

A MEANINGFUL AND SATISFYING LIFE FOR ALL

Kenora Association for Community Living

Board Members Handbook

President Sandra Olafson

11/3/2011

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What's New

The latest updated manual may be found at www.kacl.ca/kaclboardmemberhandbook.pdf

October 27 2011

New: Moral Owners, Governance Models, Glossary; Modifications: Resources

October 21 2011

New: Corporate Organizational Documents; Modifications: Accessibility, Human Rights, Responsibility for Human Resources, Violence and Harassment, Communication, Health and Safety

October 17 2011

New: Fundamental Important Goals, Long-Term Goals, Board Members Role and Functions, Duties and Responsibilities, Resources; Modifications: Quality Assurance, Permanent Endowment, Investments, Charitable Status, CLO and OASIS Descriptions, Appendices Strategic Priorities of Community Living Ontario

Accountability

Organizational Essentials

Core organizational documents are documents that outline the general purpose and structure of an organization and its intent to operate exclusively as a non profit business. These documents include Letters Patents, Bylaws and Policies. The Bylaws (See Appendices) and Major policies of the Association may be found on the Association's website at www.kacl.ca. Policies are broad guidelines for Governing an Organization. Board Policies are found on the Association's Website at www.kacl.ca/Policies.html

Vision

A Meaningful and Satisfying Life for All

Mission

The goal of KACL is to ensure that all people with special needs have the opportunity to live a meaningful and satisfying lifestyle and interact as an equal in their community by providing continuing opportunities for personal growth through education, training, support, advocacy and an informed public.

Core Values

Core values of the Association include

- Respect
- Inclusion
- Self-determination
- Shared Responsibility
- Importance of Relationships

Moral Owners

The concept of moral ownership, a term associated with John Carver is the persons to whom the Board feels accountable – not necessarily the legal ownership. The moral owners are the children in Daycare, consumers, survivors and their families.

Governance Model

There are various types of Boards. Most organizations start of an informal associations of members where all the work of an organization is done by volunteers. The members are workers, management and governors. In time in a desire to accomplish more of its intended objects, the membership will distinguish between paid members or employees and volunteers. Still later a distinction is made between some employees who will be given responsibility to manage the organization and members who will be elected to govern the organization. Governance is done by passing the membership passing bylaws and policies passed by an elected Board. Despite language to the contrary in ill drafted legislation and government policy documents, Boards of large organizations do not manage, they govern. This Policy Governance Model is a complete theory of governance build upon by social contract philosophy, from Greenleaf's concept of servant leadership and from modern management theory. The name of the early prolific describers of this model, John Carver is often used to designate the model- The John Carver Model of Governance. The Kenora Association for Community Living essentially follows this model.

Fundamental Important Goals – Strategic Priorities for 2011-12

1. The Association will achieve significant Progress in securing social inclusion for those we serve
2. The Association will achieve significant improvement in Social Justice for those we serve
3. The Association will achieve a significant increase in Membership
4. The Association will achieve an Endowment Donation's Total of \$99000 by April 1st 2012.

KACL Long-term Goals

Last Reviewed July 3 2001

1. Children nurtured in families

In 2010 the opportunity to be nurtured in a family will be available to all children.

2. Children attend neighbourhood schools

In 2010 segregated education will be the exception rather than the rule.

3. Real Work for real pay

In 2010 the option of REAL work for REAL pay will be available to all. Partial participation in work will be available for those who can not work; Part-time for those who can not get full-time, full-time for all others.

4. Appropriate homes/Community Living Options

In 2010 the option of living in the community in the home of one's choice will be available to all.

5. Participation in community/Community acceptance

By 2010, significant progress will be made towards participation and acceptance of all in the community.

6. Community Service

The option of serving others will be available to all.

7. Significant Relationships

(a) The option of forming significant intimate relations will be available to all.

(b) The option to be surrounded by a circle of friends will be available to all.

8. Continuous Education

The option for continuing education will be available for all.

9. Intensity of living

The option of living an intense, active and involved life will be available for all.

10. Self-esteem Goals

Every individual served by KACL will have a positive self-image.

Service Delivery Principles

A service delivery principle is an accepted or professed rule of action or conduct concerning the delivery of service. A clearly defined and coherent philosophy of service should include its theoretical orientation, its goals, and its model and methods of service delivery. Service delivery principles help staff to know what is expected of them. It provides a focus for the activities of the association. It provides principles of accountability.

KACL has 4 main service delivery principles with many corollary principles under the last 3 main principles.

1. Respect of an individual requires recognition of his humanity before his or her handicap.
2. Everyone is deserving of respect as an individual.
3. All persons have the right to participate in all aspects of living, learning, working and playing in the community.
4. The manner and context within which support service is offered should affirm normal patterns of living, learning, working and playing in the community including normal needs, processes, relationships and rhythms of life.

Human Rights

The Ontario Human Rights Code (RSO 1990), prohibits discrimination on the basis of race, ancestry, place of origin, ethnic origin, citizenship, creed (religion), sex (including pregnancy and gender identity), sexual orientation, disability, age (18 and over; 16 and over in accommodation), marital status (including same sex partners), family status, receipt of public assistance (in accommodation) and record of offences.

Kenora Association for Community Living believes in and wholly supports the intent of the Human Rights Code. It is our policy to protect employees from discrimination and harassment in the workplace and to take what steps are necessary in order to put an end to such unacceptable conduct.

Employees have the right to lodge a complaint with their Supervisor, in the event that they are being discriminated against or harassed by anyone in the work environment on any of the grounds protected in the Human Rights Code.

Employees are encouraged to bring such complaints to the attention of management in order that the Company may ensure that all individuals can enjoy a workplace free from discrimination and harassment. Employees who engage in discrimination and/or harassment will be subject to disciplinary action up to and including dismissal.

Accessibility

The *Accessibility Standard for Customer Service*, are provided for under [Ontario Regulation 429/07](#). Ontario businesses with 1 or more employee must comply.

Board and Board Members

Board Members - Role and Functions

“Dozens of analysts have offered one version or another of an “official job description” for the board. This prescriptive literature can be distilled into five functions:

1. Set the organization’s mission and overall strategy, and modify both as needed.
2. Monitor organizational performance and hold management accountable
3. Select, evaluate, support, and if necessary-replace the Executive Director or CEO.
4. Develop and conserve the organization’s resources – both funds and facilities.
5. Serve as a bridge and buffer between the organization and its environment; advocate for the organization and build support within the wide4r community.” Chait, Ryan, Taylor, *Governance as Leadership.*, Reframing the Work of Nonprofit Boards

Duties and Responsibilities of Directors

Managerial Duty

Fiduciary Duty

Honesty

Good Faith

Loyalty and Conflict of Interest

Duty of Care

Duty of Diligence

Investment Powers

Duty of Skill

General and Specific

Duty of Prudence

Board Member Code of Ethics

As a member of this board I will:

- Represent the interests of all people served by this organization.

- Not use the organization or my service on this board for my own personal advantage or for the individual advantage of my friends or supporters.
- Declare a conflict of interest when such arises and observe provisions of section 4.7 of the Association's By-Laws.
- Keep confidential information confidential.
- Approach all board issues with an open mind, prepared to make the best decision for the whole organization.
- Do nothing to violate the trust of those who elected me to the board or of those we serve.
- Focus my efforts on the mission of the organization and not on my personal goals.
- Never exercise authority as a board member except when in a meeting with the full board or as I am delegated by board.

Board Member

Confidentiality

All Board members and Board members in Training are required to sign a pledge of confidentiality upon joining the Board. Breach of this pledge is a serious matter which may lead to liability to the Association and dismissal of the member in breach. The forms signed are contained in the attached appendices.

Agreement to Preserve Confidential Information

I undertake to respect the confidential nature of the work of the Kenora Association for Community Living.

I agree not to divulge to others in the community, nor to discuss with anyone who does not require to know, any information that I may become aware of, involving the Association's work.

