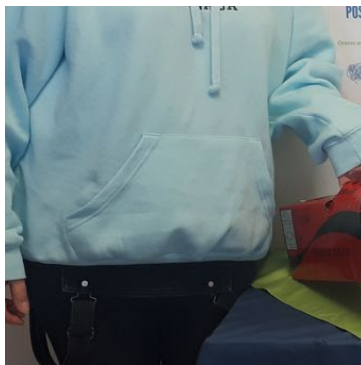


# ANNUAL REPORT



*Celebrating a  
year of purpose,  
progress, and  
partnerships.*



## Our Vision

That all persons live in a state of dignity,  
share in all elements of living in the  
community, and have the opportunity to  
participate effectively.



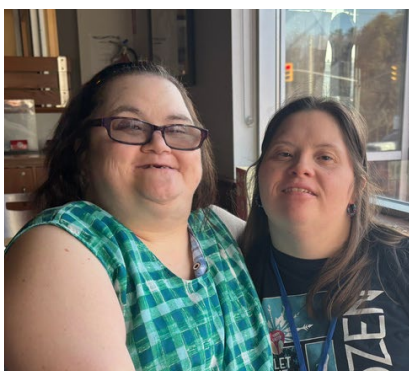
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## Land Acknowledgement

We recognize that CLUOV sits on the unceded, traditional land and territory of the Algonquin people. CLUOV will continue working to learn about, and actively participate in resolving issues faced by the original inhabitants of this area.

We honour the history and ongoing contributions of Indigenous peoples to our society, and in line with our values of diversity, equity, and inclusion, strive to build a sense of community that embraces all cultures, backgrounds and peoples.



- P**roviding supports and services based on each person's uniqueness and self-determination so they may enjoy safe, secure and rewarding lives.
- E**nriching community life by developing community capacity and partnerships.
- O**pportunities for stakeholders to learn and take leadership.
- P**romoting and celebrating diversity through public education and promotion of inclusion and community living.
- L**eadership in human rights advocacy.
- E**liminating physical, attitudinal and societal barriers to full citizenship.

## Guiding Principles

### RESPECT AND DIGNITY

"Respect is more than the absence of negative comments or actions. Respect is demonstrated in how we interact with people. Interactions that promote respect do not draw undue attention to a person's disability, diagnosis or condition. We refer to people as people, without the additional description of a disability, diagnosis or condition, or their role in the service delivery system. Rather than promoting the potentially stigmatizing nature of these terms, we are one "people," joined by our humanness, not separated by our differences." (CQL)

### SUPPORTS

Supports emphasize and capitalize on people's capabilities and are provided in the greater community, not segregated settings. Respect means listening and responding to people's needs with the same promptness and urgency that anyone would expect. Organizations listen to people and respond respectfully. People are positively regarded and all our interactions with them reflect respect.

### SERVICE EXCELLENCE

Service Excellence speaks to the importance of achieving and maintaining the highest standards of performance in the delivery of person -centered services through continuous evaluation and reflection within a culture of continuous learning and the development of innovative practices. Service excellence requires that attention is paid to both our processes and desired outcomes through self, team and agency - wide evaluation of our work through the lens of our Core values, our Mission and our Vision statements and that ensure dignity and respect and promote citizenship for all people being supported.

### TEAMWORK

Teamwork is at the center of everything we undertake. In order to have a meaningful impact in all aspects of our work it is necessary to maintain clear communication, to honour commitments, to have high expectations and to serve one another with the highest levels of mutual accountability.

### WELLNESS

Wellness means more than the ensuring avoidance of harm. Wellness begins with a genuine belief in inclusiveness through which our emotional, physical and psychological needs are recognized and nurtured. Safety enables each of us to live, work and spend time in settings that meet our needs while enabling each of us to grow, connect and learn with a consideration of the dignity of risk

# Annual General Meeting

## *AGENDA*



September 24, 2025



6:00PM - 7:30PM



Best Western Pembroke Inn and  
Conference Centre

1. Call Meeting to Order and Welcome
2. Board Chair's Remarks
3. Executive Director's Remarks
4. Review and Approval of 2024 AGM Minutes
5. Reports of Finances and Auditors
6. Appointment of Auditors for 2025 -2026
7. Appointment of Board of Directors
8. Adjournment of Business Session
9. Presentation of Executive Director's Award
10. Presentation by Karla Hough
11. Housing Presentation
12. Adjournment of 2025 AGM



# 2024 AGM Minutes

September 25, 2024

Clarion Hotel and Conference Centre, Pembroke, ON

## 1. Call Meeting to Order and Welcome

Olivia Fraser introduced herself as the Board Chair and called the 66th Annual General Meeting of Community Living Upper Ottawa Valley (CLUOV) to order at 6:31pm.

