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**2024**

**ANNUAL REPORT**



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

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## **INTRODUCTION:**

Welcome to the OASIS Annual Report 2024. As we reflect on the past twelve months, we acknowledge that this period has been a time of change for our association and a time of struggle for our sector. This year marks our first full year under the leadership of our CEO and a fully staffed team, signalling a new chapter for our organisation. Throughout this report, you will discover how we have navigated these shifts while steadfastly upholding our core values, vision and mission:

**Vision:** Our vision is to foster strong, viable, and accountable agencies equipped with the resources and professional competencies to provide quality supports and services to individuals with developmental disabilities and their families.

**Mission:** Our mission is to lead by sharing ideas, information, and knowledge. We actively engage with government and collaborate with other organisations to address issues that impact our members. OASIS promotes the collective interests of people with developmental disabilities and their families by helping to improve and extend responsive and cost-effective supports and activities to its members.

### **Core Values:**

Integrity and Transparency:

We conduct our work with transparency, openness, and cohesion. Our interactions with government are characterized by non-partisanship.

Leadership and Excellence:

OASIS is dedicated to strategic planning and continuous improvement to meet the evolving needs of our members. We partner and collaborate with other groups to advance our vision and provides information to members and government regarding best practices, emerging issues and current trends informed by ongoing research and analysis.

Diversity & Equality:

OASIS acknowledges all its members as equals, respects the autonomy and philosophical positions of members and understands that agreement may not be possible on all issues. OASIS offers an environment that encourages participation of its diverse membership in all matters of interest or concern.

In conclusion, OASIS has worked throughout 2024 to advocate for and enhance the capabilities of our member agencies, despite growing issues and concerns amongst our member agencies. Our efforts have been guided by a commitment to responsiveness, ensuring that our members receive the highest standard of support. We extend our gratitude to our members, partners, and others whose support has been instrumental over the past year. As we look ahead, we remain dedicated to advancing our mission, advocating for the rights of individuals with special needs, and strengthening the capabilities of our member agencies.

Thank you for your continued support of OASIS.



**25th Annual General Meeting of  
Ontario Agencies Supporting Individuals with Special Needs (OASIS) for  
the 2023-2024 Fiscal Year**

**Date:** Thursday, June 27th, 2024

**Time:** 2:15 – 3:00 PM

**Location:** In-person (Native Canadian Centre) and Virtual (Zoom)

## **Agenda**

1. **Welcome and Introductions**
2. **Call to Order**
3. **Confirmation of Quorum**
4. **Motion to Approve the Minutes of the 24<sup>th</sup> Annual General Meeting held June 29<sup>th</sup>, 2023**
5. **Presentation of the Annual Report**
  - a. ***Presentation of the Chair's Report***
  - b. ***Presentation of Management's Report***
  - c. ***Highlights from Committee Reports***
  - d. ***Presentation of the 2023/2024 Financial Report***
  - e. ***Presentation of the 2023-2024 Audited Financial Statements***
6. **Motion to Approve the Appointment of Auditors for 2024-2025**
7. **Motion to Approve Changes to the Bylaws**
8. **Motion to Approve Articles of Amendment**
9. **Motion to Elect the Slate of Directors for the Corporation**
10. **Thank You to Outgoing Board Members**
11. **Closing Remarks**
12. **Motion to Adjourn**



## OASIS BOARD OF DIRECTORS

2023-2024

**Chair:** Brad Saunders, *Community Living Toronto*

**Vice-Chair:** Claudine Cousins, *Empower Simcoe*

**Past-Chair:** Geoff McMullen, *Ongwanada*

**Treasurer:** Ginette Denford, *Ongwanada/Michael Duncan, Community Living Thunder Bay*

**Secretary:** Katherine Loveys, *Parents for Community Living KW Inc.*

### Directors:

Norma Lamont, *Ottawa-Carleton Association for Persons with Developmental Disabilities (OCAPDD)*

Gina St. Amour, *The Ottawa Rotary Home*

Eugene Versteeg, *KARIS Disability Services*

Jason Young, *Regional Support Associates/Woodstock Hospital*

Joel McCartney, *Cochrane Temiskaming Resource Centre*

Jeffrey Pilkington, *Community Living Hanover and Community Living Meaford*

James Janeiro, *Canadian Centre for Caregiving Excellence*

Sarah McGowan, *Nipissing University*

Members of the OASIS Board of Directors and OASIS Staff at their 4<sup>th</sup> October 2023 Meeting at Karis Disability Services in Waterloo, Ontario. Pictured L. to R. are *Jonathan Bradshaw, Katherine Loveys, Eugene Versteeg, Gina St. Amour, Sarah McGowan, Norma Lamont, Joel McCartney, Jeffrey Pilkington, James Janeiro, Brad Saunders, Robert Walsh and Jason Young.*





# CHAIR'S REPORT

## *A Year of Transition, Advocacy, and Collaboration*

OASIS had a very productive year, with one of the most significant achievements being the hiring of Dr. Robert Walsh as our first CEO. Bob brought his extensive experience and expertise to lead OASIS in its transformation from an operational, volunteer-led board to a professional association that will support our members, advocate for key issues, and advance the sector. Bob built a strong team of staff including Jonathan Bradshaw, John Crawford and Melanie Vaartjes who have been working hard to deliver on our strategic priorities and provide value to our members. I want to thank Bob and his team for their dedication and leadership.

The past year has also been a very challenging one for many of our members, as we struggled with underfunding, high inflation, recruitment and retention issues, among others. We came together to advocate for solutions to address these challenges. The #5TOSURVIVE campaign was led by Community Living Ontario and supported by OASIS and many organisations across the province. The campaign called for a 5% increase in funding for developmental services to ensure the sustainability and quality of the sector. The campaign resulted in an expected funding increase, which we are awaiting final details on. We again learned the importance of speaking with one voice, with a focused advocacy message, and with a strong coalition of partners.

Finally, I want to acknowledge the collaboration and engagement of our members and board of directors. Our members have been active and supportive of OASIS and its initiatives, and have shared their insights, feedback, and best practices with us and with each other. Our board of directors has been dedicated, engaged, and generous with their time and expertise to make the organisation stronger. I am proud to have worked with such a talented and dedicated group of people who share a common vision and passion for developmental services. I want to thank each and every one of you for your contribution and commitment to OASIS and its mission.

As I conclude my term as Chair, after almost nine years on the board, I want to express my gratitude and appreciation to all of you. It has been an honour and a privilege to serve OASIS and its members, and to witness the growth and impact of the organisation over the years. I am confident that OASIS will continue to thrive and succeed no matter what the future holds.