I also agree not to obtain or release information that might in any way be considered confidential, without first obtaining written authorization from the client or his/her/ legal representative to do so.

Witness

Board Member

Date

Conflict Of Interest

Conflict of Interest rules are specified in the bylaws under sections 4.7

Chief Executive Officer (In Draft)

Finance and Investments

Investments

The Association has an investment policy which requires it to invest its funds only in what are regarded generally as conservative safe investments (See Board Policies)

Risk Management (In Draft)

Fundraising (In Draft)

Charitable Status

The Kenora Association for Community Living is a registered Charity under the Canadian Income Tax act and as such can give registered charity receipts.

Permanent Endowment

Brief Address delivered by President Anita Rasmussen in setting up Endowment

Our organization has recently established the Kenora Association for Community Living Endowment Fund within the Kenora and Lake of the Woods Regional Community Foundation. This decision was prompted not only by our desire to increase opportunities for full participation within the community for the people we serve, but also by our recognition of the fine work the Foundation is doing. Our Mission statement, articulating our goal as striving for a meaningful and satisfying lifestyle for all, is remarkably similar in spirit to that of the Foundation's, which is to improve community living and quality of life for Kenora citizens. Our hope is that the establishment of this fund will allow more consumers the chance to improve the quality of their lives by expanding their horizons with enriched and varied experiences, something not always recognized as important nor adequately funded by governing bodies. Along with many other agencies and organizations in the community, we look forward to a long and fruitful partnership with the Kenora Community Foundation -Anita Rasmussen, President, KACL Board of Directors

Target and Record: <http://www.kacl.ca/foundationfund.pdf>

Honour Roll on Endowment: <http://www.kacl.ca/roll.htm>

Personnel

Responsibility for Human Resources

Under the Board - Executive Relationship Policies of the Association, the hiring and direction of paid staff is vested in the Executive Director. The Executive Director is responsible for ensuring that working conditions meet all municipal Provincial and Federal legal requirements.

Health and Safety

The Board of the Kenora Association for Community Living has committed itself to maintaining a Healthy and Safe work environment. See the Board's policy in the KACL Policy Manual at <http://www.kacl.ca/kaclpoliciesmanual.pdf>

Violence and Harassment

Bill 168 in 2009 Amendment to Health and Safety Act placed a number of obligations on all employers on Ontario which resulted in this Association updating its policies, procedures and programs. The prohibition against any harassment of staff of course applies to Board members as well as Management and the population as well. The specific legislation may be viewed at http://www.ontla.on.ca/web/bills/bills_detail.do?locale=en&BillID=2181&isCurrent=false&ParlSessionID=39%3A1 and the Association policies can be viewed at www.kacl.ca/kaclpoliciesmanual.pdf .

Communications

Every attempt is made to keep you employees informed on matters that involve them through their supervisor. Communication with the Board Members is mainly done through Orientation and Training at Board meetings and emails. However if at any time you have questions please feel free to call the Executive Director at 807-467-5254. He will respond as soon as he can. Alternatively communicate with the president.

Program Matters

Program Profiles to Come

Quality Assurance

Quality Assurance Measures – Ontario Regulation 299/10

Section 4 (2) (a) (b) (c) (d)

In addressing quality assurance measures respecting the promotion of social inclusion, individual choice, independence and rights, each service agency shall,

- (a) conduct a mandatory orientation to its mission statement, service principles and statement of rights with persons receiving services and supports and any persons acting on their behalf when they begin to receive services and supports and an annual refresher on the mission statement, service principles and statement of rights thereafter;
- (b) conduct a mandatory orientation to its mission statement, service principles and statement of rights with its new staff members, new volunteers and new members of its board of directors and an annual refresher for staff and volunteers of the mission statement, service principles and statement of rights thereafter;
- (c) ensure that its board of directors conduct an annual review of its mission statement, service principles and statement of rights, which shall include updating as necessary; and
- (d) Record the dates of all orientations, refreshers and reviews conducted under clauses (a), (b) and (c). O. Reg. 299/10, s. 4 (2).

It is proposed that this be done at the January Board meeting since we don't have a December Executive Committee to report.

Other Local Associations

Local Community Living Associations,
Other Developmental Services Providers
Multi-Services Providers

Provincial and National Affiliations

Community Living Ontario

Community Living Ontario is a non-profit, provincial association that advocates for people who have an intellectual disability to be fully included in all aspects of community life.

The goal of Community Living Ontario is:

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.

Community Living Ontario envisions a society where people who have an intellectual disability belong and feel respected.

This means that people who have an intellectual disability:

- live in neighbourhoods of choice
- go to neighbourhood schools
- work at real jobs for real pay
- participate and contribute through volunteer, recreation and leisure activities
- are valued citizens

As a provincial association Community Living Ontario:

- has over 12,000 members across the province
- represents 117 local Community Living associations across Ontario

Local Community Living associations offer services to people who have an intellectual disability. Local associations:

- support children and/or adults to live, learn, work in the community
- help communities welcome and include people
- advocate for changes so that people have better community lives

Community Living Ontario and the local Community Living associations are also part of the [Canadian Association for Community Living](#). Together we belong to a world-wide advocacy network called [Inclusion International](#).

Community Living Ontario was started in 1953. We began with families who wanted the right for their children who had an intellectual disability to attend neighbourhood schools.

Since then, the size and focus of this organization has increased considerably.

Our work has moved well beyond the right to an education. We now work with communities to include people who have an intellectual disability in all aspects of community life.

OASIS

Ontario Agencies Supporting Individuals with Special Needs (OASIS) is a volunteer-based organization representing 156 agencies providing support and services to people with developmental disabilities. OASIS, through its agencies and their management, staff, and volunteers, is dedicated to helping improve the life of those individuals living with developmental disabilities in Ontario and their families.

Vision

Strong, viable, accountable agencies who have the resources and professional competencies to provide quality supports and services to people with special needs.

Mission

OASIS provides leadership through sharing ideas, information and knowledge, and interacts with government and other organizations on issues affecting its members.

Guiding Principles

OASIS promotes an environment that encourages participation of the membership. It recognizes all members as equals, respects the autonomy and philosophical position of members, and, understands that agreement may not be possible on all issues.

OASIS promotes the collective interests of people with special needs and their families by helping to improve and extend responsive and cost effective supports and activities to its members.

- OASIS is a volunteer driven organization.
- OASIS conducts its business in an atmosphere of transparency.
- OASIS interacts with government in a non-partisan manner.
- OASIS partners with other groups when appropriate in pursuit of its vision.
- OASIS provides information to members and government regarding best practices, emerging issues and current trends through research and other activities.

VALUES

Diversity

Integrity

Transparency

Leadership

Excellence

As service providers, OASIS agencies have a role to play in managing the strain on public services, while also working to build stronger communities for all Ontarians. With your help, OASIS can build a better Ontario for all.

Appendences

Service Delivery Principles

1. Respect of an individual requires recognition of his humanity before his or her handicap.
2. Everyone is deserving of respect as an individual.

Corollary principles:

2(a). Principle of Individualization

The individual must be the focus in the planning, development and delivery of human services and supports. Each person has the basic human right and the freedom to have his/her capabilities, interests and needs used as the basis for planning, development and delivery of services and work, play and worship in their community or neighbourhood.

2(b). Principle of Individual Case Management and Individual Program Planning

Individual case management and Individual program plans must be prepared in such a way as to ensure that the individual concerned has opportunities to live a meaningful and satisfying lifestyle and to interact as an equal in their community with opportunities for personal growth through education and training.

2(c). Principle of Self-determination and Control

Every individual has the right to be as fully in control of their life as possible. To the degree that individuals have the ability to choose between alternatives they are responsible for their actions.

2(d). Principle of Promotion of Client Autonomy and Rights

A human service agency should extend and support appropriate autonomy for its clients to enable them to exercise their rights and autonomy responsibly and adaptively.