## 2. Board chair's remarks

Olivia Fraser reflected on the achievements of CLUOV over the past year, highlighting the resilience of staff, volunteers, and families in supporting people with developmental disabilities. Key points included a commitment to person -centered approaches, successful community outreach and advocacy efforts, and acknowledgment of challenges such as increasing service demand and staffing shortages. She explained that the organization aims to enhance services and explore innovative programs while engaging stakeholders in future initiatives. Gratitude was expressed to all contributors, emphasizing pride in the collective mission and excitement for another successful year.

## 3. Executive Director's Remarks

Tina Williams introduced herself and acknowledged the staff, people supported and community partners in attendance. Tina spoke to the agency's milestones, including a partnership with the County of Renfrew for new affordable housing units and ongoing collaboration with hospital administrators to enhance service delivery. She described some additional highlights as being staff engagement through initiatives like the JH&SC BBQ and Sip Stirs events, work experience opportunities for local students, and a successful new Collective Bargaining agreement aimed at improving workplace culture.

In terms of future directions, Tina acknowledged that while advocacy efforts for increased funding, particularly the #5toSurvive campaign, resulted in a 3% base budget increase, many people with disabilities still live below the poverty line. Going forward, the agency is committed to better aligning services with local partners, addressing human resource needs, and adapting to new regulations while focusing on strategic planning and policy development. Gratitude was expressed to all staff and leadership for their contributions to the agency's mission.

## 4. Review and approval of 2023 AGM minutes

**MOTION** to approve 2023 AGM minutes; moved by Anna Lacelle, seconded by Olivia Fraser - Carried

## 5. Reports of finances and auditors

Olivia Fraser spoke to the financial report, sharing that for the fiscal year 2023 -2024, the organization received over \$10.4 million and incurred expenses of \$10.5 million, resulting in a slight deficit. Increased expenses were attributed to spending on support programs, negotiations for a new collective bargaining agreement, and housing renovations to improve accessibility. A successful golf tournament in September raised nearly \$12,000, which will directly benefit those supported. Gratitude was expressed for our auditors, Welsh LTD.

## 6. Appointment of auditors for 2024 -2025

**MOTION** to appoint Welsh LTD as the financial auditors for 2024 -2025; moved by Anna Lacelle, seconded by Ryan Parcher- Carried



**\*\*2024 AGM MINUTES CONTINUED\*\***

**7. Appointment of Board of Directors**

Olivia presented the following Board members for the 2024 -2025 year: Anna Lacelle, Andrew Palubiski, Ryan Parcher, Elaine Nigel and Liz Cobb.

**8. Adjournment of Business Session**

**MOTION** that the business portion of the AGM be adjourned at 6:46pm; moved by Liz Cobb, seconded by Olivia Fraser - Carried

**9. Remarks brought by Karla Hough on behalf of the Ministry of Children, Community and Social Services (MCCSS)**

Olivia introduced Karla, the MCCSS program supervisor, who expressed gratitude for the support from staff and others at CLUOV. Karla emphasized that the mission and vision are not just statements but a commitment to empowering individuals with developmental disabilities to live the fulfilling lives they want. Karla thanked everyone involved, and highlighted the goals of embracing innovation and navigating challenges for the future. She spoke to our collective ability to impact and inspire people supported, and their communities!

**10. Remarks brought by Marcel St. Jean, on behalf of Community Living Ontario**

Marcel introduced himself, explaining his roles as a former board member of CLO, Inclusion Canada, and Inclusion International. He reflected on the long history of CLUOV, which began in the 1950s as a movement against institutionalization, and celebrated CLO's 70th anniversary and record conference attendance recently. Marcel discussed the ongoing advocacy efforts, such as the "5 to Survive" campaign and the establishment of an engagement committee to share insights and experiences among organizations.

As co-chair of the deinstitutionalization task force, he noted that while Ontario has closed its last institution, others still exist in regions like the East Coast and Alberta, and many individuals with intellectual disabilities are being placed in nursing or retirement homes; however, Canada is starting to address these pressing issues.

