



oasis

2025

Annual Report



www.oasisonline.ca



oasis

TABLE OF CONTENTS

OASIS BOARD OF DIRECTORS	3
INTRODUCING OUR VISION, MISSION & VALUES:	6
HIGHLIGHTS.....	7
Audited Financial Statement 2024-2025	19
ONTARIO AGENCIES SUPPORTING INDIVIDUALS WITH SPECIAL NEEDS	
INDEPENDENT AUDITORS' REPORT	222
STATEMENTS	25
2025 – 2026 PROPOSED	
OASIS BOARD OF DIRECTORS	32



OASIS BOARD OF DIRECTORS

2024-2025

Chair: Claudine Cousins,

Vice Chair:

Treasurer: Michael Duncan,

Secretary: Katherine Loveys,

Directors:

Eugene Versteeg,

Gina St. Amour,

Geoff McMillen,

James Janeiro,

Joel McCartney,

Jeffrey Pilkington,

Jason Young,

Susan VanDeVelde-Coke,

Al Roberts,

Paul McGowan,

Empower Simcoe

Vacant

Community Living Thunder Bay

Parents for Community Living KW Inc.

Karis Disability Services

Ottawa Rotary Home

Volunteer

Canadian Centre for Caregiving Excellence

Cochrane Temiskaming Resource Centre

Community Living Hanover

Regional Support Associates

Kerry's Place Autism Services

Volunteer

Bethesda Services



(left to right) Michael Duncan, Katherine Loveys, Sue VanDeVelde-Coke, Joel McCartney, Jeffrey Pilkington, Claudine Cousins, Al Roberts, Bob Walsh, Jason Young, Eugene Versteeg, and Gina St. Amour

(Absent: James Janeiro, Paul McGowan)



A Joint Message from the Chair of the Board and the CEO

Annual Report 2024–2025

**From Association to Architect: OASIS as Sector
Catalyst in a Complex Ecosystem**



Dear Members,

As we look back on the 2024–2025 fiscal year, one thing is clear: the developmental services sector is not what it was — and neither is OASIS. This past year marked the second in our transition from a volunteer-led network to a professionally managed association, and we are beginning to see the shift take hold.

While the 3% base funding increase offered a measure of relief, the campaigns to achieve this revealed the sobering reality: the resilience of our sector is not enough. Families, individuals, and agencies are carrying unsustainable loads. OASIS has taken this to heart — not just calling for change but helping to shape it.

We're proud to share that this year, OASIS has become more than an association. We've become a connector, a strategist, and an engine for sector-wide learning and action.

In year two of our transition, we focused on two core goals: strengthening our internal operations and better understanding our role within a complex and evolving ecosystem.

- **Governance Maturation:** We formalized Board delegations to standing committees, enabling more strategic oversight. At the same time, sub-committees were transitioned under the CEO's purview, allowing for more agile, responsive engagement with emerging sector issues.
- **Organizational Growth:** New staff, secondments, and consultants supported our work in communications, project management, advocacy, and finance. A fully integrated CRM is now near completion, and Microsoft Viva Goals has helped align our work across strategy, operations, and governance.

We've made a deliberate shift from seeing the sector as a collection of services to understanding it as a complex, adaptive system. One shaped by relationships, policies, funding flows, local strengths — and persistent gaps. This past year we:

- Deepened our understanding through sub-segment mapping and structured documentation of sector issues.
- Invested in member engagement through surveys, leadership forums, and communities of practice.
- Began piloting an approach to strategy grounded in discovery, not declaration — listening first, then shaping where we go.

We've continued to speak plainly and push forward, even as the broader landscape presents contradictions. Recognition of crisis has increased — but many government actions still lean toward privatization and fragmentation. This year, we:

- Advocated with clarity on Bill 188 and the structural regression it represents.
- Called out inconsistent implementations of programs like OAP and Health@Home.
- Reinforced the value of publicly funded, community-based support systems in every conversation — with funders, partners, and the public.