3. All persons have the right to participate in all aspects of living, learning, working and playing in the community.

Corollary Principle(s):

3(a). Principle of Family and Community Involvement

Ensuring the right of all persons with special needs to participate in all aspects of living, learning, working and playing is a shared responsibility among parents, siblings, friends and the association (including its paid staff and volunteers). All must be encouraged to be actively involved in the life of such persons.

3(b). Principle of building personal and enduring relationships

Every person should have the necessary support to help him/her become involved in personal and enduring relationships with non-paid persons who love, respect and care for the person.

3(c). Principle of Partial Participation

Where a person cannot participate fully in all aspects of living, playing and working in the community because of a handicap he or she can and should be encouraged to participate as fully as possible.

Partial participation in chronological age appropriate environments and activities are educationally more advantageous than exclusion from such environments and activities.

Handicapped individuals, regardless of their degree of dependence or levels of functioning, should be permitted to participate in as wide range of environments and activities as possible.

The kinds and degrees of participation should be increased through direct and systematic instruction and reasonable adaptations.

The kinds and degrees of participation in various environments and activities should result in an individual being perceived by others as a more valuable, contributing, striving and productive member of society.

Systematic, coordinated and longitudinal efforts must be initiated at as young an age as possible in order to prepare for partial participation in as many environments and activities with non-handicapped chronological age peers and other persons.

3(d). Principle of the Dignity of Risk

Respect for the individual requires that the individual has opportunities to succeed with the inherent risks of failure.

3 (e). Principle of Personal Security

Every person should have the necessary support to keep him/her and the community safe from harm.

4. The manner and context within which support service is offered should affirm normal patterns of living, learning, working and playing in the community including normal needs, processes, relationships and rhythms of life.

Corollary Principles:

4(a). Principle of Relevant and Prioritized Dreams, Desires and Aspirations

In addressing support services the association must clearly and consciously identify, (a) what dreams, desires or aspirations clients have, (b) which of those dreams, desires or aspirations are most pressing and deserve highest priority, and (c) which are within the mandate of the association.

4(b). Principle of Challenging Expectation and Intensive Use of Time

In order to promote client's competencies the association should provide programs and supports that are developmentally very challenging, and that move clients along a continuum of development as far and as fast as is possible for each individual.

4(c). Principle of Integration

Every person should have as much support as is appropriate, to help him/her become involved in day to day activities in the community.

4(d). The Least Restrictive Alternative

In all decisions affecting the placement, care, education and training of an individual, in choosing among alternatives that adequately serve the client, the least restrictive or intrusive alternative should be chosen.

4(e). Principle of Social Role Valorization

The uses of familiar valued techniques, tools, and methods ensure that people with intellectual handicaps live in conditions that are socially valued.

4(f). Conservative Corollary to Principle of Social Role Valorization

The more vulnerable a person is to being devalued by society, the more important it is to reduce/prevent any such vulnerabilities, and/or to balance off such vulnerabilities by building up the person's positively valued characteristics.

4(g). Principle of Positive Image-related Requirements of Physical Setting

Because there is such a strong association of a human service with the physical service in which it is located it is of the utmost importance that the physical setting project a

positive image. Characteristics of a physical setting which carry messages about the social status, roles, and competencies of its users include:

1. The harmony of the service setting and service program with the neighbourhood in which it is located
2. The aesthetic appearance of the building (including state of repair and maintenance)
3. The congruence of the setting's appearance with the appearance of settings that house/conduct analogous programs for valued persons
4. The age image projected by the setting's appearance
5. The setting's proximity to other sites with their images
6. The history of the setting

4(h). Principle of Positive Image-related Service-structured Grouping Relationships among People

Positive image-related service-structured grouping relationships reflect upon the client's image and must be consciously selected. These include:

1. The nearness of one human service program to another
2. The number of clients grouped together in one program, setting or neighbourhood
3. The composition of within-service client groupings and sub-groupings
4. The nature of the client's social involvements with members of the public, or with clients of other human services.
5. Identities of service workers and the degree of "match" between the identities of the staff, the nature of the program and the needs of the program.

4(i). Principle of Enhancing Program Activities and Timing

To enhance the client's social image, programs, activities, and related time use patterns that are valued by the culture must be utilized and clients encouraged to practice activities and observe schedules that reflect positively upon them.

4(j). Principle of Positive Language, Symbols and Imagery

To enhance the client's social image, attention must be addressed to matters that reflect on the clients including:

1. Personal appearance of clients
2. client's personal possessions
3. the language used to and about the clients
4. the name of the Association and its buildings.

Kenora Association for Community Living Bylaws June 14 2001

1. HEAD OFFICE

The Head Office of the Association shall be in the Town of Kenora, in the District of Kenora, in the Province of Ontario and at such place therein as the Board of Directors may from time to time determine.

2. SEAL

The Corporate Seal of the Association shall be in the form impressed here on.

3. MEMBERSHIP

3.1 Composition

Membership shall be composed of General (Associate, Life, and Honorary Members)

3.2 Eligibility

3.2.1 General Membership

General Membership shall be open to any person residing within the geographical area served by the Programs of the Association, who supports the purposes and objects of the Association and who pays an annual membership due, except persons employed or who have been employed during the past two years by the Association or other local Associations, Regional Councils, Provincial or National Associations, with which it is affiliated, their parents, spouses, including common-law spouses, children and siblings. For the purposes of clarification and to the end of encouraging participation of parents of persons with developmental handicaps in the affairs of the Association, any employee (or persons who may appear to be an employee) who is a client of the Association, for the purposes of this Bylaw will be deemed not to be an employee.

3.2.2 Associate Membership

Associate Membership shall be open to any persons excluded from General Membership.

3.2.3 Life Membership

Life Membership shall be open to any persons or corporations eligible for General Membership who support the purposes and objects of the Association and who have made a financial contribution or donation to the Association, in an amount established by the Board, and not less than \$100.00.

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3.2.4 Honorary Membership

Honorary Annual Membership may be conferred by the Board of Directors on any person who during the past year has made an outstanding contribution to the Association.

Honorary Life Membership may be conferred by the Board of Directors on any person who over the years has made an outstanding contribution to the Association, and who has by his or her support and model, exemplified the high ideals of the Association.

Holding of Honorary Membership does not preclude the holding of General or Life Membership by eligible persons.

(Amended June 28 2001)

3.3 Responsibilities

3.3.1 General Membership

It is the responsibility of the General Membership to be informed; to attend meetings; to propose motions and resolutions; and to exercise all rights and privileges vested in the membership by the law, these Bylaws and the adopted rules of the Association.

3.3.2 Associate Membership

Associate Membership shall not include the right to propose motions and resolutions, to speak, and to vote neither at membership meetings, nor in itself carry any other rights, privileges and responsibilities of General Membership.

3.3.3 Honorary Membership

Honorary Membership shall not in itself carry any of the rights, privileges and responsibilities of General Membership.

3.4 Meetings

3.4.1 Annual General Meetings

The Annual Meeting of members shall be held not more than ninety (90) days after the end of the fiscal year of the Association at a time and place as shall be determined by the Board of Directors for the transaction of the following business:

Approval of the minutes of the previous General Meeting of the Membership:

Receiving reports of the activities of the Association during the preceding year, the annual financial statement and the report of the Auditors:

The appointment of Auditors for the current year:

The election of Directors:

Amendment of Bylaws (if applicable) according to the provisions of Bylaw No. 1, and Transaction of any other business, either special or general which is pertinent to the interests of the membership and which may properly come before the Annual Meeting without prior notice.

3.4.2 Special General Meetings

A Special General Meeting of the membership may be called by a majority of the Board of Directors, by the President or by the Vice President in the absence of the President, or by notice in writing from members in good standing. The business to be transacted

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at a Special General Meeting shall be limited to that specified in the call for the meeting. Should it be necessary in an emergency to take action for which no notice was given, such action must be ratified by the membership at its next regular Meeting or at a Special General Meeting called for the purpose of ratification provided that no action which properly requires notice at all times can be taken without such notice.