Emphasizing the shared values of diversity, equity, and inclusion between CLO and CLUOV, he expressed interest in advocacy groups such as the Inclusion Ambassadors. Finally, he acknowledged Norene Adam's extraordinary legacy and the establishment of the Norene Adam Trailblazer Award in her honor, inviting questions and offering to return to meet with the Board and Inclusion Ambassadors.

**11. Presentation of a token of appreciation to Kirby Adam**

Tina presented Kirby with a token of appreciation, speaking to his continued advocacy. She expressed how thankful CLUOV is to have him attending conferences alongside us, sharing his story and lived experiences.

**12. Film Feature: Kirby's House**

Kirby's House was premiered - a short film following Kirby Adam, a young man with an intellectual disability, as he navigates the challenges and joys of living independently in his own home. Through heartfelt interactions with family and friends, the film highlights themes of empowerment, belonging, and the importance of community support in fostering a fulfilling life for individuals with developmental disabilities.

# Executive Director's REPORT

Welcome to our 67th Annual General Meeting of  
Community Living Upper Ottawa Valley!

We have so much to celebrate this year. Several people we support have moved into new homes, begun new relationships, found employment, and embraced all that our community offers. We have brought several people into service that had been waiting too long to receive any support from our sector. We will continue to plan thoroughly to best meet individual needs.

Stability continues to improve within our leadership team as we also build consistency across teams. You can feel the good vibes and camaraderie when you see managers, supervisors and direct support sharing a laugh, a story about their families, or a hug during hardships. This team knows the people we support so well and every day place themselves in the shoes of their employees, setting clear expectations and sharing recognition of small wins, struggles, and celebrations alike. It is exciting to see as we gear up for our staff recognition milestones event that we will be celebrating 5, 10, 15, 20 and even 25 years of employment. Our strategies to reduce turnover and improve retention continue to make a positive impact.

We recognize as a community we are still struggling to be able to provide enough services to meet the needs of all of adults with a developmental disability. In fact there are more people on provincial waitlists than in service. New partnerships with housing providers and service providers across our region strengthen our vision; and support successes.

The Developmental Service sector is preparing, as are we, for Journey to Belonging. Community Living Upper Ottawa Valley, Madawaska Valley Association for Community Living and Community Living Renfrew County South benefit from sharing resources, training opportunities and joint planning for shared leadership. The face of leadership in our community is changing...



**\*\*Executive Director's Report Continued\*\***

...Our local Algonquin College, both school boards and even our new local Member of Provincial Parliament, the Honorable Billy Denault, have recently embraced opportunities to learn about and support our mission. We continue our beneficial relationships with the hospital, Ontario Health Team, County of Renfrew and local municipalities.

The show of support at our Joint Health and Safety barbeque by those community partners and the fun had by all a testament to those relationships. The Local Integration partnership (LIP) has assisted us to advance our vision, of fostering welcoming communities and our ability to be responsive to diverse needs within our staff team and partners.

As Executive Director I would like to also take a moment to thank the Board for their unwavering dedication to our mission and vision, their ability to cultivate strong partnerships, and the trust and encouragement they consistently extend to our team. I also commend each member for embracing new roles and responsibilities with such commitment. As Executive Director, I'm inspired by your leadership and look forward to working together as we shape our succession planning journey.

**Tina Williams**

Executive Director | CLUOV







# Board President REPORT

This past year, we've continued to focus on what matters most: helping people live full, meaningful lives as part of their community. We've seen more people take steps toward independence, moving into homes of their own, learning new skills, and becoming active members of their neighbourhoods. These are big wins, and they don't happen without the dedication of the staff, the support of families, and the involvement of our wider community.

We've also strengthened our partnerships with local employers, schools, housing providers, health care, and other agencies all working together to create more inclusive spaces and opportunities. Inclusion isn't just our mission; it's something we're building every day.

One of the highlights of our year was Community Living Month in May. If you remember, it was an incredible time to raise awareness, share stories, and celebrate inclusion throughout the Upper Ottawa Valley. Seeing our community come together — in schools, businesses, and public spaces — to support our mission was truly inspiring.

We continue to support our amazing team of staff through training, leadership opportunities, and wellness initiatives. Their commitment is at the heart of everything we do, and it shows through their dedication and hard work.

Yes, there are still challenges, from funding, staffing shortages to housing barriers, but our focus is on solutions, innovation, and community. We're not standing still. We're moving forward, together. In the coming year, we'll keep pushing for more inclusive opportunities, better supports, and stronger connections because everyone deserves to belong.