Respectfully,

Brad Saunders  
Chair, OASIS



# CEO'S REPORT

## **Building a Foundation for Growth:**

### **A Year of Strategic Advancements**

In my inaugural year as CEO of OASIS, I have been inspired by the dedication and passion of our member organisations, Board, staff, and volunteers. This past year has been marked by significant achievements, strategic initiatives, and a collective commitment to enhancing the lives of individuals with developmental disabilities.

Upon joining OASIS, I was introduced to an organization with a rich history of advocacy, education, support, and leadership in the developmental services sector. One of our first undertakings was a comprehensive goal-setting exercise with the Board to ensure alignment with our mission and strategic objectives. This exercise highlighted the importance of setting clear, measurable goals to guide our efforts and maximize our impact.

Our 2022/2024 strategic plan shaped our priorities with its key recommendations focused on board restructuring, proactive member engagement, learning and professional development, and building partnerships and collaborations. These initiatives are designed to position OASIS as a leading voice in the sector and to enhance our capacity to support our members effectively.

This year, we have made significant strides in several areas:

- 1. Advocacy and Government Relations:** *We have continued to advocate for a more actionable "Journey to Belonging," addressing not just individual needs but also the community capacities required for true inclusion. Our efforts focus on identifying gaps, proposing improvements, and advocating for a whole-of-government approach. We have built awareness and relationships with other ministries, such as Health and Education, to support this vision. Our 5% Stabilization Funding Campaign in collaboration with Community Living Ontario and other sector leaders was a pivotal effort, highlighting the critical need for sustainable funding in our sector.*



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2. **Proactive Member Engagement:** *We have focused on uniting our members, exploring "one voice" and "shoulder to shoulder" perspectives in looking for cohesion, priorities, and differences. Our engagement and communications plans are designed to foster collaboration and ensure that our members are well-supported, engaged and informed.*
  
3. **Learning and Professional Development:** *Leveraging the skills and expertise of our members, we have facilitated knowledge sharing through regional forums, subsegments of the membership (such as small and rural organizations), specific professional groups (HR, IT, leadership, finance), and our provincial conference. Partnerships with institutions like the Ivey Business School have enriched our professional development offerings.*
  
4. **Operational Enhancements:** *As we set up our operations from scratch, we have focused on establishing key policies, hiring talented individuals, ensuring effective remote office functionality, and building a cohesive and dynamic team. These foundational steps are crucial for our ongoing success and ability to support our mission effectively.*
  
5. **Strategic Planning and Vision 2035:** *We have started the groundwork to launch our strategic planning process with a dual focus: addressing the immediate needs of our sector while also building a long-term vision for a society that truly values individuals with intellectual and developmental disabilities (IDD). Through message testing, problem exploration, root cause analysis, and data gathering, we are working to inform both our long-term and immediate priorities. This balanced approach ensures that we tackle immediate and ongoing challenges, such as funding deficits and programme cuts, while creating a compelling vision that drives systemic change and government support.*

Again, the support and commitment of our member organizations, Board members, staff, and volunteers has been integral to any success we have had this year. I am grateful for the opportunity to lead such a dynamic and impactful organization and look forward to continuing our journey together.

Thank you for your dedication and support as we strive to create a more inclusive and supportive community for all.

Sincerely,

Dr. Robert (Bob) Walsh  
CEO, OASIS





# AUDITED FINANCIAL STATEMENTS



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**ONTARIO AGENCIES SUPPORTING  
INDIVIDUALS WITH SPECIAL NEEDS**

**FINANCIAL STATEMENTS**

**For the year ended March 31, 2024**

# ONTARIO AGENCIES SUPPORTING INDIVIDUALS WITH SPECIAL NEEDS

For the year ended March 31, 2024

## INDEX

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## 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, 2024, 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, 2024, 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

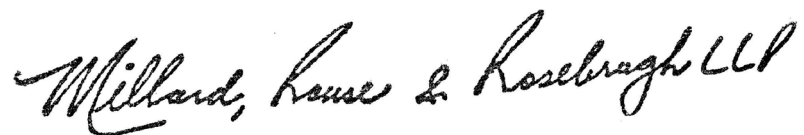
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

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:

- 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 25, 2024  
Brantford, Ontario

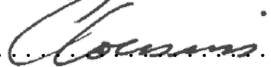
CHARTERED PROFESSIONAL ACCOUNTANTS

# ONTARIO AGENCIES SUPPORTING INDIVIDUALS WITH SPECIAL NEEDS

## STATEMENT OF FINANCIAL POSITION

As at March 31	2024	2023
<b>ASSETS</b>		
<b>Current Assets</b>		
Bank	1,493,333	785,123
Prepaid expenses	102,143	92,449
	1,595,476	877,572
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Accounts payable and accrued liabilities	63,699	20,202
Deferred revenue (Note 3)	851,616	404,464
	915,315	424,666
<b>NET ASSETS</b>	680,161	452,906
	1,595,476	877,572

.....  ..... Director

.....  ..... Director



**ONTARIO AGENCIES SUPPORTING INDIVIDUALS WITH SPECIAL NEEDS  
STATEMENT OF CHANGES IN NET ASSETS**

<b>For the year ended March 31</b>	<b>2024</b>	<b>2023</b>
<b>Balance - Beginning of Year</b>	452,906	377,697
<b>Excess of Revenue over Expenses</b>	227,255	75,209
<b>Balance - End of Year</b>	680,161	452,906

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**ONTARIO AGENCIES SUPPORTING INDIVIDUALS WITH SPECIAL NEEDS**  
**STATEMENT OF OPERATIONS**

<b>For the year ended March 31</b>	<b>2024</b>	<b>2023</b>
<b>Revenue</b>		
Memberships	652,292	366,000
Interest and other income	95,016	37,396
	747,308	403,396
<b>Expenses</b>		
Insurance	3,941	3,753
Office and miscellaneous	30,076	14,883
Professional development	18,850	-
Purchased services	167,605	225,063
Salaries and benefits	283,514	-
Strategic leadership	-	63,251
Travel and meetings	31,541	39,049
	535,527	345,999
<b>Operating Income</b>	211,781	57,397
Conference income	355,403	255,666
Conference expenses	339,929	237,854
<b>Net Conference Income</b>	15,474	17,812
<b>Excess of Revenue over Expenses</b>	227,255	75,209

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**ONTARIO AGENCIES SUPPORTING INDIVIDUALS WITH SPECIAL NEEDS**  
**STATEMENT OF CASH FLOWS**