Looking Ahead: Momentum into 2025–2026, we are focused on acceleration. Our strategic priorities are bold but grounded:

1. Viable, Accountable Member Agencies
2. Empowered Communities, Committed Province
3. OASIS as Catalyst for Sector-Wide Improvement

We'll continue to build infrastructure — digital and human — that helps our sector do more than survive. We'll strengthen feedback loops, improve sense-making, and apply complexity-informed tools to support planning and action. And we'll keep working across boundaries to support the professionals, families, and communities who make this sector what it is.

In Closing, we are deeply grateful for your trust, your insight, and your continued commitment. OASIS is no longer just reacting to change — we are part of how change happens.

We're just getting started. But we're no longer starting out.

Warmly,

Dr. Claudine Cousins

Chair, OASIS Board of Directors

Dr. Bob Walsh

Chief Executive Officer, OASIS





INTRODUCING OUR VISION, MISSION & VALUES:

This has been an exciting and transformative year for OASIS. Our membership has grown, our team has evolved and expanded, we have developed our new Strategic Plan to carry us through 2028 and we've made significant upgrades to our technology — all to better serve our members and meet the needs of our sector.

As we reflect on the past year, we recognize the significant challenges faced across the developmental services landscape. Along with every challenge came an opportunity to learn, adapt, and advocate more effectively. This year has underscored the importance of agility, collaboration, and innovation in the face of change.

Looking ahead, OASIS remains focused on driving sector-wide solutions and championing high-quality developmental services across Ontario. Throughout this report, you will see how we have navigated the shifting landscape while staying rooted in our renewed core values, vision, and mission.

Vision:

A thriving, resilient, and unified developmental services (DS) sector where all individuals with IDD have access to equitable, high-quality supports.

Mission:

OASIS strengthens and connects DS agencies through strategic advocacy, capacity-building, and system-wide leadership.

Core Values:



Collaboration



Member-Driven



Impact-Driven



Knowledge Building



Innovation

Throughout 2025, OASIS has remained steadfast in our mission to advocate for and strengthen our member agencies. The growing challenges across the sector have served to strengthen our commitment to respond with focus, enhancing the capabilities of our members and ensuring they continue to provide the highest standard of support. Our work this year has been grounded in responsiveness, collaboration, and a deep commitment to the people and organizations we serve.

We extend our sincere gratitude to our members, partners, and allies whose support has been instrumental to our progress. As we look to the future, OASIS remains committed to advancing our mission, championing the rights of individuals with developmental disabilities, and empowering the organizations that serve them.

Thank you for your continued support of OASIS



oasis



2024/2025 Highlights



Strategic Momentum: Closing One Chapter, Opening the Next

Reflecting on the 2022–2024 Strategic Plan

The 2022–2024 OASIS Strategic Plan was a focused, tactical roadmap designed to modernize the organization’s governance structure, professionalize operations, and stabilize its foundation. The plan prioritized board restructuring, committee renewal, staff augmentation, and the creation of mechanisms for stronger advocacy, member engagement, and learning. It addressed longstanding issues such as the limitations of a volunteer-only structure, fragmented communication, and the need for diversified funding. By the end of the plan’s cycle, OASIS had successfully hired permanent leadership, clarified governance processes, and strengthened its position as a trusted voice for funded agencies across Ontario.

Transitioning to the Future

While tactical in nature, the previous plan delivered essential groundwork that allowed OASIS to evolve into a professionally managed, governance-driven association. It illuminated both our assets and gaps—teaching us not just what’s possible, but what’s necessary. These lessons shaped the development of our new strategic plan, launched in March 2025, which now turns the focus outward: from internal restructuring to broader systems leadership, from stability to innovation, and from representing members to helping them transform. We close the 2024/2025 year not just with a completed plan, but with a renewed vision of how OASIS supports the ecosystem of care for people with intellectual and developmental disabilities.