We continue to be guided by Community Living vision — "that all people live in a state of dignity, share in all elements of living in the community, and have the opportunity to participate effectively." That vision is not just something we aspire to, it's something we see becoming more real each day through the efforts of everyone in this room.

Thank You to our staff, families, community partners, and the people we support: thank you. You are the reason we're able to do this work, and you are the reason inclusion is becoming a reality in the Upper Ottawa Valley.

**Olivia Fraser**

President | CLUOV Board of Directors

# Quality Enhancement REPORT

Putting our best foot forward. Quality is something that should always be on our minds. With a commitment to review, grow and improve at every stage. As we meet the goals of our strategic plan to include service excellence, we believe that all journeys should begin this way. As an organization we have improved our intake processes. Those new to service can expect individualized planning in a way that makes sense and is organic to the beginning of a positive and lasting relationship with our organization.

Relationship building is the key to success, and we recognize how important the families of those we support are. In May 2025 during Community Living Month, we held a family event; Siblings Canada with Helen Ries. Helen shared her experience as a family caregiver and the importance of having a support network. CLUOV will be initiating a Family support Group in the Fall of 2025, the hope is to build relationships as an agency, for families to have face to face time with others who have similar experiences, and to build resource sharing.

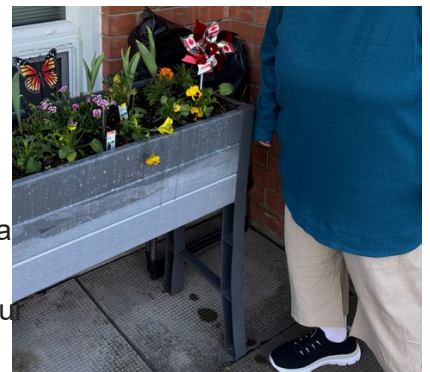
The committee is continuing to monitor metrics of the agency such as Individual health, performance and organizational data. We are consistently enhancing processes to improve information sharing and moving towards a more paperless and streamlined way. Enhancing our workplace culture has been a priority along with experience of our Employees. We have been hosting Nourish your Mind (mini learning opportunities) based on trends we see in the organization, this has been a great success. Establishing a mentorship committee, sharing monthly resources based on Mental health, and celebrating in fun ways such as our Summer Basic Assurance Challenge and vaccination challenge last fall.

As we celebrate our many Community Partnerships; we have had wonderful collaboration with the local immigration partnership this year who have developed resources based on our needs and commitment to EDI. CLUOV has also partnered in an exciting initiative with; Renfrew County District School Board, Pembroke Hospital and Petawawa Employment Services in the launch of Pembroke Project Search. Project Search is an internationally recognized, immersive program that builds employability skills of students with disabilities in their last year of school. Community Living has provided the skills trainer for the program through the 2025/26 school year.

Quite honestly there is so much to celebrate, yet so much work to do. Quality Enhancement never stops.

**Ashley Leedham**

Quality Enhancement Manager | CLUOV



# Progress Towards Our Strategic Plan

Invest in education and diversity, equity and inclusion.	Instil a growth mindset in all learning activities	Promote inclusion throughout the community Celebrate the leadership of community partners
Created and adopted commitment statement	Monthly 'Nourish Your Mind' opportunities for staff and people supported. Focus on building organizational knowledge	Partnered with local counselling services, Pembroke Regional Hospital, Project Search, RCDSB and RCCSB, developing best practices
Hosted sessions by Local Immigration Partnership	Mentorship program is ongoing; supports peer on peer learning and career development	Hosted monthly info sessions with guest speakers providing staff, families and people supported opportunity to participate, network and find resources
Multicultural event, story sharing, HR initiatives to support applicants and employees	The Addendum program is ongoing and designed to strengthen the skills of staff who are still developing foundational knowledge	Annual Facebook campaign highlighting and championing our inclusive employers and community partners

**% of base budget  
that is spent on  
staffing**

Staffing  
**91.2%**



# Inclusion Ambassadors' UPDATE

2025 has been another incredible year for the Inclusion Ambassadors, filled with by meaningful impacts, strong community connections, and continued advocacy efforts. We're proud of all they've accomplished together, from inhouse presentations to outreach across the community.