<b>For the year ended March 31</b>	<b>2024</b>	<b>2023</b>
<b>Cash Flows From Operating Activities</b>		
Operating Fund - Excess of revenue over expenses	227,255	75,209
Net change in non-cash working capital balances related to operations:		
Prepaid expenses	(9,694)	(31,600)
Accounts payable and accrued liabilities	43,497	(6,502)
Deferred revenue	447,152	29,768
<b>Net Increase in Bank</b>	<b>708,210</b>	<b>66,875</b>
<b>Opening Bank</b>	<b>785,123</b>	<b>718,248</b>
<b>Closing Bank</b>	<b>1,493,333</b>	<b>785,123</b>

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# ONTARIO AGENCIES SUPPORTING INDIVIDUALS WITH SPECIAL NEEDS

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended March 31, 2024

### 1. PURPOSE OF THE ORGANIZATION

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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

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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, 2024

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

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#### (a) 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

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Deferred revenue is comprised of funds for membership fees and conference revenue that has been received before March 31, 2024 that will be recognized as revenue in the following year.

	2024	2023
Deferred membership fees	521,000	123,000
Deferred conference revenue	330,616	281,464
	851,616	404,464

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### 4. FINANCIAL INSTRUMENTS

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The Entity has identified the following financial risks:

#### 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.



# COMMITTEE REPORTS



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# GOVERNANCE COMMITTEE

## Purpose of Committee

To oversee and provide direction to the Board in three areas:

- *Governance and operations of the Board*
- *Board appointments and evaluation of the governance structure and processes*
- *Board Strategy*

## Key Accomplishments

- *Developed and implemented Governance Policies and Procedures*
- *Update the OASIS bylaws for compliance with ONCA*
- *Prepared the Articles of Amendment for compliance with ONCA*
- *Completed an evaluation of the CEO*
- *Developed an annual Governance committee workplan*
- *Developed and implemented a Board evaluation tool*
- *Developed and implemented a Board exit interview process*
- *Developed and implemented a Board matrix to identify skills and gaps for Board recruitment and Board succession planning purposes*
- *Ensured that all required corporate filings were completed.*

## Future Directions

- The committee will be developing a training and orientation plan for new and existing Board members to further strengthen Board governance skills.
- The committee will promote the strategic plan of OASIS through strategic and generative discussion at Board meetings.

## Conclusion

- The committee completed a significant amount of work this past year with the goal of transitioning from a Board of operations to governance. This has been reflected in the content of our Board meeting agenda and discussion. The committee looks forward to further strengthening the Boards governance skills through robust orientation and training as well as a focus on ensuring alignment with the Board's strategic initiatives, goals and objectives.

## 2023-2024 Committee Members

<b>Member</b>	<b>Agency</b>	<b>Role</b>
Katherine Loveys	Parents for Community Living	Chair
Sarah McGowan	OASIS Board	Director
Geoff McMullen	Ongwanada	Past Chair/ Director
Gary Dowe	Cochrane Temiskaming Resource Centre (Retired)	Volunteer

Katherine Loveys  
Governance Committee Chair

# MEMBER SERVICES COMMITTEE

As the OASIS Board of Directors focused on the transition from a volunteer-led organization to a professionally managed one with a full-time CEO and staff, the Member Services Committee concentrated on understanding the challenges and opportunities faced by our members. In 2023/2024 OASIS aligned sub-committees to Board standing committees, to ensure that identified priorities could be easily raised and appropriate action planned. MSC delved into the trending issues and topics from its sub-committees to rally operational and governance responses to address these issues and improve member experience.

While gathering member perspectives, the committee was also keen to learn how members prefer to engage with OASIS. They aimed to understand what members appreciate and desire from OASIS to ensure that we could enhance those valued aspects in our ongoing efforts. This approach ensured that OASIS not only responded to members' needs but also fostered a deeper connection by aligning our services with their preferences and expectations.

Several key issues that were raised from the sub-committee's work:

## **1. Journey to Belonging (J2B):**

- *Unclear Status and Many Unanswered Questions*
- *Impact on Small Organizations*
- *Efficiency vs. Community Connection*

## **2. Funding and Compensation**

- *Pay Equity*
- *Wages & Compression issues*
- *Bill 124*
- *5% ask for base budgets*

## **3. Resource Allocation and Operations:**

- *Passport Funding*
- *Supporting individual finances*
- *Coordinated Bargaining in the Sector*

## **4. Data and Strategic Planning:**

- *Knowledge to Action (K2A) Initiative*
- *Surveys and Data Collection*

## **5. Communication and Engagement:**

- *Member Feedback*

## **6. Support for Smaller and Rural Agencies:**

- *Financial and Operational Challenges*
- *Benefits of smaller agencies – community, inclusion, partnerships*

As you will see in the sub-committee reports, there were several key accomplishments reported. There was a nice balance between the committees' refining terms of references and work plans as their role evolved over the year but also in activities that directly engaged and benefited the members. Sub-committees are also recognizing the overlap in topics/needs and are discussing how best to tackle the issues and ensuring we are all working towards the goal(s). The sub-committee work resulted in informational and interactive

engagement sessions that allowed interactive dialogue, Q & A and brainstorming for maximum learning. The 2023 OASIS Conference and 2023 OBRC Conference were a huge success along with the many webinars, presentations, and educational forums where members presented their own learnings.

The OASIS membership list is vast and has such strength in its knowledge and experiences. OASIS recognizes that our journey to fulfil our mission and vision will only be enhanced by engagement and learning with all its members. For the year ahead, the Member Services Committee will look to engage members in active learning and capacity building to improve organizational and community responses for equal opportunity for everyone impacted by IDD.

Gina St. Amour  
Member Services Committee Chair

## 2023-2024 Committee Members

Member	Agency	Role
Gina St. Amour	Ottawa Rotary Home	Chair
Andrea Pringle	Deaf Blind Ontario	
Cathy Turner	Community Living Grimsby-Lincoln	
Jason Young	Regional Support Associates, Woodstock Hospital	
Jeffrey Pilkington	Community Living Hanover	
Trevor McGregor	Community Living Stratford	
Viji Hariharan	REENA	

## UPDATES FROM SUB-COMMITTEES FOLLOWS BELOW

### Sector Compensation Committee

The Sector Compensation Committee met in March and May 2024.

The Committee welcomed Diane Kite, CLD to membership. The Committee Chair has changed hands effective June 12, 2024, from Cathy Turner to Remo Tumnillo, CLGLWL.

