was prorogued in October. She plans to re-introduce this Bill later this spring once parliament is sitting. Ms. Elliot attended the January meeting of the OASIS Board of Directors and results of the operating pressures survey were shared with her.

Despite frustration and challenges, there have been some reasons for optimism. OASIS is encouraged by the current investigation by the Ontario Ombudsman into the access to services for people with developmental disabilities in Ontario. I took part in a lengthy interview with investigators from the Ombudsman's office as have many other OASIS Board members and agencies. OASIS held a Visioning Day on January 31, 2012 where many ideas and thoughts were shared and compiled. Further planning will be completed in June. Last spring, OASIS was very happy to announce an OASIS Executive Director Scholarship program. The program includes three scholarships that provide development opportunities for leaders and help to ensure that Ontario's agencies are equipped with resources to ensure current and well-trained senior management. The scholarships were presented for the first time at the 2013 OASIS conference.

I am proud to have acted as President of this active and respected organization over the past year. It has been both gratifying and challenging to work together to support members and advocate for developmental service agencies and the people supported by them. I am grateful for the support I received from all member agencies and especially my fellow OASIS board members who consistently demonstrate their commitment to the work that has to be completed – it would be impossible to move forward and accomplish so much without their dedicated efforts.

I have been pleased to continue to serve as the LCDS representative for OASIS. Thank you for the ongoing support I receive from the LCDS Board of Directors and staff.

Respectfully submitted by,

Jane Joris, President
OASIS

Dreams - One Person at a Time

Checking Things Off The Bucket List



My big sister Julie and I set out on the adventure of our lives on May 2nd when we took our first ever trip with just the two of us. (Ok, Elizabeth was there to support Julie so maybe it wasn't just the two of us.) We went on a Disney Cruise to the Bahamas! What an adventure it was! Mom has always wanted to take Julie to Disney World but lucky me, I got to go cruising with Julie instead! The trip started as a way to make Julie's dream come true but after a while we realized that we were accomplishing even more; we were checking things off the bucket list! We flew in an airplane

(4 planes altogether), visited Florida, travelled by boat (ok, a ship), visited a foreign country (the Bahamas), touched our toes in the sand and dipped them in the ocean. Oh, and we can't forget that we met Mickey, Donald, Chip & Dale and most importantly, Goofy! Julie got to nap with a window that constantly changed scenery from one port to the next and when she was rested we had shopping to do!

On our last day it was hard to say good bye to the ship's crew that made every day a Disney kind of day. No matter what we needed or where we needed to go they were happy to assist in any way possible. Julie was excited every evening to see our servers, Tita, Santana and Richard, who always asked Julie for a smile (which she was more than willing to give!) and set us at a table with prime viewing of the dinner shows with Mickey and friends. By the time we left for home, Julie was a seasoned pro at cruising and when it came to flying she looked like she had been doing it her whole life! Our family would like to extend a huge thank you to Elizabeth for all her hard work in planning this trip and the excellent care she provided for Julie while we were away. Coordinating schedules and dealing with travel agents is never easy but I was thankful that she could be present when her hard work paid off. I can't wait to see where the next adventure takes us!

Cocozzoli's Crusaders Spaghetti Lunch Fundraiser!

In February Pasquale Cocozzoli hosted a spaghetti lunch fundraiser at CSD. With the cooking expertise of his mom Maria and the organizational skills of his support staff, Pasquale raised \$337 to donate towards The Canadian Cancer Society's Relay for Life.

Pasquale is a six year member of his family's Relay for Life Team "Cocozzoli's Crusaders". Every year the "Cocozzoli's Crusaders" participate in the Relay for Life event at the Clearwater Arena in Sarnia. Pasquale lights a luminary every year in memory of his father who passed away from cancer ten years ago. He also watches and supports his mother and other cancer survivors walk the survivor lap.

On behalf of Pasquale we would like to thank everyone who braved the snow storm to come and support this wonderful cause. Not only did you help donate towards finding a cure for cancer, you also helped Pasquale reach a goal close to his heart.

Lowe's Heroes Program Provides New Sun Shelter



The Lowe's build team with Pam and Aida

The ladies living at 448 First Ave in Petrolia love to be outside when it is sunny, but because of sun allergies and their susceptibility to burning, they require shade from the direct sun. Thanks to the Lowe's Heroes Program, the ladies now have a permanent, low maintenance sun shelter. The Lowe's Heroes Program accepts applications for projects with a material cost of up to \$1200. Employees of Lowe's select a volunteer project from applications received from local non-profit organizations and schools and submit it to the corporate office for approval. The project is completed by the Lowe's employees on a volunteer basis, including all organization, design and labour. The ladies at First Ave and LCDS are grateful to these volunteers and to Lowe's for their generosity and philanthropic spirit.

Dreams - One Person at a Time ...cont'd



Theresa – Opportunities and New Experiences

"Less than a year ago I moved to Corunna and with that came opportunities and new experiences. In addition to working at Goodwill Industries three days per week I now attend the CSD Satellite program one day a week, and best of all, I have a volunteer job at Evolutions Hair Salon! At the salon I greet customers, water plants, sweep floors, prepare foils for hair colouring, clean and organize the

hairdressing trays and my favorite is making the daily Timmy's run. I am very happy to be a part of the Corunna Community".

