

New Visions Toronto Annual Meeting Report



*New Visions Toronto
Is All About People*



**MAKE IT
MONTHLY**




Uricia Moren

Celebrating
37 Years of
Service

*Thank
you!*



Angel Compton

Celebrating
37 Years of
Service

*Thank
you!*



AGM 6:00 pm Wednesday September 20th, 2023



***New Visions Toronto’s Live and Virtual Annual General Meeting
for Fiscal Year 2022 – 2023 September 20th, 2023
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New Visions Toronto Service Principles

In the provision of service and support, we believe;

- *In the right of People we Support to make choices and decisions*
- *That each person is a valued member of society and their community*
- *That full integration benefits everyone*
- *In building partnerships among the People we Support, their Family or Guardian and New Visions Toronto*
- *In advocating on behalf of the People we Support*
- *In individualized services and supports within the allocated funding*
- *In active partnerships with our community*

Mission Statement

To support, connect and advocate for full community inclusion for people with disabilities.

Vision Statement

Lives well lived: Choice. Engagement. Support.

BOARD OF DIRECTORS 2022 – 2023



President, **Brian Maslowski**.....Year Elected/Appointed: 2022 (2nd term) First appointed in 2019



Vice President, **Michael Ali (F)**.....Year Elected/Appointed 2021 (1st term) First elected in 2021



Secretary, **Gregory Watts**.....Year Elected/Appointed: 2022 (1st term) First appointed in 2021



Treasurer, **Liam Everett**.....Year Elected/Appointed: 2021 (1st term) First appointed in 2020



Director, **Robert Kalanda**.....Year Elected/Appointed: 2021 (2nd term) First elected in 2019



Director, **Doug King (F)**.....Year Elected/Appointed: 2021 (3rd term) First elected in 2017



Director, **Murray Miltthorpe**.....Year Elected/Appointed: 2021 (1st term) First elected in 2021



Director, **Ivy Nanayakkara**.....Year Elected/Appointed: 2021 (1st term) First elected in 2021



Director, **Maria Nebres**.....Year Elected/Appointed: 2022 (1st term) First elected in 2022

We currently have two, (2) vacant Director positions. F = Family member of a person who is or, has been supported by NVT.



Retiring Director (2022 – 2023 Board of Directors)



Doug King

This year we have one retiring Director, Doug King.

Doug was elected to the Board of Directors in 2017. While this was his first time on the Board for New Visions Toronto, he had previously served on the Boards of Montage Support Services and Harmony Place. Doug and his wife Pat have been strong advocates for their sons Peter and Edward and have been active fund raisers for New Visions Toronto both directly and through the Annual Golf Tournament.

Doug is a keen golfer and spends a good deal of his time at their farm south of Collingwood where they grow apples and various crops including wheat, canola, corn and soya beans.

Doug was an excellent family representative while on the Board of Directors of New Visions Toronto. While Doug has two sons that are supported by New Visions, Doug never allowed his position as a Director impact the support his sons received. Doug always looked at how decisions would impact everyone supported by New Visions, not just his children.

While Doug will be leaving the Board he has assured us that he will stay involved and active with New Visions and for that we are grateful. Thank you for your six years of dedication as one of our Directors, it is greatly appreciated.



NEW VISIONS TORONTO ORGANIZATIONAL CHART

2022- 2023

People we Support and their Families

Board of Directors
Brian Maslowski, President, Michael Ali, (F), Vice President, Liam Everett, Treasurer, Gregory Waits, Secretary, Doug King, (F), Director, Ivy Nanayakkara, Director, Robert Kalanda, Director, Murray Milthorpe, Director & Maria Nebres, Director
Currently there are two vacancies on the Board

Executive Director
Andy Roisma

Fundraising Development Manager
Tina Christie

Director of Finance & Administration
Sandra Essex

Director of Health
Karen Cowan

Director of Services
Julie Andrews

Payroll Clerk
Inna Fedorova

Financial Analysts
Delia Rocha-Correia, David Awodumila

Human Resource Support Administrator
Laura Sproul

Support Manager
Amy Comrie

Quality Assurance Manager
Ken White

Service Managers
Andrea Waits, Angel Compton, Bibi Rahaman, Mary Doris, Veronica Coyle, Veronica Kahiga
Service & Human Resource Manager
Katherine French

Mission Statement
To support, connect and advocate for full community inclusion for people with disabilities.