- Outstanding objectives:
  - *There has been quite a lot of activity with the Pay Equity Intervenor request submitted in 2023. Hicks Morley has been providing updates and communicating on our behalf. Witness evidence and timelines are at question currently; this work continues.*
  - *The compensation survey raised some questions about how agencies chose to distribute the \$3/hour PCE and is now being explored further.*
- Recommendations:
  - *The Committee discussed merger of this Committee with Labour Relations and recommends continuing this Committee and work separately and collaborate with LR on issues which overlap, for example the outcomes of a coordinated bargaining effort.*
- Assessment of the year to date:

- *Terms of Reference were developed.*
- *Committee membership was reviewed and refreshed.*
- *Pay Equity work has been progressing.*
- *Compensation survey work is ongoing.*
  
- **New initiatives or focus areas:**
  - *Further explore broadening committee membership.*
  - *Fair compensation advocacy work to continue.*
  - *Pay Equity Intervenor submission work to continue.*
  - *Compensation Survey data review, when data collected has been reviewed.*

Dependent on member availability, a next meeting date is being considered to occur at the June 27<sup>th</sup> Summit; otherwise, will be scheduled for September 2024.

Respectfully submitted.

Cathy Turner, Chair of the Sector Compensation Committee

#### **2023-2024 Committee Members**

Member	Agency
Cathy Turner	Community Living Grimsby Lincoln
Bob Butella	Community Living Haldimand
Andy Swan	Community Living Kincardine and District
Janet Noel-Annable	Karis Disability Services
Trevor McGregor	Community Living Stratford and Area
Diane Kite	Community Living Dufferin

#### **OASIS Business Resource Committee (OBRC)**

The OBRC scheduled meetings for the year 2024 were:

- January 23, 2024 – OBRC Passport Letter follow up meeting.
- March 7, 2024 – Regular Bi-Monthly meeting.
- May 2, 2024 --Regular Bi-Monthly meeting
- June 18, 2024 – OBRC Conference Planning
- September 2024 TBD – Regular Bi-Monthly meeting.
- November 2024 TBD - OBRC Fall conference.

#### **2023-2024 Committee Members**

Member	Agency
Viji Hariharan	REENA
John Jiang	Simcoe Community Services
Casey Pruden	Community Living Toronto
Julie LaSorda	Community Living Essex County
Thushara McAlman	Participation House Durham
Terry Smith	Parents for Community Living
Aaron Watson	Community Living- Chatham- Kent

Steve Sicurella	Hopewell Children's Home
Jessica Lee	Community Living- North Halton
Suzanne Willett	Community Living Huntsville
Tim Lewis	KW Habilitation

**TERMS OF REFERENCE:**

On behalf of OASIS, this committee will:

- *Focus attention on business issues that will assist member agencies make informed decisions.*
- *Provide a consistent voice to Ministry to effect efficient and consistent change through better business policies and practices.*
- *To elevate the recognition of business practices within the sector*

**PRIMARY FOCUS:**

**Agency Networking and Information sharing:**

- *Recruit and develop a resource for business practices and policy development.*
- *Act as a resource for agencies.*
- *Develop collective strategies regarding management of cost pressures.*
- *Provide a proactive means to develop discussion papers and recommendations on current topics*
  
- *Pressures around technology and information management and cyber security*

**Ministry Networking and Information Sharing:**

- *Consult with Ministry regarding interpretation of Ministry initiatives, policy and/or directives.*
- *Provide background financial data and recommendations for advocacy to government and non-government groups. Develop strategies and tools in cooperation with the government ministries and share same with member agencies.*

**HIGHLIGHTS OF 2023/2024:**

**OBRC Fall conference**

- Nov 9-10 conference at Delta Hotels, Toronto, Mississauga
- Very well received, in-person model- great participation- had about 100+ participants.
- Presentations from MCCSS, Pooran Law, Round Table Procurement Services, Cowan Insurance and Microsoft, offering a full range of various topics of interest.

**Passport Concerns**

- Working sessions with Family Services Toronto and Your Support Services Network to increase the program visibility and build strategic relations.
- Lunch & Learn sessions in plan for the sector to resolve claim issues.

**Meeting with MCCSS**

- *Jody Hendry present at OBRC meetings to represent MCCSS.*
- *Advocate on behalf of the sector on various matters including and not limited to recruitment, compression issues due to PCE, group insurance.*

## **WORKPLAN FOR 2024/2025:**

- *Continue to advocate on the various issues to the Ministry*
- *Support agencies and develop collective strategies regarding management and cost pressures*
- *Policy Templates on Real Xchange for the sector to use*
- *Support the sector in the Journey to Belonging transition*

Viji Hariharan OBRC, Chair

## **SENSORY PARTNERS:**

### **Purpose of the Committee**

The OASIS Sensory Partners, established in 2009, is a partnership of OASIS members with a shared purpose of ensuring a consistent, comprehensive community-based service system for children, youth and adults experiencing sensory loss.

### **Highlights and Achievements**

In 2023/2024 the OASIS Sensory Partners:

- Maintained communication with MCCSS about the importance of collecting accurate and up to date data on the numbers of people across the province who are deafblind, as well as people who are Deaf, hard of hearing and non-verbal with a developmental disability. This data is crucial to ensuring that geographical, communication and other barriers are removed for people with sensory loss seeking specialized services. Due to the inaccuracy of the data provided it has been a challenge to identify the areas and those most in need who would benefit from our partners' specialized services. In 2023-2024 the Sensory Partners focused on the current work being completed in the Developmental Services sector with Journey to Belonging and met with Erin Sheard, MCCSS Acting Director, Policy Branch and Paulette Thomas, MCCSS Manager, Operations Branch to discuss issues, challenges and solutions to strengthen the sensory data collected through the ADSS as well as linkages to Access Intervenor Services (AIS). This meeting has led to the potential future engagement between the Sensory Partners and MCCSS Policy Branch to provide specific examples of ADSS limitations and how the AIS assessment questions could be bridged with the ADSS.
- Assisted DS Service System Planning review by advocating through the Sensory Partners' current Awareness Paper the need to establish a common data reporting framework to support evidence-based planning
- Offered the Outreach and Education Training Program (OETP) across all regional and local planning tables. The free two-hour training can be conducted in-person or virtually. OETP provides participants with a better understanding of the support needs of people who have sensory loss, tips on how to effectively communicate with someone who is Deaf, hard of hearing or deafblind, the roles of intervenors, sign language interpreters, and Deaf interpreters and which agencies in Ontario provide services to people with sensory loss
- Received financial support from OASIS to have the OETP written training materials translated into French



- Applied to the Francophone Community Grants Program to have the OETP translated in French and LSQ - Langue des signes québécoise (still waiting for a response regarding the success of the application)
- Continued the ongoing tracking of supported living placements of individuals with sensory loss as a result of our network.