The Inclusion Ambassadors facilitated a public presentation on Inclusion at the Pembroke Library and hosted a successful art exhibit at the Pembroke Mall centered on the theme of inclusion. Their presence at local events, including the Santa Claus Parade, Beachburg Fair,( hosting during the Sunflower Hour), and National Indigenous Peoples Day have allowed us to celebrate diversity while engaging with community partners.

The Inclusion Ambassadors also led impactful educational initiatives, including presentations to Bishop Smith's Grade 10 Civics and Careers students and a "Bisized PD" lunch-and-learn with RCDSB. They've supported internal learning growth at CLUOV, offering orientations on respect and dignity for new staff.

Key events this year included hosting a multicultural celebration featuring a presentation from the local Immigration Partnership, the DiversiTea event with guest speaker Mayor Ron Gervais, and volunteering for gift wrapping, Earth Day community cleanup, and an Open House during the holiday season.

The team also played a key role in rebranding CLUOV and collaborated with CLRCS to help launch their selfadvocates group, even attending their AGM.

From Pink Shirt Day to everyday acts of inclusion, the Ambassadors have truly embodied kindness, leadership, and the spirit of community. It's been a busy, inspiring year, and we know there's even more to come!

## Administrative Team

CLUOV





# Housing Partnerships

Inclusive and affordable housing is key to ensure people may live full lives in their communities. This year, CLUOV has worked closely with dedicated housing partners to expand access to safe, supportive housing. This collaboration and has been essential in creating welcoming spaces where everyone belongs. We would like to acknowledge the following key housing partners.

## Andrea Patrick

**Director of Community Services for the County of Renfrew**

The County of Renfrew entered into a 15-year agreement with CLUOV to designate 2 units within their community housing buildings for mutual tenants of CLUOV and the Ottawa Valley Housing Corporation

## Linda Murphy

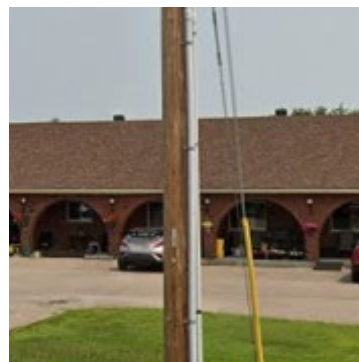
**Mother, Landlord, Advocate**

Linda took on the project of building a new 4-plex housing unit, where her daughter Ashley can live independently, supported by CLUOV workers. The unit also features an apartment for 2 other ladies supported by CLUOV.

## Joey Barone

**Private Landlord in the Ottawa Valley**

Joey owns an accessible, one-storey housing unit which he rents out to two gentlemen supported by CLUOV. He, the tenants, and CLUOV have established a positive relationship over the last 3 years.



**Today in our Thank-a-Thon, we're sending ...**

Fri May 2, 7:30am

👁 7.4K ❤ 101

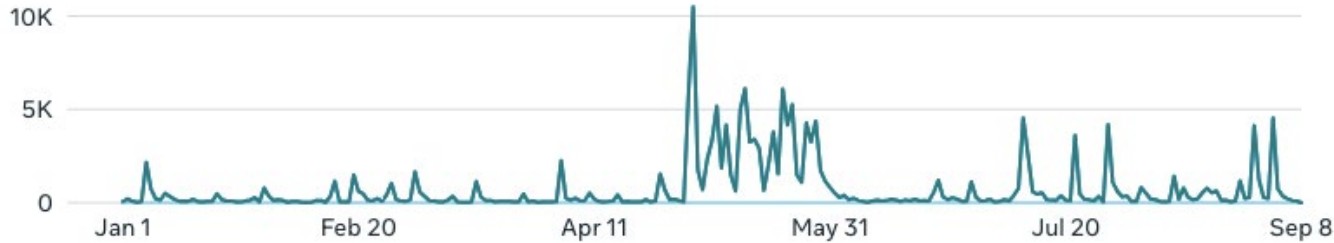
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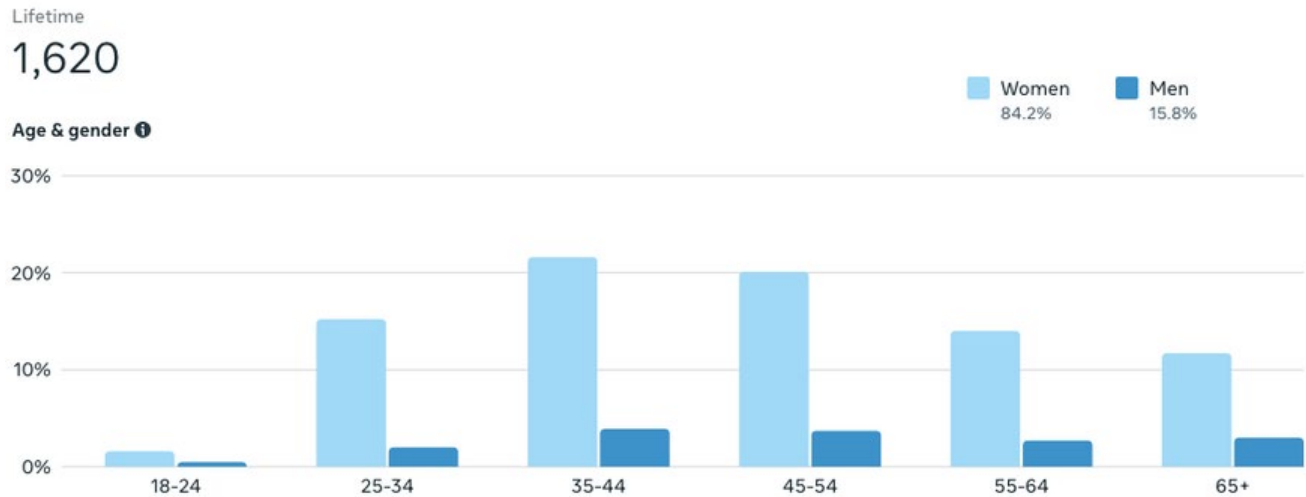
# Social Media Engagement