OASIS Strategic Plan 2025-2028

A Year of Strategic Transition, Sector Empowerment, and Advocacy

2024–2025 was a defining year for OASIS and its members. With the successful close of our 2022–2024 Strategic Plan, we launched a new three-year roadmap that not only reflects our renewed vision and values, but also embraces the challenges and opportunities found in a rapidly evolving sector. We engaged deeply with our members, advanced critical advocacy efforts, strengthened public awareness, and invested in systems to support sector-wide collaboration. The strength and momentum of our community continues to inspire and guide every step we take.

Strategic Plan 2025–2028

Our new Strategic Plan builds on past progress and sets a clear course for systemic influence, sector cohesion, and greater public impact. Developed in collaboration with the Board of Directors and our membership, it reflects the priorities and ambitions of the organizations that we serve.

Strategic Priorities:

- **Strengthening the Sector’s Capacity**
Goal: Ensure member agencies are viable, accountable, and well-supported.
- **Policy & Systemic Advocacy**
Goal: Establish OASIS as the recognized expert for sustainable and equitable DS policies.
- **Unifying the Sector & Enhancing Collaboration**
Goal: Reduce fragmentation and foster a stronger, more cohesive DS sector.
- **Enhancing Public Awareness & Influence**
Goal: Shift public and government perceptions of IDD services and supports.



2024–2025 Operational Objectives (OKRs)

Our work this year was guided by ten strategic objectives, grounded in the completion of the 2022–2024 Plan and the launch of our 2025–2028 Strategy.

1. **Foster unity and collaboration** among DS sector organizations.
2. **Articulate the collective value** of the DS sector to government and funders.
3. **Advocate for access-focused policies** that reflect equity, not just efficiency.
4. **Support organizational capacity-building** across agencies.
5. **Enable meaningful stakeholder engagement**, especially people with lived experience.
6. **Promote continuous learning and improvement** across the sector.
7. **Highlight excellence in sub-segments**, spreading innovation and best practices.
8. **Recognize and celebrate sector contributions**, reinforcing pride and impact.
9. **Build relationships with policymakers and influencers** to amplify the sector's voice.
10. **Advocate for research and innovation investment** to drive long-term systems change.

Strategic Foundations: The Knowledge We Need

Throughout 2024–2025, OASIS curated, facilitated, and convened sector-wide learning across three levels—**agency management**, **governance**, and **system leadership**—with the goal of shifting from reactive to intentional, connected strategy. These efforts weren't about isolated events or outputs—they were about cultivating the **core capacities** that OASIS members consistently tell us they need to navigate today's developmental services environment.

We grouped this work into five interconnected domains of knowledge and capacity:

1. Financial Stewardship & Shared Services (Management & System)

- Explored shared back-office models and financial infrastructure reform at our spring conference.
- OBRC conference addressed capital repair realities, budgeting under fiscal constraint, and governance for related corporations.
- Our benchmarking, NFPay wage tool, and PFR data projects laid the groundwork for sustainable compensation and capital investment conversations across the province.

2. Governance for Impact (Governance & Board-Level)

- Through *Voices United – Board to Board*, we initiated a governance learning circle focused on advocacy, sector complexity, and fiduciary responsibility.
- OASIS's own Board underwent a shift toward policy governance, reinforcing our commitment to a values- and outcome-driven association model.
- We supported member boards with recruitment tools, policy templates, and custom webinars for governance volunteers.

3. Technology, Privacy & Infrastructure (Management & Operations)

- Hosted sessions on IT modernization for small agencies, data governance, AI integration, and CRM adoption.
- Our own internal transformation—from CRM to website redevelopment—mirrored this learning in practice, not just theory.
- We surfaced key barriers in systems modernization and are coordinating learning across early adopters to build replicable models.

4. HR, Workforce & Organizational Culture (Cross-Level)

- Addressed sector-wide staffing challenges through a dedicated workforce strategy session, survey tools, and summit discussions.
- OBRC's focus on pay equity, DEI integration, and HR software adoption provided concrete implementation examples for members.
- Our small agency webinar elevated creative strategies for recruitment, retention, and leadership succession.