### Future Direction

- Continued engagement with the MCCSS Policy Branch to support their work with Journey to Belonging to ensure accurate and consistent data is collected for people across the province with sensory loss who require specialized services.
- Explore cross-collaboration with other OASIS committees.
- Continue to see the resources required so the Outreach and Education Training Program (OETP) can be offered in French and LSQ - Langue des signes québécoise.

### Conclusion

Over this past year, the Sensory Partners have appreciated the support resources provided by OASIS so that we can strengthen the work and projects we have been involved in since 2009. The Sensory Partners look forward to our accomplishments in 2024-2025.

### 2023-2024 Committee Members

Member	Agency	Role
Monte Hardy	Bob Rumball Canadian Centre of Excellence for the Deaf	Member
Jennifer Robbins	Canadian Helen Keller Centre	Member
Krista Haiduk-Collier	Community Living South Muskoka	Member
Roger Romses	Community Living Wallaceburg	Member
Terri Korkush	Community Visions & Networking (Quinte)	Member
Roxanna Spruyt-Rocks	DeafBlind Ontario Services	Member
Andrea Pringle	DeafBlind Ontario Services	Chair
Corey Compeau	Extend A Family Kingston DSO-Southeast Region/Passport Agency	Member
Denton Williams	Extend A Family Kingston DSO-Southeast Region/Passport Agency	Member

### Labour Relations Committee

#### **Overview**

The Labour Relations Committee focused on critical issues affecting our member agencies, primarily in the areas of collective bargaining and workforce management. This year, we achieved significant milestones, particularly in our efforts to explore and promote coordinated bargaining (CB) across the sector.

## Achievements and Highlights

### Successful Coordinated Bargaining Webinar

- **Webinar Overview:** On December 14, 2023, the Labour Relations Committee hosted an extraordinarily successful webinar on Coordinated Bargaining. The webinar attracted 77 participants, indicating strong interest and engagement from the sector. The session featured a comprehensive presentation and a Q&A segment, addressing critical aspects of coordinated bargaining and its potential benefits for member agencies.
- **Key Takeaways:**
  - The importance of having legal experts, labor relations specialists, and HR professionals on negotiating teams to effectively navigate the complexities of bargaining processes.
  - The logistical challenges of coordinating efforts among multiple union bodies and strategies to manage these challenges.
  - The need for a balance between central coordination and local autonomy to address unique agency needs.
  - Insights on potential financial implications and strategies to ensure negotiated agreements are affordable and sustainable.

### Developing a Plan for Coordinated Bargaining

- **Next Steps Proposal:** Building on the insights gained from the webinar, the committee consulted members and developed a comprehensive proposal to guide our coordinated bargaining efforts. This proposal includes:
  - **Phased Approach and Pilot Programs:** We plan to implement coordinated bargaining through a phased approach or pilot programs. This will allow us to assess the effectiveness of the initiative and refine our processes based on lessons learned.
  - **Stakeholder Engagement and Support:** Engaging key stakeholders from the beginning, including funders, boards, and union representatives, is crucial. We will build strategies to garner support and buy-in from these stakeholders to ensure the success of our bargaining initiatives.
  - **Transparent Communication and Information Sharing:** Maintaining transparent communication and information sharing throughout the bargaining process is essential. We will use regular updates, town hall meetings, and feedback mechanisms to keep members informed and engaged.
  - **Building Capacity and Expertise:** We recognize the need to build capacity and expertise within our association. Training, education, and professional development opportunities will be provided to support members in navigating bargaining challenges effectively.
  - **Alignment with Organizational Goals and Values:** Ensuring that our coordinated bargaining efforts align with organizational goals, values, and priorities is fundamental. We will develop strategies to incorporate member input and feedback to reflect the needs and aspirations of our association.

### Challenges and Considerations

- **Uncertainty and Concerns:** Members expressed concerns about monetary and benefit differences between agencies, funding constraints, and the balance between coordination and local autonomy. These concerns will be addressed through transparent processes, creative funding solutions, and clear guidelines for decision-making and communication.
- **Commitment from Stakeholders:** Gaining commitment from external stakeholders, particularly the Ministry, is crucial. We will advocate for their involvement by highlighting the potential benefits and opportunities for collaboration.

### Future Directions

The Labour Relations Committee is committed to moving forward with coordinated bargaining as a strategic initiative. Our immediate goals include establishing pilot programs, building a coalition of willing participants, and developing a framework for collaboration and decision-making. Long-term goals focus on expanding participation, achieving cost savings, improving terms and conditions for employees, and enhancing collaboration with stakeholders.

By capitalizing on the lessons learned, addressing challenges, and setting clear goals, we aim to navigate the complexities of collective bargaining effectively and advance the interests of our members, employees, and clients. The Labour Relations Committee looks forward to a productive year ahead, driving positive change and supporting the developmental services sector through innovative labor relations strategies.

Trevor McGregor  
Chair, Labour Relations Committee

### 2023-2024 Committee Members:

Member	Agency
Trevor McGregor	Community Living Stratford and Area
Andy Swan	Community Living Kincardine and District
Jennifer Gleva	Karis Disability Services
Jennifer Rose	Community Living Huntsville
Paul McGowan	Bethesda Services

# Stakeholder Relations Committee

## Purpose And Responsibilities of the Committee

The Stakeholder Relations Committee (SRC) of OASIS, operating under a detailed term of reference, aimed to enhance engagement with stakeholders, primarily the Government of Ontario, and to further the strategic vision of OASIS. Throughout the year, the SRC undertook several key initiatives, navigated a new and developing committee structure, and achieved notable accomplishments in aligning with the organization's mission to support individuals with intellectual and developmental disabilities.

The SRC's main purpose is to oversee and provide direction to the Board in understanding and integrating the interests of OASIS members into stakeholder interactions. The committee's responsibilities include developing an annual stakeholder management plan, enhancing grassroots awareness among OASIS members, setting priorities for legislative engagement, and collaborating with other provincial networks and organizations.

## Key Highlights and Issues

### Aligning with Strategic Vision and Operational Plan

Throughout the year, the SRC focused on aligning its work with the broader strategic vision and operational plans of OASIS. This included ensuring that the efforts of various subcommittees were in sync with the organization's goals and objectives. Discussions were held to better understand how the work of subcommittees could support the strategic initiatives outlined in the Operational Plan for 2024/2025.