Dylan's Success Story

A few years ago Dylan decided he would like to try long distance running. Coach Cathy Johnson of North Lambton Secondary School invited him to join the Cross Country Team as long as he followed three simple rules: come to practice, work your hardest and support your teammates. With the help of a guide runner and through his own dedication and hard work he has become a very skilled runner. In 2012 he had his first experience running at OFSAA (Ontario Federation of School Athletic Associations) where he finished in fourth place. His coach said, "I have never been prouder of an athlete". Dylan was nominated and received The



Character Athlete Award which is given to students who embody OFSAA's values of leadership, commitment, equity, respect and sportsmanship. So far this spring he has won at the LSSAA (Lambton Secondary School Athletic Association) and SWOSSAA (South Western Ontario Secondary School Athletic Association) meets, making him eligible to compete at OFSAA again. Congratulations Dylan!

The Coffee Club



On October 1, 2012, the SIL program proudly opened the doors to the "Blue House Coffee Club". The Coffee Club was an idea inspired by the people supported, as an opportunity to meet regularly with friends, to play cards or board games, solve the daily crossword puzzles, read the newspaper to remain

current on worldly events, pursue the shopping flyers in search of cost saving bargains, sing karaoke, break out in exercise while sweating to the oldies or engage in a competitive game of Wii bowling while sipping on some freshly brewed coffee. The club has a committed membership that always manages to find time to drop in despite their busy personal and work schedules. We attribute the success of this program to our two very dedicated and well trained volunteers, Luke Conn and Heather Wilson. Luke and Heather meet regularly with Lindsay Edgar, a SIL support staff, to discuss schedules, new activities and ideas, supplies, and skills required to meet the demands and interests of the members. They have managed to keep the program running efficiently and affordably with no expense or fees to the membership. The Coffee Club runs daily, Monday - Friday from 9:30 - 11:30 a.m.

On April 1, 2013 Petrolia Enterprises made the final move from a training work centre to a manufacturing facility. One of the most notable successes of this move is that the employees working at Petrolia Enterprises are now earning minimum wage. These photos reflect the positive outcome of this change.



"Video games, here I come!"
- Dan



"More money in the bank!"
- Rob

Performance Statistics

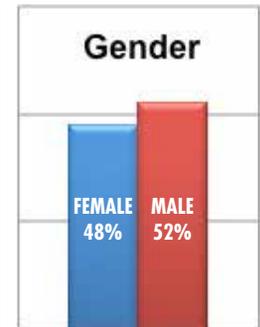
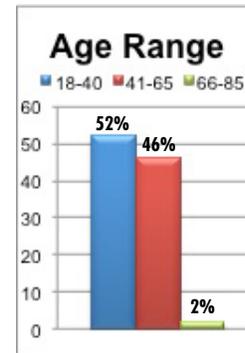
The Numbers Behind the Quality at LCDS

Demographics

Having a clear understanding of who we support is very important in providing effective service. The following demographic information represents who was supported in 2012.

Number of People Supported in 2012: 136 (excluding respite)

Diagnosis	Employment Services	Supported Living	Community Integration	Community Housing	Home Share
Autism	1	0	3	10	2
Epilepsy	2	2	13	19	2
Communication Impairment	5	1	41	44	1
Visual Impairment	0	1	14	13	1
Physical Disability	1	2	31	29	2
Dementia	3	2	1	8	1
Mental Disorders	1	11	16	13	7
Hearing Impairments	3	2	2	12	1
Dual Diagnosis	2	11	17	23	7
Acquired Brain Injury	0	1	0	7	
Developmental Disability	37	25	58	69	16



Satisfaction of Services

Satisfaction of our key stakeholders is one of the most important measures of services. If the people supported at LCDS, their families and LCDS employees have a high level of satisfaction – it is very likely that this will be correlated with high quality services. LCDS is confident that continued improvement in the delivery of our services and supports will result in increased satisfaction levels of our stakeholders.

PEOPLE SUPPORTED SATISFACTION				
Outcome	Indicator	Data Source	Target	Actual
People are satisfied with their support	Satisfaction reported on the quality & quantity of support.	Quality Assurance LIFE Interviews	85%	91%
EMPLOYEE SATISFACTION				
Outcome	Indicator	Data Source	Target	Actual
Employees overall satisfaction with their current job	Staff reports their satisfaction with LCDS.	Core Competencies Direct Support Survey (Robert Hickey, Queen's University)	Level 3 (Satisfied)	2.9
FAMILY SATISFACTION				
Outcome	Indicator	Data Source	Target	Actual
Families are satisfied with LCDS' services	The number of complaints reported.	Serious Occurrence Report	0	1

Performance Statistics

The Numbers Behind the Quality at LCDS ...cont'd

Number of Calls to the “Speak-Up” Message Center

The Speak-Up Message Center was developed for people receiving services (as well as other stakeholders) to have a formal process to have their concerns and/or complaints heard. If concerns can be addressed, it is believed that satisfaction with services will increase. There were no calls received in 2012. The Quality Assurance Department handed out Speak-Up Message Center wallet cards to all support locations to ensure people have access to the message center.

Effectiveness Of Services

Effectiveness measures address the quality of services/supports through measuring change over time. If services are being delivered effectively, LCDS will be moving closer towards our vision. Differences in people's lives will be in a positive direction and people will be moving closer to their dreams and aspirations.