NEWVISIONSTORONTO
currently supports fifty-seven individuals in fifteen homes located in Toronto

Full-time: Direct Care Staff 89
Part-time: Direct Care Staff 42
Casual: Direct Care Staff 16
Driver/Maintenance: 2
At this time there are a total of 28 staff off of work for a variety of reasons



"To support, connect and advocate for full community inclusion for people with disabilities"

New Visions Toronto Locations

1. Administration Office

222 The Esplanade,
Lower Level Unit 10
Toronto, Ontario
M5A 4M8
416 868-1493

4. Residential Home (MCCSS)

81 Henry Lane Terrace
Toronto, Ontario
M5A 4B7
(six children spaces 3 are adults)
416 363-6256
Service Manager: Angel Compton

7. Residential Home (MCCSS & LHIN)

89 Henry Lane Terrace
Toronto, Ontario
M5A 4B7
(six adults)
416 368-2172
Service Manager: Bibi Rahaman

10. Residential Home (MCCSS)

2 Market Street apt 205
Toronto, Ontario
M5E 1Y9
(three adults)
416 868-0449
Service Manager: Mary Doris

13. Residential Home (MCCSS)

2 Market Street apt 307
Toronto, Ontario
M5E 1Y9
(three adults)
416 868-9478
Service Manager: Mary Doris

16. Residential Home (MCCSS)

181 Wynford Drive Apt 2409
Toronto, ON
M3C 0C6
(three adults)
416-519-3130
Service Manager: Veronica Kahiga

2. Residential Home (MCCSS)

95 Bicknell
Toronto, Ontario
M6M 4G8
(four adults)
416 652-5914
Service Manager: Veronica Coyle

5. Residential Home (MCCSS)

83 Henry Lane Terrace
Toronto, Ontario
M5A 4B7
(five adults)
416 368-8741
Service Manager Angel Compton

8. Residential Home (MCCSS & LHIN)

2 Market Street apt 101
Toronto, Ontario
M5E 1Y9
(three adults)
416 868-9150
Service Manager: Andrea Watts

11. Residential Home (MCCSS & LHIN)

2 Market Street apt 207
Toronto, Ontario
M5E 1Y9
(two adults and one respite bed)
416 868-9148
Service Manager: Andrea Watts

14. Residential Home (MCCSS)

*245 Davisville Ave., unit 110
Toronto, Ontario
M4S 3H4
(two adults)
416 932-8264
Service Manager: Katherine French

17. Community Supports

Service Manager: Katherine French

3. Residential Home (MCCSS)

8 Olean Court
Toronto, Ontario
M2H 1E2
(six adults)
416 512-6459
Service Manager: Veronica Kahiga

6. Residential Home (MCCSS)

87 Henry Lane Terrace
Toronto, Ontario
M5A 4B7
(six adults)
416 368-4967
Service Manager: Bibi Rahaman

9. Residential Home (MCCSS & LHIN)

2 Market Street apt 102
Toronto, Ontario
M5E 1Y9
(three adults)
416 868-9255
Service Manager: Veronica Coyle

12. Residential Home (MCCSS)

2 Market Street apt 305
Toronto, Ontario
M5E 1Y9
(three adults)
416 868-9082
Service Manager: Mary Doris

15. Residential Home

65 Scadding Ave., apt. 410
Toronto, Ontario
M5A 4L1
(two adults)
647 343-4564
Service Manager: Andrea Watts

*Funded through a special Ministry Detail code.

^Partially funded through purchase of service agreement with another agency.

New Visions Toronto

Annual General Meeting Agenda

Location of meeting 222 The Esplanade, NVT Administration Office Boardroom and Virtually
Wednesday September 20th, 2023 at 6:30 p.m.