### Accomplishments

- Enhanced Engagement and Representation:**
  - Successfully recruited new volunteers and diverse representatives for various committees.
  - Increased participation in housing and government relations initiatives, reflecting a broader spectrum of member organizations.
- Strategic Advocacy Efforts:**
  - Developed and implemented a comprehensive stakeholder management plan.
  - Engaged in significant advocacy events, such as the ICC's Day on the Hill, to promote the interests of the DS sector.
  - Distributed informational cards and conducted surveys to gather data supporting advocacy efforts.
- Improved Communication and Collaboration:**
  - Established a high-level communications schedule and strategies to enhance member engagement.
  - Fostered closer collaboration between subcommittees, leading to more cohesive and effective advocacy and communication efforts.

### Issues and Challenges

- Political Instability:**
  - The committee faced challenges due to frequent changes in government personnel and political uncertainties, impacting the continuity of advocacy efforts.
- Operational Funding:**
  - A critical need for additional operational funding was identified, necessitating ongoing efforts to secure support from government officials and stakeholders.
- Coordination and Communication:**
  - The need for improved coordination between staff and subcommittees was highlighted, along with better communication to ensure alignment with strategic objectives.
- Diverse Organizational Structures:**

- The diverse structures of member organizations posed challenges in maintaining a unified voice for advocacy efforts. This required tailored approaches to address specific needs and priorities.

## **Diverse Representation and Volunteer Engagement**

Throughout the year, the SRC emphasized the importance of diverse committee representation, particularly from small organizations and rural groups. Recognizing the need to invigorate committee participation, the SRC explored new avenues for recruiting volunteers, including leveraging newsletters and the website. This effort aimed to bring fresh perspectives and increased engagement from various segments within the developmental services sector.

## **Navigating Political Uncertainties**

One of the significant challenges faced by the SRC was navigating the political uncertainties due to frequent changes in government personnel. These changes created instability, making it difficult to maintain continuity in advocacy efforts. Despite these challenges, the committee remained focused on maintaining engagement with government officials and exploring collaborative opportunities with local Members of Provincial Parliament (MPPs) including Ontario government Ministers holding different portfolios of work (e.g. housing and children & community social services).

## **Housing Initiatives and Surveys**

The SRC made substantial progress in housing-related initiatives. A key accomplishment was conducting a comprehensive survey to understand the readiness of various regions and organization sizes for housing projects. The results provided valuable insights, informing the committee's advocacy strategies and discussions with government officials. Additionally, the committee successfully researched various Municipal by-laws to understand access to housing for people with disabilities and then organized a housing webinar on Zoning By-Laws, which saw significant participation and positive feedback.

## **Consistent Terms of Reference (ToRs) and Collaboration**

A recurring theme throughout the year was the need for consistency in Terms of Reference (ToRs) across subcommittees. The SRC identified the importance of enhancing collaboration and communication among subcommittees to ensure cohesive and effective advocacy efforts. This included aligning the work of the Government Relations (GR) and Communications Committees to support housing priorities and other critical issues.

## **Developing a Government Relations Work Plan**

The GR Committee developed a detailed Work Plan to guide its advocacy efforts. This included preparing for key events such as the Intentional Community Consortium's Day on the Hill, where OASIS aimed to raise awareness and secure support for the developmental services sector. The committee also explored securing a new GR firm to strengthen its advocacy capabilities, recognizing the need for expert guidance in navigating the complex political landscape.

## **Reflecting on Committee Structures and Enhancing Communication**

Towards the end of the year, the SRC took time to reflect on the effectiveness of its committee structures. This reflection led to the identification of areas for improvement, particularly in terms of communication between staff and subcommittees. The committee acknowledged the transition period with the new staffing team and emphasized the need for scheduled check-ins to ensure alignment and developing further clarity in roles and responsibilities.

## Future Directions

As OASIS moves forward, the SRC will continue to refine its strategies and enhance collaboration across all levels of the organization. The committee will focus on:

- Strengthening relationships with government officials and other stakeholders.
- Ensuring effective communication and coordination within the sector.
- Aligning advocacy efforts with the strategic vision and operational plans of OASIS.
- Addressing emerging issues and opportunities to support the long-term goals of OASIS in serving individuals with developmental disabilities.

In conclusion, the SRC's efforts over the past year have laid a strong foundation for continued advocacy and engagement, ensuring that the voices and needs of OASIS members are heard and addressed at all levels.

Eugene Versteeg

Stakeholder Relations Committee Chair

## 2023-2024 Committee Members

Member	Agency	Role
Karen Bolger	Community Living Essex County	
James Janeiro	Canadian Centre for Caregiving Excellence	
Dr. Claudine Cousins	Empower Simcoe	
Eugene Versteeg	Karis Disability Services	Chair
Karen Madho	Deaf Blind Ontario	
Gary Gladstone	REENA	
Joel McCartney	Cochrane Temiskaming Resource Centre	

## UPDATES FROM SUB-COMMITTEES FOLLOWS BELOW

### OASIS Housing Committee

Completed two seminal reports for the DS sector on housing – 1. Municipal Zoning Bylaw Reform for Inclusion, and 2. Assessing DS Sector Preparedness for Housing Insights from the OASIS 2023 Year-End Housing Survey. These accomplishments were greatly supported by the newly formed OASIS administration and leadership under Dr. Bob Walsh, CEO of OASIS, and facilitated their timely completion.

The first report helps the membership to advance their understanding of Zoning Bylaws across Ontario and what they can do to promote change to these bylaws to better support people with developmental disability and avoid discriminatory and inequitable aspects of some of the bylaws. A webinar was also provided to members on the Zoning Bylaw report to launch this report and have experts in the housing field across a range of approaches present on their experiences.



The second report on preparedness for housing development, was partly in response to a request by Angela Cooke, ADM of the Ministry of Municipal Affairs and Housing. It surveyed the range of readiness across the province and found that a great deal of the sector is indeed ready to play a role in increasing housing options and availability for people with developmental disability. It was found that varying levels of readiness across organizations exist and there appears to be a need for further resource development and guidance to help agencies feel better equipped to move forward. The committee is examining these findings to plan next steps (e.g., potential new webinars, workshops, resource materials).