Average Number of Life Indicator Personal and Support Standards Consistently Demonstrated (in interviews)

LIFE Interviews are a means to determine if the person is happy with the various areas of their life and the support that they have in each of these areas. LCDS trained interviewers sit down with people supported and the support staff or others who know the person well and get their feedback/opinion. The information from the interview is primarily used to plan and support the person in a way that is according to their wishes – how they define services. This process also provides LCDS with a method to measure the quality of services for each person individually. The person provides their perspective of what a standard means to them and what they feel would be quality in that area of their life (personal standard); the interviewer then determines if the person has the services and supports to attain this personally defined standard of quality in their life (support standards). Fifty-five interviews were completed this year. The overall yearly average for 2012 was similar to last year with very slight increases. In most cases, where a person had a previous interview to compare, scores for that person improved.

% Employees with Required Training that is Current

LCDS requires that all employees maintain and re-certify in specific training. Having highly trained employees helps to ensure that services meet certain quality standards. This measurement was similar to last years' average. Over 90% of LCDS employees have all the required training but keeping all certifications current continues to be a challenge that is constantly addressed.

Current Performance Development Plans

Employees that continually develop and have performance goals means the organization will be strong and healthy with employees who have a multitude of skills and the employees themselves will be more fulfilled as they are able to grow and develop in areas that are both important to them and to service delivery. This score did increase from last year's average but remains an area for LCDS to focus on. Once the provincial Human Resources Strategy is incorporated into more of LCDS Human Resource processes the entire performance appraisal system will be revised.

Efficiency Of Services

Efficiency measures examine the responsiveness of LCDS services as well as the relationship between resources used and the results that are obtained. Resources include finances, time and people.

% of People with a Current Life Plan

Life Planning is an ongoing process that begins with listening in order to understand what it is that a person, often with family and friends, want for their own life. The percentage of people with a current life plan remained high in 2012 (80%). People, their support workers, families and all those involved in the process can be commended for their collaboration and supportive efforts.

Turnover Rate: Regular & Casual Employees

Data collection on employee turnover reflects continuity and consistency in service delivery. High turnover rates are costly to the agency and possibly indicate dissatisfaction. Several years of no funding increases has

Performance Statistics

The Numbers Behind the Quality at LCDS ...cont'd

meant that there have been no increases in wages – a factor that may affect turnover. 2012 was a challenging year; however, the turnover rates started to turn around in the last quarter. In the last quarter one half (5) of the casual exits were because people left their casual positions with LCDS to take a regular position – this is a positive trend and means that qualified and trained people are hired from within.

Injuries and Accidents Involving Employees

Everyone has the right to a safe work environment. If employees are going to work feeling safe, with risk to their health and safety minimized, they can be more effective at work. Lost time accidents can cost the agency thousands of dollars in claims; money that would be better utilized in services. The real “good news” story is that 2012 was a banner year in that there were no work injury “lost time accidents” in the entire year.

Medication Errors

LCDS is committed to ensuring that the right drug is administered to the right person in the right dosage at the right time using the right route (method of administration) and using the right documentation as recommended by a Regulated Health Professional. Our target is 99.99% accuracy and in 2012 we reached that target with a medication error rate of 0.001%.

Access To Support Services

Service access is an important performance measurement to determine how often our services are being utilized. With provincial funding restraints and very few people leaving services, overall access to LCDS services is very limited and dictated by Developmental Services Ontario (DSO). They determine eligibility for services and maintain the waiting lists for all developmental services. Because there are typically only one or two vacancies a year, this is not measured. Instead measures in this area look at how often internal services are accessed.

Training Provided to Employees

LCDS has always considered itself to be a “learning organization”. People receiving services can only benefit from support workers who are well trained. In addition to keeping mandatory certifications up to date (i.e.: First Aid, Crisis Prevention Intervention, WHMIS, Support Planning), employees in all positions are encouraged to participate in other opportunities that

will assist them to remain up-to-date in the latest trends in their profession and expand their skills. A total of 1418 training opportunities were taken advantage of by employees in 2012. This equates to approximately 5 training sessions per employee. Traditional training methods such as workshops, seminars and courses are now complemented by more access to webinars, videoconferences and e-learning. This technology has provided us with more cost effective and accessible training options.

Learning & Development Opportunities for People Supported

LCDS is committed to providing individualized approaches to learning that will enhance people’s existing supports, foster independence and help them achieve their life goals. A total of 329 learning and development opportunities were taken advantage of by people supported in 2012. Examples of these opportunities include: tutoring, literacy, sign language, fire training, manners and photography classes, bike safety, relationship classes and basic First Aid.

Business Performance Indicators

In addition to the service indicators, LCDS must ensure that it operates responsibly. LCDS needs to operate within its defined budget. In addition, as a response to funding freezes, alternate sources of revenue need to be found. These efforts are measured.

Donation and Fundraising Income

The “big success story” is the year-to-year comparisons. A very successful Auction and Fusion were two main contributors to an “over 50K” increase. The direct mail campaigns (Christmas and Spring) were also very successful.

Social Enterprise

To have a true picture of what each business makes, the net operating expense is scored which is the revenue less the expenses. LCDS is still investing in these endeavors so a sign of success will be decreased subsidies required for these businesses. Social Enterprise scores turned around significantly from 2011 to 2012.