Views this Year: 182 028

The number of times your content was played or displayed

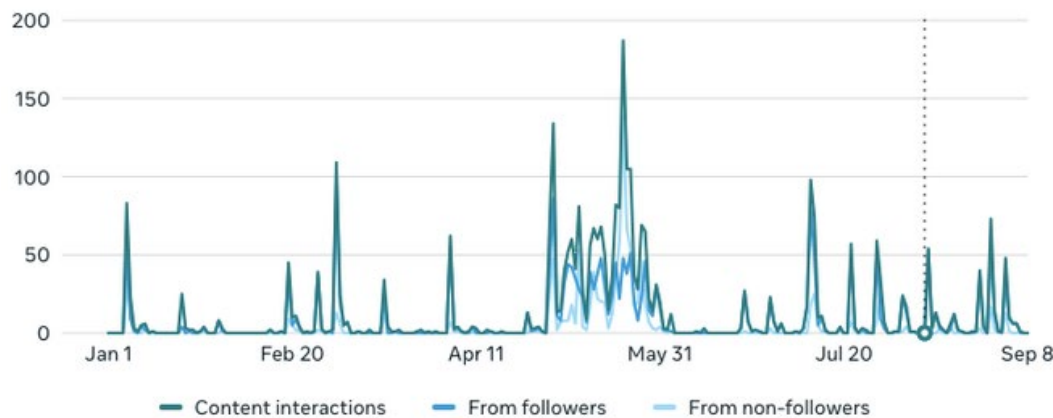


## Follower Demographics Overview:



Content Interactions this Year: 3 164

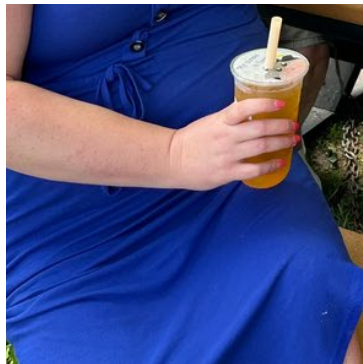
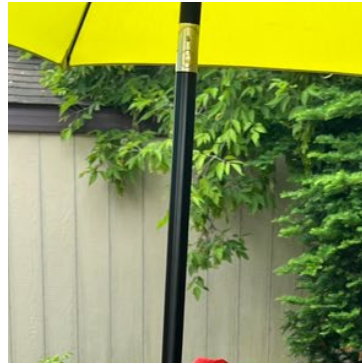
The number of likes or reactions, saves, comments, shares and replies on your content












# Thank You

We extend our heartfelt thanks to our members, partners, staff, and community supporters for your continued dedication and commitment to the mission of CLUOV. Your contributions and collaboration have made this year's progress possible. We look forward to building a more inclusive future - together!

 (613) 735 - 0659

 894 Pembroke St. West, Pembroke, ON

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

 [info@cluov.ca](mailto:info@cluov.ca)