The final couple of months of the 23-24 fiscal year was spent developing a Housing Pre-Conference day at the OASIS Annual Conference in Windsor to, in part, introduce this report and bring an eclectic set of ideas, concepts and approaches to supportive housing development. Interests from divesting of property ownership altogether and building relationships with landlords and private developers to expanding property ownership toward innovative and individually designed initiatives were presented. Property developers that have a particular social impact component to their vision and mission were also highlighted thanks to the relationships some of the committee members had already developed with their own initiatives. The dialogue continues with Angela Cooke and other government officials to increase attention to this matter and hopefully obtain the much-needed investment in housing. This relates to the ask that 10% of the National Housing Strategy in Ontario be allocated to developmental disability supportive housing. A strategic proposal that has been promoted for almost two years now by this committee as well as other related sector groups.

Another important housing event this past fiscal year, Day On the Hill in Ottawa, was partly sponsored by OASIS, with a number of Housing Committee members presenting and participating. Organized by the Intentional Community Consortium (ICC), it was a great success, advocating strongly for investment by the federal government to support the province on much needed housing development for people with developmental disability.

A rich range of representation on the Housing Committee exists that promotes a diverse perspective on supportive living, in keeping with the outlook of Journey to Belonging, and is reflective of the diversity of OASIS members.

Respectfully submitted,

Joel McCartney, M.A.  
Housing Committee Chair

**2023-2024 Committee Members**

<b>Member</b>	<b>Agency</b>
Bryan Keshen	REENA
Deanna Finch-Smith	SALM
David Renfrew	Community Living Toronto
Joel McCartney	CTRC
Dave Petkau	Christian Horizons
Tina Williams	CL UOV
James Janeiro	Canadian Centre for Caregiving Excellence
Gary Gladstone	REENA
Susan VanDeVelde-Coke	Kerry's Place

**Government Relation:**

The Government Relations Committee began the fiscal year focused on the 3 main OASIS priorities of:

1. **Staffing**, including maintaining sector workforce stability and sustainability through advocating for a fully funded sector workforce strategy including educational and salary incentives to attract more staff and to provide ongoing stability for the specialized developmental services workforce.
2. **Housing**, advocating for the Government to commit 10% of funding of the Canada-Ontario National Housing Strategy Bilateral Agreement to support the construction and rehabilitation of developmental services supportive housing; and
3. **Better collaboration**, Bridge the Developmental Services Gap Between Community Services, Education and Health Care by regularly bringing together senior officials from the Ministry of Health, Ministry of Children, Community and Social Services, Education and other key ministries to develop policy and operational protocols to improve care outcomes, bridging the gap between health and developmental services.

It quickly became evident that the lack of annualized increased funding for the sector was reaching a boiling point. Working with the Provincial Network on Developmental Services and Community Living Ontario, we developed a plan to ask for a 5% increase that turned into the 5 to Survive campaign.

Housing Advocacy continued with a meeting with Angela Cooke, Assistant Deputy Minister, Community & Supportive Housing Division (Municipal Affairs and Housing) who was supportive of our ask and requested additional information on which members were ready to build. With the support of the Housing Committee and swift action by staff, a survey was released to all members on Assessing DS Preparedness on Housing with a comprehensive summary report produced that was then shared with the ADM. Presentations were also made to Minister Parsa and Finance Minister Bethlenfalvy's senior staff and a follow up meeting with ADM Cooke is being scheduled.

We had the opportunity to attend the AMO conference and promote the need to include individuals with intellectual and developmental disabilities in Housing and any municipal discussions with very positive results. OASIS will continue to attend the annual AMO conference.

Counsel Public Affairs had supported the Government Relations Committee for a number of years. To ensure proper resource use, an RFP for Government Relations Support was circulated with the sector, and four responses were received. We hope to settle on a new support firm soon.

The Committee hosted a webinar in July 2023 reviewing our Summary Advocacy Toolkit and worked closely with the Housing Committee on their Housing and Zoning Webinar. The Committee recommended to the Board that we once again co-sponsor the Intentional Community Consortium Day on the Hill in March for a sector push on finding solutions to the deeply affordable housing crisis faced individuals with diverse abilities.

Freedom of Information requests were filed with Ontario regarding the Cost Avoidance Review of Supportive Housing, and the KPMG Costing Study Final Cumulative Report. We are still awaiting results. Budget submissions were made with an emphasis on the 5% ask.

Unfortunately, although the budget indicated a 2% increase, it is not for a sustained period and not enough funds. Working with Community Living Ontario and the Provincial Network on Developmental Services we are strongly advocating for 5 To Survive and held our own successful virtual Day at the Legislature in May to amplify Community Living Ontario's in person Lobby Day.

Respectfully submitted,  
Gary Gladstone, CFRE  
Government Relations Committee Chair

### 2023-2024 Committee Members

Member	Agency	Role
Gary Gladstone	REENA	Chair
Brad Saunders	Community Living Toronto	OASIS Board Chair (ex officio)
James Janeiro	Canadian Centre for Caregiving Excellence	
Karen Bolger	Community Living Essex	
Norma Lamont	OCAPDD & Open Hands	
Petronilla Ndebele	Community Living Toronto	
Andy Swan	CL Kincardine and District	
Julia Silani	Community Living Toronto	

### Communications:

#### Highlights for Past Year

The Communications Sub-Committee continued to offer advice and insight on content for OASIS newsletters. The group was pleased to create a strategic communications plan for the OASIS Housing Committee, highlighting ideas for connection with external audiences while bringing value to members. The sub-committee also worked closely with the Housing Committee to offer a one-pager to attendees of the OASIS Conference Housing Pre-Conference session. The purpose of the document was to help OASIS member agencies start tackling their own housing challenges with a check list of ideas and list of resources.

The group looks forward to offering strategic communications support for OASIS committees to support new and existing initiatives.

### 2023-2024 Committee Members

Member	Agency	Role
Karen Madho	Deaf Blind Ontario	Chair
Geoff McMullen	Ongwanada	Past Board Chair
Andy Swan	CL Kincardine & District	
Anna Tavernor	CL London	
Courtney Murphy	Ongwanada	

# Finance and Audit Committee

## Introduction

The Finance and Audit Committee ("FAC") held a total of six meetings over the past fiscal year, ensuring thorough oversight and strategic planning in financial matters. These meetings were instrumental in establishing key financial policies, ensuring regulatory compliance, and enhancing the overall financial health of OASIS. The dedicated members of the committee, both past and present, played a pivotal role in achieving these objectives.