3.4.3 Notice

Notice of Annual and Special General Meetings shall include the agenda and time and place of meeting and shall be sent to members fourteen (14) days prior to the meeting. Notice of Regular General Meetings shall be required as for Annual and Special General Meetings unless a regular meeting time and place has been established.

3.4.4 Quorum

A quorum for meetings of membership shall be the presence of 6 members in good standing. No business shall be transacted in the absence of a quorum except to take measures to obtain a quorum, to fix the time at which to adjourn, or to take a recess.

3.4.5 Voting Rights

Each general member present at the Annual General Meetings and Special General Meetings shall be entitled to one vote.

3.4.6 Voting Procedures

A majority of votes of the members present unless otherwise required by law or the Bylaws of the Association shall decide every question. Every question shall be decided in the first instance by a show of hands and, unless a count, a roll call vote or a ballot is demanded by 5 members, a declaration by the chairperson that a motion or resolution has been carried or not carried, and an entry to that effect in the minutes of the meeting shall be sufficient evidence of the fact without proof of the number or proportion of the votes accorded in favour or against such a motion or resolution.

3.5 Termination

Membership in the Association shall not be transferable and shall cease to exist upon a member's resignation, non-payment of annual membership dues, or death. Members may resign from the Association by a resignation in writing addressed to the Secretary of the Association.

3.6 Dues

Membership dues may be such as are established from time to time by the Board of Directors, but any resolution of the Board of Directors respecting dues shall not be effective until confirmed by the members at an Annual, Special or Regular General meeting of members.

The membership dues shall be payable annually to coincide with the fiscal year of the Association.

Dues may be payable on a prorata basis determined from time to time by the Directors for persons applying for membership in the latter half of the membership year.

4. BOARD OF DIRECTORS

4.1 Composition

The affairs of the Association shall be managed on behalf of the membership by a Board which consists of nine (9) Directors who shall be elected by the membership and, in addition, the immediate Past President who shall serve as a Director ex Officio of the Association. (Amended June 13 2002)

4.1.1 Vacancies

Vacancies on the Board of Directors, except in that Directorship position held in ex officio capacity by the immediate Past President, shall as long as a quorum remains in office, be filled by the Board from eligible members of the Association except that when a vacancy occurs within a period of sixty (60) days prior to the date of the Annual General Meeting such vacancy shall be filled by nomination at the Annual General Meeting.

4.2 Eligibility

All Directors shall be eighteen (18) years of age or more and shall have been general members of the Association in good standing for not less than sixty (60) days prior to election.

4.3 Responsibilities

The Board of Directors shall be responsible to the membership for:

- (i) the management and conduct of all affairs of the Association in accordance with its Letters Patent and Bylaws and the formulation of necessary policies; and in doing so shall:
- (ii) Elect or appoint the Officers of the Association and elect members of the Executive Committee and the Chairpersons of the Nomination and Standing Committees:
- (iii) appoint and constitute additional Committees as it deems necessary:
- (iv) authorize necessary expenditures including the purchase and rental of property and the making of contracts:
- (v) authorize the borrowing of money upon the credit of the Corporation on cheques, promissory notes, bill of exchange or otherwise, in such amounts and subject to such terms as may be considered advisable, and may assign, transfer, convey, hypothecate, mortgage, charge or pledge to or in favour of the bank any property of the Corporation, real or personal, movable or immovable, present or future, including book debts, unpaid calls, rights, powers, undertakings, franchises and the Corporation's own debentures, as security for the fulfilment of any liabilities or obligations, present or future, of the Corporation to the Bank and may empower the bank or any person or persons to sell by public or private sale, assign, transfer or convey, from time to time any such property; and may sign, make, draw, accept, endorse, execute and deliver on behalf of and in the name of the Corporation all such cheques, promissory notes, bills of exchange, drafts, acceptances, orders for payment of money, warehouse receipts, bills of lading, agreements to give security, assignments, transfers, conveyances, hypothecate mortgages, pledges, securities and other agreements, documents and instruments as may be necessary

or useful in connection with the borrowing of money and other banking business of the Corporation:

(vi) authorize any one or more Directors, Officers, employees or agents of the Association to exercise the responsibility of any of the rights, powers and authorities conferred by Article 4.3(iv) above:

(vii) authorize the signing by such Officers, employees or agents as shall be determined by the Board, of all cheques, bills of exchange or other orders for payment of money, notes or other evidence of indebtedness issued in the name of the Association:

(viii) appoint managing staff if appropriate and exercise through the President such direction over administrative affairs as is necessary for effective pursuit of the Association's objectives.

Any and all actions of the Board of Directors may be reviewed by the membership at the next General Meeting of the membership but no action done or right acquired by such action shall be prejudicially affected by any amendment or rejection of the action.

4.4 Meetings

4.4.1 Regular Meetings

Except as otherwise required by law, the Board of Directors may hold meetings at such place or places as it may from time to time determine.

The Board of Directors shall normally meet at least once monthly except that no more than ninety (90) days shall elapse between meetings.

4.4.2 Special Meetings

Special meetings may be called by the President or the Vice-President in the absence of the President or on petition to the Secretary by any three Directors. Business transacted at a Special meeting shall be limited to that specified in the notice calling the meeting.

4.4.3 Notice

Notice shall be communicated to all Directors at least one week in advance of the meeting, unless all Directors agree to the calling of a meeting on shorter notice or the Board meeting is held on a regular day or date each month or immediately following a meeting of members of the Association. Notice shall include a tentative agenda in the case of a regular meeting and shall specify the business to be conducted in the case of a special meeting.

4.4.4 Quorum

A quorum shall be 50% of the Board of Directors. No business shall be transacted in the absence of a quorum except to take measures to obtain a quorum, to fix the time to which to adjourn, to adjourn or to take a recess.

4.4.5 Voting Rights

Each Director present at the meeting shall be entitled to one vote.

4.4.6 Voting Procedures

A Majority of votes of the Directors present unless otherwise required by law or the Bylaws, or the adopted Rules of the Association shall decide every question. Every question shall be decided in the first instance by a show of hands and, unless a count or ballot role call vote is demanded, a declaration by the Chairperson that the motion has been carried or not carried and an entry to that effect in the minutes of the meeting shall be sufficient evidence of the fact without proof of the number or proportion of the votes accorded in favour or against such motion.

4.5 Removal for Cause

The members of the Association may, by a Resolution passed at least two-thirds (2/3) of the votes cast a General meeting of which notice specifying the intention to pass such resolution has been given, remove any Director from office before the expiration of the term of office and may, by a majority of votes cast at that meeting, elect any eligible person to serve the remainder of the term.

4.6 Remuneration

Directors shall serve without remuneration and no Director shall indirectly or directly receive any remuneration, salary or profit from the position of Director or for any service rendered to the Association, Regional Councils, affiliated Local Associations, the Provincial Association, or the National Association as Director provided that Directors may be reimbursed for reasonable expenses incurred in the performance of their duties.

4.7 Conflict of Interest

Every Director who in any way directly or indirectly or who has a spouse who in any way directly or indirectly has an interest in a proposed or existing contract or transaction of the Association shall make a full and fair declaration of the nature and extent of the interest at a meeting of the Board of Directors. In the case of a proposed contract or transaction, the declaration of interest shall be made at the meeting of the Board of Directors at which the question of entering into the contract or transaction is first taken into consideration, or, if the Director or the Director's spouse is not at the date of that meeting interested in the proposed contract or transaction, at the next meeting of the Board of Directors held after the Director or the Director's spouse becomes so interested. In the case of an existing contract or transaction, the declaration shall be made at the first meeting of the Board of Directors after the Director assumes office the interest comes into being. After making such a declaration no Director shall vote on such a contract or transaction nor shall he/she be counted in the quorum in respect of such contract or transaction. If a Director has made a declaration of an interest in a contract or transaction in compliance with this clause, the Director is not accountable to the Association for any profit realized from the contract or transaction. If a Director fails to make a declaration of interest in a contract or transaction in compliance with this clause, the Director shall account to and reimburse the Association for all profits realized, directly or indirectly, from such contract.