5. Systems Thinking, Policy Influence & Sector Unity (System-Level)

- Anchored by Bob Walsh's "Fragmentation to Unity" session, we introduced complexity theory and collaborative problem-solving tools to reframe systemic reform.
- Engaged cross-sector players in housing, health, and caregiving (e.g., SPARC, OnTrac, National Caregiving Strategy) to align DS priorities with provincial shifts.
- Supported local and provincial action through campaigns like #WaitingToBelong and formal responses to Bill 188, while building internal capacity through our Communities of Practice.

Across all of this, our goal has been clear: to **build trust, coherence, and intelligence** within and across the sector. By naming common issues, supporting member-driven inquiry, and elevating shared learning, we've begun to create the conditions needed to shift from fragmented responses to strategic systems change. OASIS proudly welcomed a record-high number of member agencies in 2024–2025. As membership has grown, so too has engagement. From small agencies to large multi-service organizations, the power of collaboration was evident through increased dialogue, shared learning, and mutual support.

2024-2025 Highlights:

What we Built, What we Learned

This year was about building the foundation—strategically, operationally, and relationally—for a more unified and effective sector. Below are a few key highlights that capture how OASIS advanced its mission across the sector.

◆ **Strengthening Capacity (Management Level)**

- **NFPay Compensation Survey**

Delivered real-time, actionable data on wage and benefit trends to support agency planning, collective bargaining, and workforce sustainability.

- **Digital Infrastructure Overhaul**

Implemented HubSpot CRM and began redevelopment of the OASIS website, improving member engagement and operational efficiency.

- **Back Office and Shared Services Exploration**

Conference sessions and Community of Practice discussions surfaced early models for shared administrative functions—laying the groundwork for future collaborations.

◆ **Enabling Governance (Board and Volunteer Level)**

- **Voices United – Board to Board**

A new initiative connecting volunteer board members across agencies to share advocacy strategies, deepen fiduciary understanding, and grow sector-wide leadership capacity.

- **Policy Governance Transition**

OASIS's own board underwent targeted training and realignment, modeling the kind of principled, mission-aligned governance we champion across the sector.

- ◆ **Influencing Systems (Sector and Policy Level)**

- **Bill 188 Advocacy**

Despite disappointing legislative outcomes, OASIS stood firm on the inclusion of children with developmental disabilities and supported families in raising their voices.

- **#WaitingToBelong Relaunch & Virtual Rally**

In collaboration with CLO and others, we spotlighted the crisis in housing, employment, and service access, creating space for families and self-advocates to speak directly to MPPs.

- **SPARC / 23in2023 & Cross-Sector Alliances**

Using data generated by OASIS with the Provincial Network SPARC Survey, we engaged in deeper conversations with organizations outside of DS—particularly in health, education, and housing—to better align for collective impact.

- ◆ **Shared Learning: What We Heard from Members**

- **“We’re duplicating efforts.”**

Our Communities of Practice revealed that many organizations are independently tackling the same problems—especially around standards, workforce, and systems reform. OASIS is responding by convening, clarifying, and connecting.

- **“We need tools, not just talk.”**

From practical webinars on IT modernization to toolkit support for election engagement, we focused on tangible, ready-to-use supports that meet agencies where they are.

→ Looking Ahead

What we started in 2024–2025 wasn’t just a series of initiatives—it was a **shift in posture**. From fragmentation to strategy. From isolation to learning networks. From activity to alignment.



OASIS Committees: Advancing Strategy By Members, For Members

OASIS’s operational committees are more than advisory groups—they are engines of innovation, collaboration, and accountability. In 2024–2025, each committee demonstrated how a “by members, for members” model not only builds internal capacity but also strengthens sector-wide impact. Through data sharing, advocacy, and practice improvement, committees advanced key OKRs and modelled what mission-driven association work can achieve.