Performance Statistics

The Numbers Behind the Quality at LCDS ...cont'd

LCDS Balanced Scorecard 2012

In 2005 LCDS began using a Balanced Scorecard format as a method of measuring key performance indicators. LCDS collects the quarterly measure of the key performance indicators outlined in this report. Each quarter the changes in the score are analyzed and plans for improvement are made. This chart is a summary of the quarterly measurements for 2011 and 2012. Annual scores have increased gradually over time.

blue = 2011

green = 2012

Rating	Life Planning/Services			Human Resources				Learning & Development		Donation and Fundraising Income	Social Enterprise
	Average Number of Life Indicator Standards Consistently Demonstrated (in interviews)	Average Number of Life Indicator Supports Consistently Demonstrated (in interviews)	% of People with a Current Life Plan	Turnover Rate: Regular Employees	Turnover Rate: Casual Employees	% Employees with a Current Perf. Dev. Plan	# Lost Time Accidents (average per quarter)	% Employees with Required Training that is Current	# People attending other training - internal and external (average per quarter)	Average Income (per quarter)	Net Operating Expense
10	over 20.50	over 20.50	81 - 85%	less than 2%	less than 15%	81 - 85%	0	71 - 75%	more than 270	over 75,000	up to 60,000
9	19.00 - 20.49	19.00 - 20.49	76 - 80%	2.1 - 3%	15.1 - 18%	76 - 80%		66 - 70%	261 - 270	up to 75,000	up to 70,000
8	17.50 - 18.99	17.50 - 18.99	71 - 75%	3.1 - 4%	18.1 - 21%	71 - 75%	1	61 - 65%	251 - 260	up to 65,000	up to 80,000
7	16.00 - 17.49	16.00 - 17.49	66 - 70%	4.1 - 5%	21.1 - 24%	66 - 70%		56 - 60%	241 - 250	up to 55,000	up to 90,000
6	14.50 - 15.99	14.50 - 15.99	61 - 65%	5.1 - 6%	24.1 - 27%	61 - 65%	2	51 - 55%	231 - 240	up to 45,000	up to 100,000
5	13.00 - 14.49	13.00 - 14.49	56 - 60%	6.1 - 7%	27.1 - 30%	56 - 60%	3	46 - 50%	221 - 230	up to 35,000	up to 110,000
4	11.50 - 12.99	11.50 - 12.99	51 - 55%	7.1 - 8%	30.1 - 33%	51 - 55%	4	41 - 45%	211 - 220	up to 25,000	up to 120,000
3	10.00 - 11.49	10.00 - 11.49	46 - 50%	8.1 - 9%	33.1 - 36%	46 - 50%	2013-06-12	36 - 40%	201 - 210	up to 15,000	up to 130,000
2	8.50 - 11.99	8.50 - 11.99	41 - 45%	9.1 - 10%	36.1 - 39%	41 - 45%	6	31 - 35%	151 - 200	up to 10,000	up to 140,000
1	7.00 - 8.49	7.00 - 8.49	36 - 40%	10.1 - 11%	39.1 - 42%	36 - 40%	7	20 - 30%	101 - 150	up to 5,000	up to 150,000
0	under 7.00	under 7.00	below 36%	more than 11%	more than 42%	below 36%	8	below 20%	less than 150	below 5,000	up to 160,000
Score	5	6	9	2	5	5	10	4	10	6	6
Weight	10.0	15.0	15.0	7.0	7.0	7.0	7.0	7.0	7.0	10.0	8.0
Value	50	90	135	14	35	35	70	28	70	60	48
ORGANIZATIONAL TOTAL FOR 2012 (out of 1000)											635
ORGANIZATIONAL TOTAL FOR 2011 (out of 1000)											578



Our Dedicated Employees

LCDS provides employment for over 270 people. These dedicated professionals bring many perspectives and a wide range of talents to the work that is completed every day. There are more than 25 different job descriptions that help the organization run smoothly. Average length of service of LCDS employees is 8 years and 10 months, with almost 37% of employees having worked at LCDS for more than 10 years.

Annually, LCDS holds an Employee Service Awards evening to celebrate and thank employees who have worked for LCDS for ten, fifteen, twenty, twenty-five, thirty years and up. This year's event was held at Sawmill Creek Resort and Spa on November 23rd. Employees recognized this year were -



10 YEARS

– Ron Proctor, Morgan Loosemore, Sue Joosten and Brian Gilmore.



15 YEARS

– Susan Armstrong, Mary van Delft and Karen Pehlke.
Missing – Tanya Devine, Tammy Hart, Sue Steginga and Jennifer Stephenson



20 YEARS

– Jennifer Salaris and Christine Poupard
Missing – Shona Lockhart



25 YEARS

– Karen McClintock, Kim Lynch and Janet Mathieson



30 YEARS

– Ruth Gallant, Duane Chapman and Eileen Mitchell

Lifelong Learning and Development



2012 Learning & Development Award winner Kelly Graham



2012 Learning & Development Award winner Carmel Levecque

One of the strongest assets at LCDS is our workforce. Our employees' expertise, skills and dedication has helped us gain the reputation of being a leader in the developmental sector. In building this foundation, we aim to support and encourage lifelong learning at all levels of the organization. We believe in providing opportunities for everyone to develop to their full potential.

In 2012, for the first time, we celebrated "National Learn at Work Week" by awarding prizes to two deserving people. From over 75 nominations we received, this year's winners were: Kelly Graham (Brooktree) and Carmel Levecque (Maple St). Congratulations to both ladies for their dedication and enthusiasm toward lifelong learning!

Property Report

LCDS owns a total of 26 properties in Lambton County (Petrolia, Corunna, Brigden, Oil Springs, Alvinston, Oil City, Wyoming, Forest and Watford) including residential homes, drop-in centres, employment facilities and offices. In addition to the 26 properties, LCDS is also responsible for a fleet of 17 vehicles ranging from wheelchair accessible buses with lifts, full-size vans, mini-vans and a pick-up truck.