4.8 Indemnity

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Every Director, and the heirs, executors and administrators, and estate and effects, respectively, of every Director, may, with the consent of the Association, given at any General Membership Meeting, from time to time and at all times, be indemnified and saved harmless out of the funds of the corporation, from and against.

(i) all costs, charges and expenses whatsoever that are sustained or incurred by the Director, in or about any action, suit or proceeding that is brought, commenced or prosecuted against the Director for or in respect of any act, deed, matter or thing whatsoever, made done or permitted by the Director in or about the execution of the duties of his or her office; and

(ii) all other costs, charges and expenses that are sustained or incurred by the director in or about or in relation to the affairs thereof, except such costs, charges or dept of the Director.

4.9 Cessation of Office

Every Director shall cease to hold the office as Director of the Association upon the occurrence of the following events:

(i) Upon serving written notice on the Association of his desire to cease to be a Director by delivery to the secretary;

(ii) Ceasing to qualify as a General Member in accordance with Article 3.2.1.

(iii) Becoming incapacitated to fulfilling the duties of a Director due to death, illness or mental incapacity.

(iv) Becoming or remaining an undischarged bankrupt.

(v) Failure to attend 3 consecutive meetings of the Board of Directors.

(Amended June 28 2001)

4.10 Existing Board Members Exception

Board Members at the date of the adoption of this Bylaw may continue to serve as Board Members notwithstanding Article 4.9 but shall not be eligible to seek reelection as long as they would be ineligible to continue to serve by virtue of the provisions of Article 4.9.

5. OFFICERS

5.1 Composition

The officers of the Association shall be a President, immediate Past President, one or additional Vice Presidents, a Treasurer and a Secretary.

5.1.1 Vacancies

(i) If the vacancy occurs in the office of President or if for any reason the President is no longer able to act in that capacity as designated Vice-President is authorized to act and to assume all responsibilities of the office of President;

(ii) A meeting of the Board shall be held within four weeks for the purpose of electing a President;

(iii) Vacancies in other offices shall be filled by the Directors for the balance of the unexpired terms from amongst those eligible to serve.

5.2 Eligibility

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The elected Officers of the Association shall, with the exception of the Secretary where the office is held by the Executive Director, be members of the Board of Directors.

5.3 Responsibilities

5.3.1 President

The President shall:

- (i) represent the Association in the community;
- (ii) preside at all General Meetings of the Membership and act as Chairperson of the Board of Directors and the Executive Committee;
- (iii) exercise general supervision over all Association activities in accordance with policies determined by the Board of Directors;
- (iv) be a member ex officio of all committees.

5.3.2 Vice-President

Vice-President (s) shall:

- (i) assume the duties of the presidency in the absence for any reason, of the President:
- (ii) carry out such duties as are assigned by the Board of Directors or the President:

5.3.3 Treasurer

The Treasurer shall:

- (i) exercise general supervision over the financial administration of the Association:
- (ii) ensure that full and accurate accounts of all receipts and disbursements are maintained:
- (iii) ensure that all monies or other valuable effects in the name of and to the credit of the Association are deposited in such banks as may be directed by the Board of Directors"
- (iv) submit the books of account for audit at the close of the fiscal year and present the audited financial statements to the membership at the Annual General Meeting of members:

5.3.4 Secretary

The office of Secretary shall be filled by appointment of the Executive Director and as Executive Officer of the Association shall:

- (i) act as Secretary to the Board of Directors and to the Executive Committee and as Executive Officer of the Association:
- (ii) ensure that Association business is conducted in accordance with the Letters Patent and Bylaws and further policies and procedures established by the Board of Directors;
- (iii) ensure the maintenance of accurate records of all General, Board and Executive meetings and control of all correspondence and shall receive all reports of Committee Chairpersons and present reports, statements, budgets or surveys required by Directors, Committees or outside agencies and be in the custodian of the Association's corporate seal and all its documents;

5.3.5 Executive Director

The Executive director shall:

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- (i) be a member ex officio of all committees of the Board with the privilege of designating a substitute;
- (ii) be responsible for the hiring and direction of staff and for the maintenance and development of Association programs and services and for the day-to-day management of the Association in accordance with the policies established by the Board of Directors;
- (iii) recommend policies for the consideration of the Board;
- (iv) be responsible for the performance and conduct of all staff in accordance with the policy of the Board of Directors and be responsible for final dismissal of staff where just cause has been established.

5.4 Removal for Cause

The Board of Directors may, by a vote of three-fourths of all Directors at a meeting of which notice specifying the intention to hold such a vote has been given, remove any Officer for cause before the expiration of his or her term of Office.

6. EXECUTIVE COMMITTEE

6.1 Composition

The Executive Committee shall consist of those Officers of the Association who are Directors and may include additional members elected from the Board and the immediate Past President when applicable. If the immediate Past President is not available an additional member shall be elected from the Board. Additional Directors may be co-opted for specific purposes and shall at that time have all rights and privileges of the Committees.

6.1.1 Vacancies

Vacancies on the Executive Committee shall be filled immediately by the Board of Directors for the remainder of unexpired terms provided that all requirements of these Bylaws are met.

6.2 Eligibility

With the exception of the Secretary when that office is held by the Executive Director, all members of the Executive Committee shall be members of the Board of Directors.

6.3 Responsibilities

The Executive Committee shall:

- (i) be responsible for the management of the affairs of the Association in the periods between meetings of the Board of Directors;
- (ii) act for the Board in the interim on matters requiring immediate attention except matters which are counter to approved Board policies or decisions;
- (iii) consider all emergency requests for funds and may in such circumstances, authorize on behalf of the Board, expenditures not provided for in the adopted budget;
- (iv) be responsible for the appointment of the senior staff position;
- (v) be the planning committee of the Board and shall be responsible for the corporate financial planning, coordinating the work of the Board and recommending its priorities and new direction;

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All actions and decisions so taken by the Executive Committee shall be subject to review by the Board at its next regular meeting but no act done or right acquired by such action shall be prejudicially affected by any amendment or rejection of the action.

6.4 Meetings

6.4.1 Regular Meetings

Regular Meetings of the Committee shall be as required at the call of the President or on written request to the Secretary by any (2) members of the Committee.

6.4.2 Special Meetings

Special Meetings may be called as for regular meetings provided that the business conducted at a special meeting be limited to only that business specified in the notice calling the meeting.

6.4.3 Notice

Notice of all meetings shall be communicated to all members of the Committee at least three (3) days prior to the meeting except that such notice may be waived by vote of all members of the Committee.

6.4.4 Quorum

A quorum for the transaction of any business by the Executive Committee shall be three (3) members of the Executive Committee.

7. STANDING COMMITTEES

The Board of Directors shall establish Standing Committees as deemed necessary for making recommendations regarding matters under the Terms of Reference and such other responsibilities as assigned by the Board. All standing committees shall be responsible to the Board of Directors.

7.1 Composition

Each standing committee shall consist of:

- (i) a Chairperson;
- (ii) one or more additional Directors;
- (iii) the Program Director of the particular program for which the Committee is responsible;
- (iv) the Adult Services Director for committees advising adult programs;
- (v) the President and Executive Director each of whom shall serve ex officio;
- (vi) one or more members-at-large.

7.1.1 Vacancies

Vacancies in the position of Chairperson shall be filled by the board of Directors. Other vacancies with the exception of staff positions shall be filled at the discretion of the Board.

7.2 Eligibility

The Chairman shall be a Director of the Association. Members-at-Large need not be members of the Association.

7.3 Meetings

Regular meetings shall be held as required by the responsibilities assigned to the Committees by the Board.

8. NOMINATING COMMITTEE

8.1 Composition

The Board shall appoint a Nominating Committee consisting of the President and not less than two (2) additional Board Members who shall be appointed by and from the Board at its first meeting following the Annual Meeting.