Sensory Partners Committee (OSP)

Driving inclusion and data reform for individuals with sensory disabilities

- Advocated for system-wide recognition and data tracking of sensory disabilities.
- Collaborated with MCCSS and DSO to improve planning tools, housing access, and awareness.
- Developed multilingual training and raised the profile of Intervenor Services.


✦ *Member Reflection:* “This committee builds understanding across agencies, DSOs, and systems—we’ve become better by sharing.”


✓ *OKRs Advanced:* Policy reform (1, 3), Data infrastructure (2), Inclusion and access (4, 9)

Business Resource Committee (OBRC)

Enabling sector readiness through operational insight

- Led analysis on Passport program issues and PFR infrastructure gaps.
- Partnered on shared services discussions and contributed to CRM/SharePoint modernization.
- Anchored HR benchmarking with the NFPay survey and supported compensation planning.


 *Sector Benefit:* OBRC shifted the focus from tactical fixes to structural solutions by making complexity visible.


 *OKRs Advanced:* Operational support (1, 2), Funding sustainability (3), Workforce development (5), System coordination (9)

Labour Relations Committee

Equipping members for workforce transformation

- Facilitated Monthly Monday calls to share collective bargaining trends and legal updates.
- Launched legal readiness work to support international hiring and ESA compliance.
- Strengthened collaboration with unions, CLO, and sector partners on HR risks and strategies.

 *Strategic Role:* The Committee was a trusted “early warning system” for legal and bargaining shifts.


 *OKRs Advanced:* Workforce retention (5), System coordination (6, 7), Member readiness (1)


Sector Compensation Committee

Benchmarking for equity and advocacy

- Oversaw the NFPay 2024 survey covering 255 roles; offered granular wage data and equity insights.

- Engaged legal experts for Pay Equity Tribunal preparedness and supported agency briefings.
- Linked compensation data to system-wide funding asks, including the 3% uplift case.


 *Member Impact:* Provided agencies with credible, shared evidence to inform internal and external compensation decisions.


 *OKRs Advanced:* Data-informed advocacy (2, 3), Pay equity (5), Strategic partnerships (6)

Government Relations Committee

Mobilizing voices for sector-wide change

- Coordinated joint submissions with CLO and other partners; tackled zoning, capital funding, and workforce immigration.
- Distributed toolkits to empower local advocacy and held joint webinars to boost sector messaging.
- Integrated data into political engagement—e.g., CPI and FAO graphs in pre-budget asks.

 *Strategic Note:* The Committee positioned OASIS as a trusted and organized voice in provincial planning.


 *OKRs Advanced:* Public awareness (1), Government engagement (2), Coordinated campaigns (4), Data use (7)


Housing Committee

Navigating access and innovation in housing

- Developed and analyzed a sector-wide PFR survey for capital planning.
- Advised on a CMHC Land Trust Solutions Lab and engaged with ICC Housing initiatives.

- Advocated on municipal zoning barriers, linking local issues to provincial housing policy.


 *Notable Contribution:* Turned technical housing issues into sector leadership opportunities, especially at the OASIS conference.


 *OKRs Advanced:* Data readiness (2), Housing innovation (4), System change (5, 9)

Communications Committee

Amplifying member stories and strategic alignment

- Supported the secondment of a Communications Consultant to build foundational infrastructure.
- Developed a Communications Community of Practice and improved listserv/member engagement tools.
- Contributed to key messaging for housing, pre-budget, and national debates.

 *Mission Link:* The Committee's quiet work strengthened every other committee's voice.

 *OKRs Advanced:* Strategic alignment (1), Member engagement (2), Cross-committee visibility (3, 5)

Summary: Committees as Mission in Action

Each committee's work this year showed how strategic coordination, knowledge sharing, and member-led initiatives drive the success of OASIS. These are not passive advisory groups—they are contributors to real change. Whether shaping pay equity tools, building bridges across ministries, or amplifying sector voices, committees helped OASIS move beyond advocacy *for* members, toward strategy *with* members.