The goal of the Property Department is to ensure that all LCDS owned properties and vehicles meet (and exceed) the CARF, federal, provincial, municipal and our own high standards for property/equipment maintenance and safety.

This past year has seen many improvements and renovations made to the properties. Some of the highlights include: the replacement and installation of new flooring to increase mobility and independence while decreasing the opportunity for slip and falls; the replacement of portable lift systems to promote safety, independence and accessibility; removal of trees due to emerald ash borer; painting updates to various locations; sidewalk/laneway repairs to promote accessibility; washroom renovations to promote accessibility, safety and independence and roof replacements.

Transportation and the LCDS fleet is a constant pressure point due to the strict MTO requirements, the aging of our fleet of vehicles and the nature of providing services in rural settings. I would like to commend our staff for all their hard work and diligence in assisting the agency to maintain the fleet. I would be remiss if I did not express my gratitude to Hull Bus Lines, who serve as our maintenance and vehicle consultant. Thank you to Steve, Paul, Glen and their team for your ongoing support and dedication to LCDS.

Many thanks go out to our teams of volunteers and staff that contribute many hours in volunteering at our events to raise funds to have property work completed and vehicles upgraded. Again, I would like to thank all support staff, families and friends who work on site to complete the needed

and required repairs and maintenance (many times behind the scenes). LCDS was also able to gain the support of Lowe's to provide a safe and secure sun shelter for 448 First Avenue in Petrolia and the support of Home Depot to complete a back deck and patio at Brooktree Drive in Corunna.

Habitat for Humanity



LCDS was very fortunate and honored to be approached by Habitat for Humanity Sarnia-Lambton www.habitatsarnia.org to partner together on a home build for spring 2012 in Petrolia for people supported by LCDS. The dedication ceremony took place on July 21, 2012 at 388 Northridge Place in Petrolia, the new home of Tyson, David, Brian and Mellissa. Preliminary talks are under way for a new build in the future. LCDS looks forward to an opportunity to partner again with Habitat for Humanity Sarnia-Lambton.



Happy Retirement, Pat!

On January 31, 2013, LCDS said good-bye to Executive Director, Pat O'Malley when he retired from LCDS. A farewell Open House was held on January 30th. Presenting Pat with a gift on behalf of the Board and staff is LCDS Board member, Reverend Nick Wells.

LCDS Foundation

The LCDS Foundation Board of Directors has been working hard over the past year to develop Fundraising policies, plans and guidelines. The LCDS Foundation is a separate entity from LCDS and carries out fundraising activities to raise financial gifts exclusively to support the ongoing mission of LCDS.

The long term goals of the Foundation are:

- To raise funds to maintain Capital Investments and ensure quality standard of living for people supported
- Develop and grow an Endowment Fund
- Raise funds to facilitate the achievement of personal goals and dreams
- Creation of a Respite Fund to be used to develop new respite opportunities

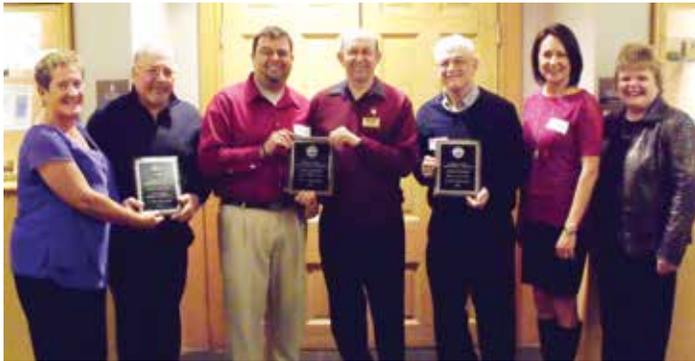
LCDS Foundation Board of Directors:

Steve Hull, Chair	John Douglas
Debbie McNeil	Bob Tanner
Don McGugan	Frank Huybers
Helen Ollerenshaw	Kari Lupton
Candie Burchart-Etienne	Adelle Stewardson

Board members support the fundraising efforts of the LCDS Foundation through specific assignments or duties in their role. These are based on their individual strengths, community position and willingness to grow in specific fundraising strategies. Foundation divisions include Major Gifts, Special Events, Foundations and LCDS Family and Friends.

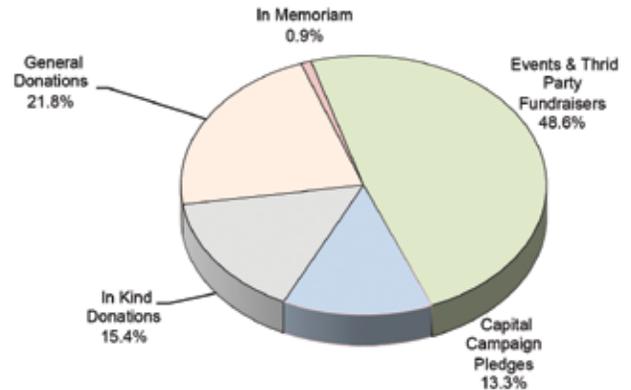
The Fundraising Department wishes to thank this network of dedicated community members and all event and fundraising volunteers for their willingness to work with us and engage in strengthening our financial sustainability through Fundraising!

Corporate Appreciation



LCDS hosted their 2013 Corporate Appreciation on Wednesday, February 13, 2013 at Victoria Playhouse. Among many businesses in attendance, LCDS honored three in particular for their generous support in 2012. Pictured are: Maureen MacSorley, Director of Operations for LCDS with Don Douglas of Don Douglas Building Construction; Nick Salaris, General Manager of Property for LCDS with Habitat for Humanity Board President David Butler; and Founder of Pedal to the Pines, Doug McClintock with Adelle Stewardson, Manager of Fund Development and Candie Burchart-Etienne, Executive Director of LCDS.