## 2023-2024 Committee Members and Participants

- **Chair:** Ginette Denford (until her resignation in March 2024)
- **Interim Chair:** Michael Duncan
- **Members:**
  - Michael Duncan (Community Living Thunder Bay)
  - Norma Lamont
  - Thushara McAlman (Financial Administration Support)
  - Geoff McMullen

## Achievements and Highlights

In 2022/2023, FAC set out a comprehensive workplan to address the change in strategic direction, specifically, adding paid staff to the operations. The comprehensive workplan focused on building a foundation of regular reporting and policy development to safeguard the Organization. During the year, the FAC committee worked diligently in to address the workplan and are happy to share the following achievements and highlights:

## Financial Authorities Policy

A comprehensive financial authorities' policy was developed and implemented into operations. The financial authorities improved the control environment by ensuring two signatures for expenditures based on thresholds and adding segregation of duties where possible.

## Transition to QuickBooks

The change in strategic direction increased the revenue of the Organization and added in new operating expenditures. These changes added significant transactional volume to the day-to-day bookkeeping duties. The previous accounting in Excel was no longer sufficient for OASIS' needs which led a successful transition to QuickBooks Online. The transition to QuickBooks Online has improved financial reporting capabilities, which has resulted in more detailed and accurate financial data for FAC to review at meetings.

## CRA Reporting Compliance

Addressed past CRA reporting issues and ensured filings are up to date, including T1044 and T2 filings.

## Quarterly Reports and Budgeting

Initiated quarterly reporting of profit and loss and balance sheet comparing to budget. Additionally, FAC began monthly forecasting to manage budgeted funds effectively and ensure timely and accurate financial reports.

## Investment and Restricted Funds Policies

Drafted investment and restricted funds policies to better manage OASIS' financial assets and ensure compliance with governance standards.

## Service RFPs

Launched Requests for Proposals for Banking Services and for Audit Services to better document procurement practices.

## Challenges and Solutions

### **CRA Reporting Delays:**

Significant delays in historical CRA reporting, addressed through a voluntary disclosure process and the hiring of a new administrative officer to manage documentation.

### **Staff Transitions**

Hiring a new team meant a redistribution of duties (and learning) among staff to ensure separation of duties and strengthening controls.

### **Historical Financial Records**

Incomplete transfer of financial records from previous administrations; steps include digitizing and storing documents on the OASIS server for better accessibility.

### **Continuity of Operations**

Need for better long-term planning in human resource allocation to prevent interruption to critical business operations.

### **Future Directions**

The FAC committee utilized the three questions provided by the conference keynote, Peter Katz, to facilitate planning this year. The focus of these conversations was to complete the internally restricted fund policy, routinely monitor cash flow requirements, and to diversify revenue streams.

FAC plans to meet 9-10 times in the 2024/2025 fiscal year. The meetings will focus on reviewing budgeted to actual results, improving our internal control environment, and to scale the day-to-day financial operations.



## **8. Presentation of the Committee Reports – Brad Saunders, Chair**

Brad Saunders informed members that the committee reports for 2022-23 can be found on pages 19 to 35 of the Annual Report.

The Committee Chairs presented the highlights from their respective committee reports as follows:

Governance Committee Report – Katherine Loveys

Member Services Committee Report – Gina St. Amour

Stakeholder Relations Committee Report – Karen Bolger

## **9. Election of Candidates as Directors of the Corporation – Brad Saunders, Chair**

There are three current members of the Board who are seeking re-election to the Board. On the recommendation of the Governance Committee, the Board of Directors has endorsed this slate of directors for consideration by the membership:

Brad Saunders – seeking extension of second term by one year.

Norma Lamont - seeking extension of second term by one year.

Claudine Cousins – confirmation of Second term as director

As Brad Saunders is on the slate as well as the current secretary of the board and vice-chair, Claudine Cousins, Terri Gray continued with the call for a motion.

Moved By: Karen Madho

Seconded By: Ginette Denford

‘That the slate of directors for extension and re-election as directors of the Corporation be approved as presented.’

Carried

Terri Gray presented to the membership the 2023-2024 OASIS Board of Directors:

- Claudine Cousins, Empower Simcoe
- Ginette Denford, Ongwanada
- James Janeiro, Canadian Centre for Caregiving Excellence
- Norma Lamont, Ottawa-Carleton Association for Persons with Developmental Disabilities (OCAPDD)
- Katherine Loveys, Parents for Community Living KW Inc
- Joel McCartney, Cochrane Temiskaming Resource Centre
- Sarah McGowan, Nipissing University Student Union
- Geoff McMullen, Ongwanada
- Jeffrey Pilkington, Community Living Hanover and Community Living Meaford
- Brad Saunders, Community Living Toronto
- Gina St. Amour, The Ottawa Rotary Home
- Eugene Versteeg, Christian Horizons
- Jason Young, Regional Support Associates/Woodstock Hospital

## **10. Confirmation of the OASIS Head Office Location – Brad Saunders, Chair**

As part of OASIS' recent and ongoing changes as an organisation we are currently in the process of updating and establishing our corporate filings and records with the Canada Revenue Agency and Ontario Business Registry. For the last few years, we have been using Participation House Durham as our head office, but our corporate records use a different address. As such, we need our members to confirm the head office address of the organisation to be consistent with ONCA.

As OASIS does not have its own physical home office and is intending to be virtual, we have been using the address of the organisations who provide us with financial and other administrative support. With Thanks to Participation House Durham and Michelle Brooks, who have kindly agreed to allow us to continue to use their address as our Head Office of record.

Moved By: Brad Saunders

Seconded By: Susan VanDeVelde-Coke

'That the address of Suite1, East Administrative Tower, 55 Gordon Street, Whitby, Ontario L1N 0J2 be confirmed as the OASIS Head Office of record".

Carried

**11. Thank you to Outgoing Board Members – Brad Saunders, Chair**

On behalf of OASIS, Brad Saunders thanked the outgoing board members and Supporting Executive Directors who have tirelessly served for the past number of years helping to shape and manage the OASIS mission and vision. We are grateful to these Individuals and look forward to continuing connections and networking through the OASIS membership. We are proud to know that we can count on your continued engagement and support.

Thank you to:

- Terri Gray, Treasurer
- Trevor McGregor, Director
- Alastair Lamb, Supporting ED
- Dave Ferguson, Supporting ED
- Bryan Keshen, Supporting ED
- Karen Bolger, Supporting ED

**12. Closing Remarks – Brad Saunders, President**

Brad Saunders thanked all members for attending the virtual AGM.

**13. Motion to Adjourn the OASIS Annual General Meeting– Brad Saunders, Chair**

Moved by: Karen Madho

Seconded by: Nick Salaris

"That the 24<sup>th</sup> Annual General Meeting of OASIS be adjourned."

Carried

Meeting was adjourned at 11:04am