Thank you to All Committee Members

OASIS COMMITTEES:

Communications Committee

- Karen Madho (DeafBlind Ontario Services)
- Anna Tavener (CL London)
- Andy Swan (CL Kincardine & District)
- Courtney Murphy (Ongwanada)
- Sharon Magor (Reena)

Government Relations Committee

- James Janeiro (Canadian Centre for Caregiving Excellence)
- Gary Gladstone (Reena)
- Karen Bolger (CL Essex)
- Andy Swan (CL Kincardine & District)
- Petronilla Ndebele (CL Toronto)
- Julia Silani (CL Toronto)

Housing Committee

- Joel McCartney (Cochrane Temiskaming Resource Centre)
- Bryan Keshen (Reena)
- Dave Petkau (Karis Disability Services)
- Deanna Finch-Smith (Salvation Army Lawson Ministries)
- James Janeiro (CCCE)
- Gary Gladstone (Reena)
- David Renfrew (CL Toronto)
- Susan VanDeVelde-Coke (Kerry's Place Autism Services)
- Tina Williams (CL Upper Ottawa Valley)
- Raphael Arens (Daybreak L'Arche)
- Brian Swainson (Sunbeam Community & Developmental Services)

Labour Relations Committee

- Trevor McGregor (CL Stratford & Area)
- Jennifer Rose (CL Huntsville)
- Dani Shaw (Karis Disability Services)

- Andy Swan (CL Kincardine & District)
- Brad Purvis (Ottawa Shared Services)

OASIS Business Resource Committee (OBRC)

- Viji Hariharan (Reena)
- Casey Pruden (CL Toronto)
- Julie Lasorda (CL Essex)
- Tiaan Wasserman (CWSDS)
- Terry Smith (Parents for Community Living)
- Aaron Watson (CL Chatham-Kent)
- Suzanne Willett (CL Huntsville)
- Jessica Lee (CL North Halton)
- Thushara McAlman (Participation House Durham)

Sensory Partners Committee

- Andrea Pringle (DeafBlind Ontario Services)
- Jennifer Robbins (Canadian Helen Keller Centre)
- Krista Haiduk-Collier (CL Muskoka)
- Roger Romses (CL Wallaceburg)
- Terri Korkush (Community Visions & Networking Quinte)
- Roxanna Spruyt (DeafBlind Ontario Services)
- Denton Williams (DSO – South East Region)
- Corey Compeau (DSO – South East Region)
- Sue Wookey (DeafBlind Ontario Services)
- Bonnie Wry (Ottawa-Carleton Lifeskills)
- Phoebe Sutherland (Cochrane Temiskaming Resource Centre)

Sector Compensation Committee

- Remo Tummillio (CL Grimsby Lincoln West Lincoln)
- Trevor McGregor (CL Stratford & Area)
- Andy Swan (CL Kincardine & District)
- Bob Butella (CL Haldimand)
- Dani Shaw (Karis Disability Services)
- Diane Kite (CL Dufferin)



oasis



Audited Financial Statement

2024 – 2025

ONTARIO AGENCIES
SUPPORTING
INDIVIDUALS WITH
SPECIAL NEEDS

FINANCIAL STATEMENTS

For the year ended March 31, 2025



Millards

Chartered Professional Accountants

ONTARIO AGENCIES SUPPORTING INDIVIDUALS WITH SPECIAL NEEDS

For the year ended March 31, 2025

INDEX

	Page
INDEPENDENT AUDITORS' REPORT	1 - 2
FINANCIAL STATEMENTS	
Statement of Financial Position	3
Statement of Changes in Net Assets	4
Statement of Operations	5
Statement of Cash Flows	6
Notes to the Financial Statements	7 - 9

INDEPENDENT AUDITORS' REPORT

To the Directors of
Ontario Agencies Supporting Individuals with Special Needs

Opinion

We have audited the financial statements of Ontario Agencies Supporting Individuals with Special Needs (the 'Entity'), which comprise the statement of financial position as at March 31, 2025, and the statements of changes in net assets, operations and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2025, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of Financial Statements* section of our report. We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements


Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

1

Millard, Rouse & Rosebrugh LLP
Brantford • Hagersville • Simcoe • Port Dover

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.