2012 Fundraising Revenue



REVENUE (January 1 to December 31, 2012)

General Donations	\$	44,806
In Memoriam	\$	1,889
Events & Third Party Fundraiser	\$	99,625
Capital Campaign Pledges	\$	27,230
In Kind Donations	\$	31,634
TOTAL REVENUE	\$	205,185

Fundraising Activities in 2012-2013

Pedal to the Pines



This year's Pedal to the Pines on June 9th, 2012 was a huge success with 130 riders and over \$4000 raised for LCDS! Thank you to all the volunteers, riders and the Pedal to the Pines team for their hard work! The 2013 Pedal to the Pines will take place on June 15. Visit www.pedaltothelines.com for more information.

LCDS – Petrolia Lions Charity Pork BBQ

In the absence of a host group to coordinate this beloved annual event, the Petrolia Lions stepped up and partnered with LCDS to plan a Pork BBQ on July 4th, 2012 at the Greenwood Recreation Centre in Petrolia. Over 500 attendees enjoyed local barbequed pork, potatoes, summer salads and desserts while enjoying the musical stylings of the Borderlite Trio. This event raised over \$3500 for the LCDS/Habitat for Humanity Petrolia build. The 2013 BBQ will take place on August 14th at the Greenwood Recreation Centre. More information and tickets will be available through LCDS in early summer.



Huron Cove

Every year, restaurant owners Bill and Angela Salaris choose a special day to graciously donate the entire daily proceeds from their restaurant to LCDS. The donation includes the cost of food, daily proceeds from the cash register, and the waitress's tips. On Monday July 9th, 2012 Huron Cove restaurant in Forest

raised \$2,180! The success of this day is made possible with the help of the Huron Cove staff, restaurant patrons, and volunteers from both LCDS and the Royal Banks in Forest and Petrolia. Thank you Bill and Angela for your generosity and commitment to LCDS!!

Golf Tournament

The 16th Annual LCDS Charity Golf Tournament took place at Widder Station Golf Club on Thursday July 19th, 2012. It was a full tournament organized by a dedicated volunteer committee who raised nearly \$18,000 to support the Saturday Recreation Program which provides a fun, community based respite opportunity for people who live with their families.



Golfers Mitch Fiddick, Rob Conrod, Kevin Ireland and Sam Salaris

Fusion: a Discovery of Local Food and Wine



The 3rd Annual Fusion: a discovery of local food and wine was held November 9th & 10th, 2012 at the RBC Centre in Sarnia. This tradeshow style event attracted over 2000 guests, tripling attendance since 2010, and raising over \$24,000! Fusion featured 35 local award-winning food and wine vendors who offered samples of their most popular products. Guests enjoyed live jazz music, stage demonstrations and samplings from breweries, wineries, restaurants, caterers and food producers from all over Ontario. The Education Series was very popular, offering free educational seminars presented by several vendors and special guests. The show was received with rave reviews from attendees, vendors and the greater community. Fusion 2013 will take place on November 8th & 9th at the RBC Centre.



Celebrity Chef Kevin Brauch (centre) with Fusion guests

Fundraising Activities in 2012-2013 ...cont'd

2014 Valentine Auction – Save the Date!

On February 8, 2014, LCDS will hold its Bi-Annual Valentine Auction at the Brigden Fairgrounds to raise money for a new accessible vehicle for LCDS. The hard-working volunteers on the Valentine Auction Committee would like to ask that you save the date for this important fundraiser and plan to attend!

In addition to our Signature and Third Party events, LCDS employs other strategies to generate funds throughout the year. Funds raised through Meat Raffles, Bingos, Direct Mail campaigns, fundraising with the Sarnia Sting and Grant Applications have improved the lives of the people we support as well as the agency as a whole.

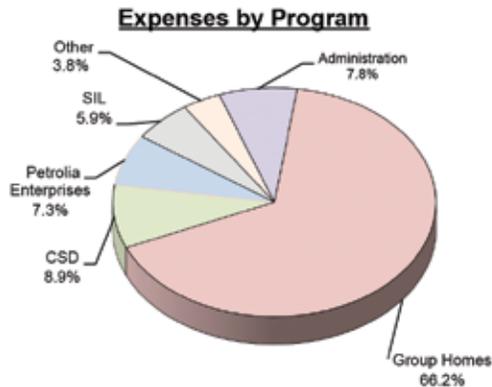
Fundraising Dollars at Work

Fundraised dollars were used for various items to enhance people's homes, such as new appliances, televisions, furniture, kitchen wares, landscaping, deck improvements, and redecorating. Renovations were completed to increase accessibility in homes and install equipment such as lift systems. Funds were also utilized to assist people with achieving life dreams by covering travel costs for vacations and purchasing exercise equipment and recreation supplies.

Also benefitting from Fundraising dollars is the LCDS Weekend Recreation Program. This program provides respite for over 40 families in Lambton County who may not otherwise receive any support. It is designed to provide a much needed break for caregivers while offering recreational and social opportunities for people in the community. The Weekend Recreation Program is funded 100% by proceeds from our Annual Charity Golf Tournament.