8.2 Eligibility

The Chairperson shall be a Director and all members of the Committee shall be members of the Association.

8.3 Responsibilities

The Nomination Committee shall:

- (i) solicit from the membership potential nominees for election to the Board of Directors;
- (ii) circulate to the membership at least 14 days prior to the Annual General Meeting its recommendations of nominees for election to the Board of Directors;
- (iii) present to the membership at the Annual Meeting its recommendation of nominees for election to the Board of Directors;
- (iv) circulate to the membership and present to the Board at or before the Annual Meeting the names of those who have consented to stand for election by the Board as; Officers of the Association;
Members of the Executive Committee.
- (v) present to the Board of Directors at or within 7 days of the Annual Meeting a list of nominees who have consented to stand for election as Chairpersons of Standing Committees.
- (vi) recruit membership to the Association.

8.4 Meetings

The Nomination Committee shall meet at the call of the Chair and at least twice during each year.

9. Self-Advocacy Committee

9.1 The Board shall appoint a Self-advocacy committee of three members who shall be appointed by the board at its first meeting following the Annual Meeting.

9.2 Eligibility

The three members shall be persons with special needs served by the Association.

9.3 Responsibility

Members of the Self-advocacy Committee shall receive notice of all Board meetings and have the right to attend Board meetings and to input in the deliberations of the Board but shall not have the other rights of Board members unless they are duly elected as Board Members or appointed to fill a vacancy as Board members.

10. SPECIAL COMMITTEES

Special Committees may be constituted by the Board of Directors to carry out designated tasks not covered under Standing Committees and such committees will be disbanded once their designated task is completed. Membership and terms of reference shall be as designated by the Board of Directors.

11. NOMINATION AND ELECTION PROCEDURES

11.1 Board of Directors

The Chairman of the Nomination Committee shall place before the membership at each Annual General Meeting the names of those members it is nominating to fill the vacancies on the Board and shall then call for nominations from the floor and may receive in nomination the name of any General members in good standing for the period of at least sixty (60) days prior to the meeting whose consent to act has been given except that names of members who do not have voting rights in the Association under Article 3.3.2 of these Bylaws may not be received in nomination. Upon nominations being closed, election shall be by ballot and the Chairpersons of the Annual General Meeting of members shall declare the members receiving the highest number of votes to be duly elected to the Board of Directors. In the case of a tie for the last positions for the Board of Directors a second ballot shall decide.

11.2 Officers

At the first meeting of the Board following the Annual Meeting of the Board shall elect from amongst its members a President and shall elect or appoint a Vice-President(s) a Treasurer and a Secretary.

11.3 Executive Committee Members-at-Large and Committee Chairmen

Nomination and election shall be as for the Officers of the Association.

12. TERMS OF OFFICE

12.1 Board of Directors

Board Members shall be elected for a three-year term. One third of the Board shall retire annually. Returning Board Members who otherwise meet eligibility shall be eligible for reelection. The Board existing at the coming in effect of this amended Bylaw shall designate the term of existing members.

12.2 Elected Officers, Chairmen and Executive Committee Members-at-Large

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Elected officers, Executive Committee members and Committee Chairpersons shall serve one (1) year terms and shall be eligible for reelection for additional terms.

12.3 Committees

The Executive, Standing and Nomination Committees shall dissolve annually and be reconstituted on the election of Officers and appointments of Chairpersons. Special Committees shall exist only as long as required to complete their designated tasks. Appointed Committee members shall serve one (1) year terms and shall be eligible for reappointment.

13. FISCAL YEAR

The fiscal year of the Association shall be from APRIL 1 to MARCH 31

14. AMENDMENTS TO BYLAWS

The Bylaws of the Association may be amended at the Annual General Meeting of members or at a Special Meeting members called for the purpose of such amendments by a two-thirds (2/3) majority of votes of eligible members present at such meetings provided that such members constitute a quorum. Notice of Motion to amend including details of proposed amendments must be received by the Secretary not later than thirty (30) days prior to the Annual or Special General Meeting. Copies of notice of motion shall be mailed by the Secretary to all members in good standing at least fourteen (14) days before the Annual or Special General Meeting.

Last revised except where otherwise noted May 6 1993

Community Living Ontario Strategic Priorities 2011 – 2016

September 30, 2011

This document contains the strategic priorities that have been adopted by the Community Living Ontario Board of Directors to guide the work of the Association over the next five (5) years and an outline of the planned areas of action related to each priority. In carrying out this work, we will continue to be guided by our long-standing goal

“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”

We are further guided by our Vision, the Call to Action adopted by our members in 2009 and directions given over the years by our members through resolutions adopted at the Annual General Meeting.

The Board of Community Living Ontario has adopted the following statement:

Consistent with its Goal and Vision, Community Living Ontario is committed to ensuring that every person who has an intellectual

disability has the support and resources needed to enjoy a life of their choosing within community. We recognize and value the important role that families play in realizing this goal. Through our local Associations and along with other allies and supporters, we stand in solidarity with individuals and families and are committed to providing the support they need to achieve their goals. To this end, Community Living Ontario:

- Develops positions on progressive social policy and advocates for social change that addresses issues of poverty, powerlessness and exclusion;
- Stands with and supports our local Associations, families and people who have an intellectual disability in achieving our Goal;
- Provides ways for members of local Associations, their employees, and other allies and supporters to engage and work together in order to enhance our collective voice and share our collective knowledge and best practices.

The Board has identified three strategic priorities that are described below. Some of the actions identified under these priorities are currently under way such as work on an income support strategy, respecting people's homes, enhancing supports and services. Within sixty (60) days, the Board will develop and circulate to members a work plan providing details about how it intends to carry out each of the actions identified under these strategic priorities. The work plan will detail timing, expected outcomes and accountability measures for each activity.

STRATEGIC PRIORITIES

Lead a comprehensive advocacy initiative for reducing poverty, powerlessness and exclusion in the lives of people who have an intellectual disability, by pursuing:

- An equitable income security strategy;
- Increased resources and supports that facilitate improved healthy living and inclusion, with an immediate focus on addressing the needs of aging families and others who are in crisis or facing crisis;
- Enhanced employment training and real work opportunities;

Increases to inclusive education and training resources to support personal choice, control, well-being and inclusion ;

- Mechanisms that respect people's homes and stop the picketing of homes during strikes;
- Policy, programs and other mechanisms that secure freedom from harm and abuse;

- A legislative framework for supported decision-making that will ensure people with disabilities have the support they need to enjoy legal capacity on an equal basis with others in all aspects of life;
- Strategies to ensure that information related to the value and potential of people who have an intellectual disability, and the importance of their inclusion as equal citizens, are in the public eye.

Strengthen the Community Living Ontario Federation, by:

- Implementing a financial stability and sustainability plan;
- Undertaking a comprehensive review of the definition, role and engagement of members and the membership;
- Completing an in-depth review of the Association's governance model and processes;
- Continuing to provide training that deepens the understanding of the Association's values, Goal and Vision and informing members of related training that is being offered by others;
- Implementing a comprehensive, relevant and accessible communications strategy with members that promotes participation and accountability;

Increase the voice of people who have an intellectual disability by:

- Structuring Community Living Ontario in a way that will ensure that self-advocates are provided with the necessary support and authority to engage in decision making within the federation;
- Providing resources and support to self-advocates to assist in building and exercising advocacy skills and sharing these resources with local associations in order to increase self-advocacy across the province;
- Seek clarity and agreement about the kind of support families need to be engaged in the work of the provincial and local associations and adjust the communication and community development initiatives within the provincial association accordingly. Following is a brief description of each of the actions under our three Strategic Priorities.

-

Advocacy Initiatives to Reduce Poverty, Powerlessness and Exclusion

Many people who have an intellectual disability are not able to participate effectively in community because they are too poor to take part in community activities, are not allowed or able to conduct their lives as they wish and face many barriers that keep them excluded from society. The first strategic priority focuses on actions that will work to reduce the poverty, powerlessness and exclusion that many face. Our efforts we will use the recently introduced UN Convention on the Rights of Persons with Disabilities as a lever for change.