June 23, 2025
Brantford, Ontario

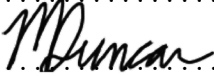
CHARTERED PROFESSIONAL ACCOUNTANTS
Licensed Public Accountants

ONTARIO AGENCIES SUPPORTING INDIVIDUALS WITH SPECIAL NEEDS

STATEMENT OF FINANCIAL POSITION

As at March 31	2025	2024
ASSETS		
Current Assets		
Bank	1,506,087	1,493,333
Accounts receivable	7,581	-
Prepaid expenses	52,670	102,143
	1,566,338	1,595,476
LIABILITIES		
Current Liabilities		
Accounts payable and accrued liabilities	108,567	63,699
Deferred revenue (Note 3)	715,120	851,616
	823,687	915,315
NET ASSETS	742,651	680,161
	1,566,338	1,595,476

 Director

 Director

ONTARIO AGENCIES SUPPORTING INDIVIDUALS WITH SPECIAL NEEDS

STATEMENT OF CHANGES IN NET ASSETS

For the year ended March 31	2025	2024
Balance - Beginning of Year	680,161	452,906
Excess of Revenue over Expenses	62,490	227,255
Balance - End of Year	742,651	680,161

ONTARIO AGENCIES SUPPORTING INDIVIDUALS WITH SPECIAL NEEDS

STATEMENT OF OPERATIONS

For the year ended March 31	2025	2024
Revenue		
Memberships	679,083	652,292
Interest and other income	113,463	95,016
	792,546	747,308
Expenses		
Insurance	4,047	3,941
Office and miscellaneous	79,807	30,076
Professional development	40,073	18,850
Purchased services	243,555	167,605
Salaries and benefits	407,073	283,514
Travel and meetings	36,104	31,541
	810,659	535,527
Operating Loss	(18,113)	211,781
Conference income	403,242	355,403
Conference expenses	322,639	339,929
Net Conference Income	80,603	15,474
Excess of Revenue over Expenses	62,490	227,255

ONTARIO AGENCIES SUPPORTING INDIVIDUALS WITH SPECIAL NEEDS

STATEMENT OF CASH FLOWS

For the year ended March 31	2025	2024
Cash Flows From Operating Activities		
Operating Fund - Excess of revenue over expenses	62,490	227,255
Net change in non-cash working capital balances related to operations:		
Accounts receivable	(7,581)	(211,625)
Prepaid expenses	49,473	(9,694)
Accounts payable and accrued liabilities	44,868	43,497
Deferred revenue	(136,496)	658,777
Net Increase in Bank	12,754	708,210
Opening Bank	1,493,333	785,123
Closing Bank	1,506,087	1,493,333

ONTARIO AGENCIES SUPPORTING INDIVIDUALS WITH SPECIAL NEEDS

NOTES TO THE FINANCIAL STATEMENTS

For the year ended March 31, 2025

1. PURPOSE OF THE ORGANIZATION

The Ontario Agencies Supporting Individuals with Special Needs (OASIS) was incorporated without share capital under the laws of the Province of Ontario and was established as a not-for-profit organization to facilitate the sharing of ideas, resources, systems and information. OASIS will liaise with Government on behalf of member organizations with the goal of improving the development of cost effective quality supports for individuals with developmental disabilities. OASIS is exempt from income taxes under the Income Tax Act, Canada.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations and are in accordance with Canadian generally accepted accounting principles.

(a) Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates.

(b) Capital Assets

Purchased capital assets in excess of \$3,000 and \$10,000 for pooled assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution, if the fair value is determinable. Amortization is provided for on a straight line basis over the assets estimated useful lives.