Financials

LAMBTON COUNTY DEVELOPMENTAL SERVICES Revenue & Expenditures Summary March 31, 2013



REVENUE

MCSS Subsidy	\$	9,974,394
Other Grants and Subsidies	\$	94,211
Sales - Petrolia Enterprises	\$	238,110
Rental Income	\$	339,568
Other Income	\$	54,556

TOTAL REVENUE \$ 10,700,839

EXPENDITURES

Wages and Benefits	\$	8,771,420
Program Costs	\$	1,080,774
Building Costs	\$	557,159
Transportation	\$	273,472
Other	\$	65,601

TOTAL EXPENDITURES \$ 10,748,426

57th Annual General Meeting Minutes

57th Annual General Meeting Minutes
Monday, June 25th, 2012
Community Skills Development Building
339 Centre Street, Petrolia, Ontario

The 57th Annual General Meeting of Lambton County Developmental Services, held on June 25th, 2012, was called to order by the President, Frank Huybers, at 5:05 p.m. Frank welcomed members and guests of LCDS and opened the meeting by reading the Prayer.

Greetings from MCSS Program Supervisor, Robert McKellar:

MCSS Program Supervisor, Robert McKellar, brought greetings on behalf of the Ministry of Community and Social Services and the South West Regional Office. He thanked everyone present for their commitment to the people supported by LCDS and their families. He commented on the long-standing positive relationship between the Ministry office and LCDS and the agency's efforts to be responsible stewards of public funds. Rob reflected on the challenges the developmental services sector has faced over the last year with very few new resources including the introduction of the new Developmental Service Ontario sites, the provincial application form, SIS (Supports Intensity Scale) requirements and moving from a local to a regional prioritization process. This has resulted in people waiting for supports. In addition, more administrative demands have been placed on agencies with the new Quality Assurance Measures, revised detail codes and central database. Rob commended LCDS on the partnership with Habitat for Humanity, the fundraising efforts undertaken by the agency and CARF accreditation. He thanked LCDS for continuing to welcome challenging youth from the child welfare sector into services and noted that LCDS is a key service provider that is innovative and collaborative. He thanked LCDS for being there for the people in Lambton.

Greetings from OASIS (Ontario Agencies Supporting Individuals with Special Needs)

Jane Joris, President of OASIS and Past President of LCDS, brought greetings on behalf of the OASIS and its 164 member agencies. She congratulated LCDS on 57 years of services to people with developmental disabilities in Lambton and thanked LCDS and the Board of Directors for supporting her in her role with OASIS. Jane stated that OASIS continues to address concerns in the sector including Pay Equity and said that Boards of Directors need to understand this issue, as well as the changes with Special Services at Home and Passport funding. Jane said that agencies must be innovative and that the project with Habitat for Humanity is a perfect example of an innovative partnership.

Greetings from Bob Bailey, MPP Sarnia-Lambton:

Frank Huybers read greetings received via email from Bob Bailey, MPP for Sarnia-Lambton. Bob extended greetings on behalf of the Province of Ontario and congratulated the volunteers being recognized later today at the Volunteer and Donor Recognition Barbecue.

Minutes of 2011 Annual Meeting:

Kari Lupton, Secretary, asked members to refer to the Annual Report for a copy of the minutes of the 2011 Annual Meeting, held on June 20th, 2011.

Moved by: Kari Lupton; **Seconded by:** Orrin Farr

“that the minutes of the June 20th, 2011 Annual Meeting of Lambton County Developmental Services, be accepted as presented”. **Carried**

Annual Written Report:

Copies of the LCDS Annual Report 2011-2012 were made available to members and guests upon arrival.

Moved by: Kari Lupton; **Seconded by:** Nick Wells

“that the 2011-2012 Annual Report be accepted for information”.
Carried

FINANCIAL STATEMENTS:

Audited Statement:

President, Frank Huybers, stated that the financial statements for the year ending March 31st, 2012 were audited by Woods Pearson & Associates, Chartered Accountants of Forest, Ontario, and that copies of the audited statements were available for anyone that wished one.

Treasurer's Report:

Treasurer, Frank Backx, presented the Treasurer's Report. LCDS ended the year with a small surplus of \$3,800 which was accomplished without reducing services to people supported and with a zero percent funding increase. Total revenue for LCDS is now in excess of \$10.6 Million annually. Frank thanked the LCDS Foundation for their fundraising efforts over the past year, noting the success of the Valentine Auction, the golf tournament and the 2nd annual Fusion Food and Wine event, as well as many smaller fundraising activities.

57th Annual General Meeting Minutes ...cont'd

Moved by: Frank Backx; **Seconded by:** Jane Joris

“that the Treasurer’s Report and the audited financial statements for the year ending March 31st, 2012 be accepted”. **Carried**

Appointment of Auditors:

Moved by: Frank Backx; **Seconded by:** Tony Hogervorst

“that the firm of Woods Pearson & Associates, Chartered Accountants be appointed as the auditors for the 2012-2013 year”.
Carried

Approval of Actions of the Board for 2011-2012:

In accordance with the Corporations Act, this motion is required to be kept on record.

Moved by: Nick Wells; **Seconded by:** Adrian Vermeiren

“that the actions of the Board of Directors of Lambton County Developmental Services, for the period April 1, 2011 to March 31, 2012, be approved”. **Carried**

Nominating Committee Report:

Adrian Vermeiren, Chair of the Nominating Committee, read the Nominating Committee Report.