Income security

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We will advocate for policy reform and funding to ensure an adequate disability income support system in Ontario. The strategy will also focus on enhancing other taxation and investment mechanisms that can increase the income security of people with disabilities.

Supports

We will work to ensure that people have the things they need to live ‘in community’ including a home of their own, adequate transportation, appropriate medical/dental supports, child care supports and so on. We will demand that government address the appalling levels of unmet need in the province and that it respond immediately to those individuals and families who are in crisis or facing crisis. Such advocacy will include a focus on the growing desperation of many aging families and ensure that they have timely and appropriate responses to their needs. The strategy will also work to ensure that local associations receive adequate and stable funding provided through an appropriate policy framework so that they can effectively provide supports and services to people. We will work to ensure that emerging elements of the Social Inclusion Act such as Developmental Services Ontario access centres and individualized funding are introduced in ways consistent with our values, Goal and Vision. Consistent with the “Call to Action” adopted by members in 2009, we will work to ensure that no new institutional services are created and that institutional practices that may exist today are eliminated.

Access to Employment

We will advocate for the reform of employment services in Ontario with the aim of ensuring that people have access to effective and appropriately funded employment supports. The strategy will also work to encourage employers throughout the province to hire people with disabilities.

Access to Inclusive Education

We will work to ensure that people have access to an education within regular classes in their neighbourhood school, access to post secondary and continuing education and support with transition through their school experience. We will advocate for reform of education policy and practices and cooperate with advocates throughout the province in ensuring these policies and practices are implemented effectively in all schools.

Stopping Picketing at People’s Homes

We will work to ensure reform and implementation of government policy, labour practices, human rights protections or other mechanisms that will respect people’s homes and permanently end picketing at homes during labour disputes in the developmental services sector.

Freedom from Harm and Abuse

We will continue efforts to have effective policy and practice introduced that ensure that people with disabilities are at no greater risk of harm and abuse than any other citizen. Consistent with the Call to Action adopted by members in 2009, we will continue our work to eliminate harmful practices in the supports people receive and will stand with people seeking restitution for harm that has been done to them.

Supported Decision Making

We will build on the work that Community Living has done at the international level to have the recognition of legal capacity embedded in the UN Convention on the Rights of Persons with Disabilities. We will continue our advocacy for implementation of supported decision making legislation in Ontario.

Public Awareness

We will work to ensure that there is, within Ontario society, an understanding of the contribution that people who have an intellectual disability can make to the community, and we will work to reduce the incidence of derogatory and labelling terms and perspectives, such as the use of the “R” word. Our efforts will highlight and draw on for examples our community engagement initiatives such as Rotary at Work and the Community Inclusion Project.

Strengthening the Community Living Ontario Federation

Despite challenges in recent years, Community Living Ontario has continued to respond to and be effective in social policy development, advocacy and other areas. For Community Living Ontario to be able to both sustain and increase its effectiveness and deliverables on behalf of people who have an intellectual disability, their families and local associations, it needs to address a number of key organizational challenges.

Financial Stability

We will continue to build on concrete steps that have been taken to control our financial tracking and accountability processes and to stabilize expenditures and income from key sources of revenue, especially Recycling Matters. We will work in conjunction with local associations to develop new revenue sources and implement a financial stability and sustainability strategy designed to ensure the ongoing financial strength and capacity of the organization.

Membership

We will undertake a comprehensive review and the possible reconfiguration of the membership model for the Association. We will seek to clarify any confusion that may exist with respect to who is a member and ensure that our approach to membership will contribute to a vibrant association. And we will work to ensure that youth and others who share our vision and values are welcomed and engaged as members.

Governance Model

We will reassess the governance model for Community Living Ontario. We will work to ensure that our governance mechanisms allow for effective representation and engagement of members and take full advantage of emerging communication technologies.

Training on our Values and Vision

In partnership with our local associations, we will continue to develop content and tools that will broaden the understanding of our values and vision throughout our federation. We will work to ensure that the fundamental values and perspectives of the Community Living Movement are maintained and strengthened over time. We will work in

partnership with local associations to sustain and enhance our cohesion, focus, and passion for our shared Goal and Vision;

Communications

We will undertake a broad-based and in-depth analysis and redevelopment of our communications strategies and introduce an approach that is comprehensive, relevant and accessible and that promotes participation and accountability with members. We will work to effectively integrate emerging social media tools into our communications strategies and to ensure that we are effectively communicating with all of our various stakeholders in a manner that is accessible to them.

Increasing the voice of people who have an intellectual disability

Understanding the important role that people who have an intellectual disability can play in advocating for social change, Community Living Ontario is committed to ensuring that people who have an intellectual disability speak for themselves. This strategic priority will focus on actions that reform Community Living Ontario in ways that ensure that self-advocates have a presence and authority in all aspects of the Association's work and play an effective role in decision making. Strategies will also work to ensure that people who have an intellectual disability have an effective voice in all areas of community life. Recognizing the important role that family's play in supporting the voice of people who have an intellectual disability, this priority includes strategies for building the voice of family members.

Self-Advocacy within Community Living Ontario

We will work to restructure Community Living Ontario's governance and advocacy processes to ensure that people who have an intellectual disability are provided support and authority to participate in all activities that the Association undertakes and to play an effective role in decision making;

Self-Advocacy in the Community

We will work to increase support and training for self-advocacy to ensure that people have the tools, strategies and experience they need to be effective advocates for themselves and others in all areas of society. Strategies and tools that we develop will be shared with local associations and others in order to ensure effective self-advocacy in all parts of the province. In addition to internal self-advocacy efforts, we will continue to partner with People First;

Family Capacity Building

Working with local associations, we will seek advice from families regarding what is needed to better support families and to engage them in our Associations at the provincial and local levels and will adjust our current communications and community development initiatives accordingly.

Glossary

Note: new words will be added as requested. If you hear a term you are unfamiliar with, chances are others are too. Please leave a message with Nicole at 467-5229 as to what word you would like to have added to our glossary.

ABI Acquired Brain Injury

An injury or damage sustained to the brain postpartum. Further information:
<http://www.obia.on.ca/>; <http://www.bisno.org/>

Applied Behavioural Analysis (also called Intensive Behavioural Intervention and Applied Behaviours Intervention)

A new word used for behaviour management. The procedures often referred to as operant conditioning and associated with the Psychologist B.F. Skinner tie something that is reinforcing with observed behaviour with many repetitions and thereby condition an individual to respond in a certain fashion to identified cues called stimulus.

ACSD Assistance for Children with Severe Disabilities

A MCSS program that provides financial support (extra cost incurred) to families with children with severe disabilities.

Angelman Syndrome Initially described in 1965 by Harry Angelman caused by a small deletion of the long arm of maternal chromosome (80%) or having two copies of the paternal chromosome 15 (uniparental disomy). Individual with such syndrome may be identified by a permanent broad smile.

Augmentative Communication

Communication supported by additional supports such as a formal structure language such as Bliss Symbols, Computerized speech synthesizers

BISNO Brain Injury Service of Northern Ontario

Brain Injury Services of Northern Ontario (BISNO) is a non-profit charitable organization which provides rehabilitation and support services within the community to individuals living with the effects of an Acquired Brain Injury. BISNO affiliates itself with other agencies and professionals in developing and providing a wide range of services in Northern Ontario. Further Information:
<http://www.bisno.org/>

Community Integration program

A MCSS funded program under the supervision of the Children Services Director. It supports children from 4 to 21

CMHSS Community Mental Health Support Services

The Name used by KACL to collectively refer to all Ministry of Health Funded Programs.

Community Support Services

The name once used to refer to combined Residential and Job and Community Placement Program

ERP Exposure and response prevention also known as Exposure and Ritual Prevention

A treatment method available to behavioural therapists for a variety anxiety disorders, especially OCD that consists of exposure or gradually and deliberately coming into contact with feared person, place or thing and response prevention or the intentional preventing performance of anxiety reducing behaviours while remaining in the feared situation for as long as possible so that habituation can occur. See Wikipedia or google "ERP".