Capital asset acquisitions less than \$3,000 individually or pooled assets of less than \$10,000 are charged to current operations in the year of acquisition.

(c) Contributed Services

Volunteers contribute services each year to assist the Entity in carrying out its purpose. Contributed services are not recognized in the financial statements because of the difficulty of determining their fair market value.

(d) Revenue Recognition

Contribution revenue is recognized using the deferral method.

Members' fees are set annually by the Board of Directors and are recognized as revenue proportionately over the fiscal year to which they relate.

Conferences are recognized as revenue at the time they are presented.

Interest and other income is recognized on the accrual basis.

ONTARIO AGENCIES SUPPORTING INDIVIDUALS WITH SPECIAL NEEDS

NOTES TO THE FINANCIAL STATEMENTS

For the year ended March 31, 2025

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(e) **Financial Instruments**

The Entity initially measures its financial assets and financial liabilities originated or exchanged in arm's length transactions at fair value. Financial assets and financial liabilities originated or exchanged in related party transactions, except for those that involve parties whose sole relationship with the Entity is in the capacity of management, are initially measured at cost. The cost of a financial instrument in a related party transaction depends on whether the instrument has repayment terms. The Entity subsequently measures all its financial assets and financial liabilities at amortized cost.

The financial assets subsequently measured at amortized cost include cash. The financial liabilities measured at amortized cost include the trade accounts payable and the deferred membership revenue.

3. DEFERRED REVENUE

Deferred revenue is comprised of funds for membership fees and conference revenue that has been received before March 31, 2025 that will be recognized as revenue in the following year.

	2025	2024
Deferred membership fees	357,000	521,000
Deferred conference revenue	358,120	330,616
	715,120	851,616

4. FINANCIAL INSTRUMENTS

The Entity has identified the following financial risks:

Credit Risk

The Entity's exposure to credit risk relates to its accounts receivable. The risk significant credit loss is considered remote.

Liquidity Risk

Liquidity risk is the risk that the Entity will encounter difficulty in meeting obligations associated with financial liabilities. The Entity's ability to meet obligations depends on the receipt of funds from memberships.

ONTARIO AGENCIES SUPPORTING INDIVIDUALS WITH SPECIAL NEEDS

NOTES TO THE FINANCIAL STATEMENTS

For the year ended March 31, 2025

5. COMMITMENTS

The Entity has committed to a professional services contract of \$15,420 plus HST, with costs of \$3,656 plus HST to be completed subsequent to year-end.

The Entity is also responsible for the second deposit related to their 2025 conference which is due April 1, 2025 in the amount of \$48,875.

6. CONTINGENT LIABILITY

As at March 31, 2025, there is a legal claim where the Entity has been named that remains outstanding. No provision has been made for any claims that are expected to be covered by insurance or where the Entity is unable to reasonably estimate the potential outcome of this claim.



2025 – 2026 PROPOSED OASIS BOARD OF DIRECTORS

Al Roberts,	<i>Volunteer</i>
Claudine Cousins,	<i>Empower Simcoe</i>
Eugene Versteeg,	<i>Karis Disability Services</i>
James Janeiro,	<i>Canadian Centre for Caregiving Excellence</i>
Joel McCartney,	<i>Cochrane Temiskaming Resource Centre</i>
Jeffrey Pilkington,	<i>Community Living Hanover</i>
Jason Young,	<i>Regional Support Associates</i>
Katherine Loveys,	<i>Parents for Community Living KW Inc.</i>
Kay Corbier,	<i>Volunteer</i>
Michael Duncan,	<i>Community Living Thunder Bay</i>
Paul McGowan,	<i>Bethesda Services</i>
Susan VanDeVelde-Coke,	<i>Kerry's Place Autism Services</i>
Robert Walsh,	<i>CEO OASIS (ex officio)</i>



Copyright © OASIS 2025

OASIS 2025 Annual Report, June 25, 2025

Ontario Agencies Supporting Individuals with Special Needs

www.oasisonline.ca