Board Members who will continue to serve are:

One Year: Frank Backx, Frank Huybers, Orrin Farr, Greg Bond

Two Years: Tom Saul, Terry Taylor, Corrine Nauta, Nick Wells

Eligible for Re-Election for a 3-Year Term: John Douglas, Kari Lupton, Tony Hogervorst

Adrian Vermeiren has served the maximum nine consecutive years on the Board and must step down.

John Douglas, Kari Lupton and Tony Hogervorst have all agreed to stand for re-election for a new three-year term.

In accordance with our Agency Bylaws, Helen Ollerenshaw has been nominated for three-year terms and has agreed to accept the nomination.

Lisa Freer, staff representative, has completed two years of a three year term.

Election of Directors:

President, Frank Huybers, stated that “according to the Agency By-Laws, there were no more nominations to the Agency Board and therefore, nominations are closed at this time”.

Moved by: Nick Wells; **Seconded by:** Tom Saul

“that the slate of officers for the Lambton County Developmental Services Board of Directors for 2012-2013 be approved as presented”. **Carried**

Installation of Directors:

The Installation of the Board of Directors of Lambton County Developmental Services was read by Jane Joris.

Patrick O’Malley, Executive Director, introduced the Board Members present and announced that following the adjournment of the Annual Meeting, the Board Members would meet briefly to discuss the Officer appointments to the Board for 2012-2013.

Message from the President:

President, Frank Huybers, delivered his message on behalf of the Board. Frank commented that because of staff efficiencies, LCDS continues to provide quality services with no additional funding. He stated that the Board is very proud of the partnership with Habitat for Humanity and thanked the volunteers who have helped with the Habitat project as well as those who have contributed in various other ways over the past year.

Update from the Executive Director:

Executive Director, Patrick O’Malley, commented on the challenges faced over the past year including the challenge to continue to balance the budget with the freeze in funding. He stated that LCDS will continue to advocate for more funding so that services can be maintained. Pat thanked Program Supervisor, Rob McKellar, for attending the meeting. He thanked the staff and volunteers for all their hard work over the past year and expressed his appreciation to the Strategic Leadership Team for their help and support. He thanked the Volunteer Board members for time and expertise and Lisa Freer for bringing staff insight to the Board meetings.

57th Annual General Meeting Minutes ...cont'd

Presentations:

President, Frank Huybers, called upon Adrian Vermeiren, who is ending his term on the Board of Directors after serving his maximum nine consecutive years and presented him with a gift for his many years of dedicated service.

Adjournment:

The President called for a "Motion of Adjournment of the 57th Annual Meeting of Lambton County Developmental Services".

Moved by: Adrian Vermeiren; **Seconded by:** Kari Lupton

"that the 57th Annual Meeting of Lambton County Developmental Services be adjourned." **Carried**

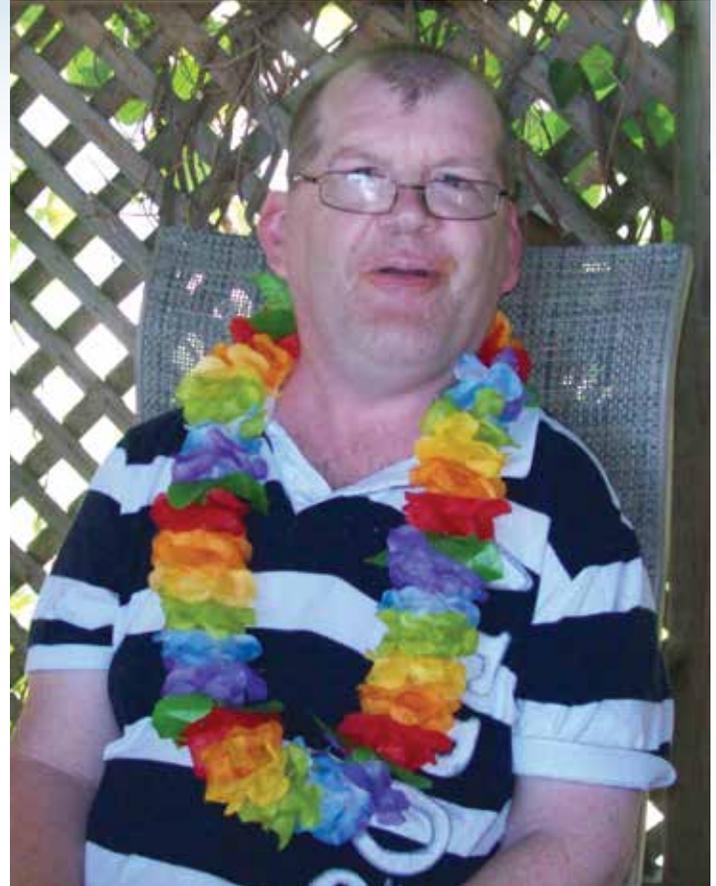
Board President, Frank Huybers, thanked everyone for attending and invited them to stay for the Volunteer and Donor Recognition Barbecue following the meeting. Board Members were then asked to meet briefly in the Board Room to discuss the Officers' appointments.

The meeting closed at 5:45 p.m.

Officers for the Coming Year Announced:

Following a brief meeting of the Board, Patrick O'Malley announced the Officers for 2012-2013:

Frank Huybers, President
Tony Hogervorst, 1st Vice President
Kari Lupton, 2nd Vice-President
Frank Backx, Treasurer
Corrine Nauta, Secretary
Patrick O'Malley, Executive Director





Lambton County Developmental Services

339 Centre Street, Petrolia, ON N0N 1R0

519-882-0933 • www.lcds.on.ca