Dignity of Risk

The respect that we have for an individual that permits us to give the individual opportunities to succeed with the inherent risk that he or she may also fail.

DM-ID

The respect that we have for an individual that permits us to give the individual opportunities to succeed with the inherent risk that he or she may also fail.

FASD Fetal Alcohol Spectrum Disorder

Fetal Alcohol Spectrum Disorder (FASD) is the term used to describe the range of effects caused by drinking alcohol during pregnancy. These effects may include physical, mental, behavioural and/or learning disabilities with possible lifelong implications. Health Canada estimates that approximately 9 in every 1,000 infants are born with FASD. Further Information: Google FASD;
http://en.wikipedia.org/wiki/Fetal_alcohol_syndrome

Group home: A term used by MCSS to describe a residential program consisting of 3 or more persons supported around the clock. The term group living has also been used to describe any funding for an individual looked after by staff 24 hours a day even when he is living alone.

Independent Planner

In the context of paid government funded services, an independent planner is an employee of another government funded agency that provides services of a planning nature. The planning is no more independent of government than the first agency but independent of the agency that provides the support services. In Ontario, the provision of the option of an independent planner is a goal of the Government but it is not mandatory

IDP Infant Development Program

A MCSS funded program under the overall supervision of the Children Services Director. This Program supports children ages 0 to 3 and families.

IPRC (Identification, Placement and Review Committee)

A School committee that determines where an identified child will be placed in the school system.

JCP

Job and Community Placement Program MCSS funded vocational, community access and adult education program for adult persons with special needs.

LOS (Levels of services)

An earlier MCSS pilot Project that would have every person receiving supports with a labelled category based on needs and deficiencies.

MCSS

Abbreviation for Ministry of Community and Social Services, the Provincial government ministry responsible for funding programs for persons with disabilities.

MSWP (Making Services Work for People)

Current government paper for services for developmental handicaps

Mission Statement

(From Wikipedia, the free encyclopaedia: Mission - Defines where the organization is going now, basically describing the purpose, why this organization exists.)

A broadly defined but enduring statement of purpose that distinguishes an organization from others of its type and identifies the scope of its operations in terms of clients and services. It should embody its members' philosophy, reveal the image it wishes the association to seek reflects the association's self-concept and indicates its primary client's needs that the association will attempt to satisfy. The KACL Mission Statement reads as follows:

The goal of KACL is to ensure that all people with special needs have the opportunity to live a meaningful and satisfying lifestyle and to interact as equals in their community by providing continuing opportunities for personal growth through education, training, support, advocacy and an informed public.

OCD Obsessive Compulsive Disorder

An anxiety disorder or condition involving unnecessary or exaggerated fear of a situation, thing, person/people, or physical sensation. Further information; see Wikipedia or google "OCD"

ODSP Ontario Disability Support Program

MCSS program with two elements (1) basic financial support for persons receiving less than a minimum income a year (2) a job training and support program

Paradigm

An individual's, frame of reference or "way of seeing things".

PTSD

See Post Traumatic Stress Disorder

Prader-Willi syndrome.

A genetic cause of mental retardation resulting from aberrations of chromosome 15. 50% have a paternal deletion of chromosome 15 with the other 50% have two copies of the maternal chromosome 15 (uniparental disomy)

RTC Resource Training Centre

Second of two KACL Offices which houses the residential and JCP and Community Mental Health Support Services Program

Risk Management

Risk management is a process designed to identify potential events that may affect an organization, manage risks within its risk appetite, and to provide reasonable assurance regarding the achievement of the organization's objectives.

Sacred cow

1. A plodding, bovine mammal which possesses numerous stomachs and dubious intelligence regarded in some countries as holy in origin and therefore immune from ordinary treatment.
2. An outmoded belief, assumption, practice, policy, system, or strategy, generally invisible that inhibits change and prevents responsiveness to new opportunities.

Service delivery principle

An accepted or professed rule of action or conduct concerning the delivery of service. A clearly defined and coherent philosophy of service should include its theoretical orientation, its goals, and its model and methods of service delivery. Service delivery principles help staff to know what is expected of them. It provides a focus for the activities of the association. It provides principles of accountability.

Special Services at Home Program

A program of the Ministry of Community and Social Services in which services are provided to a consumer by a self-employed individual. KACL assist families to participate in this program but does not administer.

SSAH

See Special Services at Home above.

TS Tourette's Syndrome

A neurological disorder

Values

Main values protected by the organization reflecting the organization's culture and priorities.

Our main values are found principally in our service delivery principles. Our Association can distinguish itself on many variables from many similar Organizations in the disability field or industry. One is our respect for the autonomy of our consumers/survivors. Another is the tremendous respect that we have for the importance of emotional attachments and transformative power of relationships. If we fail to establish a number of such attachments or relationships we are not "special" to anyone. One could say we are persons with "special" needs. Judith Snow an advocate in the field for many years in fact claims that the only handicap that an individual has is the absence of relationships.

Vision

Defines where the organization wants to be in the future. It reflects the optimistic view of the organization's future. KACL Vision: A meaningful and satisfying life for all.

Wikipedia

An on-line encyclopaedia accessible on the internet at en.wikipedia.org. It has close to 2 million entries and is contributed to by volunteers around the world

Williams's syndrome

A genetic syndrome associated with a distinct behavioural phenotype, caused by an abnormality on chromosome 7. People with Williams's syndrome tend to be loquacious, and unusually musical.

Resources

Block, Peter (1993) *Stewardship, Choosing Service over Self-Interest*, San Francisco: Berrett-Koehler Publishers, Inc

Carver, John (1990) *Boards That Make A Difference*

KACL Board Members Handbook
Last Revised November 3, 2011

Carver, John (2002) *Carver on Board Leadership* San Francisco, Jossey -Bass

Chait, Richard P. William P. Ryan and Barbara E. Taylor (2005) *Governance as Leadership, Reframing the Work of Nonprofit Boards*

Greenleaf, Robert K (1977) *Servant Leadership, A Journey into the Nature of Legitimate Power and Greatness*

Laughlin, Fredric and Robert C. Andringa (2007) *Good Governance for Nonprofits, Developing Principles and Policies for An Effective Board*

Lawrence, Barbara and Outi Flynn (2006) *The Nonprofit Policy Sampler 2nd Edition*, Washington: Board Source

Internet Resources

<http://www.e-laws.gov.on.ca/index.html> E-laws website site contains links to all provincial government Statutes and Regulations.

<http://www.citizenship.gov.on.ca/english/index.shtml> *Ministry of Citizenship and Immigration website* and programs for volunteer organizations in Ontario

<http://www.labour.gov.on.ca/> *Ministry of Labour website* contains information about, Employment Standards, Labour Relations, Occupational Health and Safety

<http://www.payequity.gov.on.ca/> *Pay Equity Commission website* provides information describing the functions of the Pay Equity Office (PEO) and Pay Equity Hearings Tribunal (PEHT).

<https://www.publications.serviceontario.ca/ecom/> *Publications Ontario, Ministry of Consumer and Business Services website* provides links to all the publications available on the Ontario Government website and leads you to where you can get hard copy documents. The publications are categorized by ministry.

<http://www.boardsource.org/> BoardSource

<http://www.ccg.ca/> Canadian Coalition for Good Governance

www.cancorpccounsel.org Canadian Corporate Counsel Association

www.icd.ca Institute of Corporate Directors

<http://iog.ca/> Institute On Governance

www.muttart.org The Muttart Foundation

www.uwfv.bc.ca United Way Board Basics and Leadership Development

www.unitedway.ca *United Way of Canada website*

www.volunteer.ca Volunteer Canada website

<http://www.ontla.on.ca/library/repository/mon/8000/243953.pdf> *Consider This A resource for Boards of Directors of ministry-funded community agencies*