1. Welcome by Brian Maslowski, President, Board of Directors
Brian
2. Approval of Minutes of October 17th, 2022 AGM
10 minutes, Brian
3. Questions/Answers Related to the Report of the President and Executive Director
10 minutes, Brian and Andy
4. Questions/Answers Related to the Treasurer and Director of Finance and
Administration Report
10 minutes, Liam and Sandra
5. Receive Audited Financial Statements for Fiscal Year 2022 - 2023
10 minutes, Sandra, Liam & Auditors
6. Appointment of Auditors
5 minutes, Liam
7. Report from the Nomination Committee & Election of the New Directors of the Board
for Fiscal Year 2023 – 2024
10 minutes, Maria Nebres and Doug King
8. Questions and Answers NVT Strategic Plan Update 2021 – 2024
15 minutes, Brian, Andy, Julie and Karen
9. Presentation of the Doug Dickie, Sheila Follett and Twist and Shout Awards
15 minutes, Katherine
10. Celebration of Employee Milestone Anniversaries
15 minutes, Brian and Julie
11. Questions and Answers and any Other Business
10 minutes, Brian, Andy and all

Total time, 1 hour 40 minutes

Brian W. Maslowski
President, Board of Directors

Andy Rotoma
Executive Director

222 The Esplanade, LL Unit 10, Toronto, Ont. M5A 4M8
Phone: (416) 868-1493 Fax: (416) 868-6042

E-mail: arotma@newvisiontoronto.com or president@newvisiontoronto.com Website: www.newvisiontoronto.ca
Charitable Registration #11905-6901-RR0001



**Minutes of the Annual General Meeting
Wednesday, October 19, 2022
222 The Esplanade, Toronto, Ontario
This meeting was virtual and in person in the Boardroom**

Family/Members Virtually Present: C. Baudot, F. Hare, M. Perrotta, D. Hooks, C. Barber, B. Barber, N. Barber, B. Soicher, B. Shell, B. Ostroff, P. Andrews, L. Pedwell & Y. Bromfield

Board Members Virtually Present: D. King, R. Kalanda, I. Nanayakkara & G. Watts

Guests Virtually Present: Doug Allworth, Darlene Allworth and Angela Klassen, (First Unitarian Congregation of Toronto)

Staff Virtually Present: Chrystine Valentine, Waidat Makinde, Janes Kiage, Donna Barker, Andrea Watts, Angel Compton, Bibi Rahaman, Katherine French, Mary Doris, Cathy LeGrow, Godfrey Njenga, Tracy Jones, Lyan Bennett, Sol Badenas, Owen Bucknor, Veronica Coyle & Amy Comrie

Board Members: In person Brian Maslowski, Murray Milthorpe & Maria Nebres.

Staff In person Julie Andrews, Karen Cowan, Andy Rotsma, Rosa Modica, Ken White, Tina Christie, Francis Chiu, Sandra Essex, Lyndel Hill and Kirsty Hill

Families & Members In person Barb Wentworth.

Meeting called to order at 6:33 p.m. Brian Maslowski welcomed everyone to the AGM. He then read the Mission Statement and Land Acknowledgement.

Brian indicated that we would now accept last year's AGM minutes, were there any questions or changes to the minutes that were sent out? Bill Barber asked how were the participants recorded for attendance? A. Rotsma indicated that for those who attended virtually, a screenshot was done of all of those who had logged on. For those in person, a recorder was assigned to record the names of everyone present. B. Barber indicated that Nancy was not noted in the minutes and she was present with them. A. Rotsma indicated that this will be noted and corrected.

Brian Maslowski asked if there were any other questions related to the minutes, seeing none he then moved that minutes of the 2021 -2022 AGM be accepted as presented with the addition of adding Nancy Barber to the virtual attendance list. This was seconded by Don Hooks, the motion carried.

Brian Maslowski asked if there were any questions related to the President and ED report? There were no questions. Brian Maslowski then turned the meeting over to S. Essex to review the Audited financial statements and answer any questions that may come up.

Sandra Essex reported that the Board of Directors had approved the audited financial statements for fiscal year 2021 and 2022 as they had been shared with membership but the auditors will be making some minor changes to some entries but this will not impact the surplus identified on the copies you have received. This should take about two weeks to complete and once we receive the revised copy it will be sent to the membership for their acceptance. If any member is in disagreement with the revised statements that will be sent out, they need to notify the ED electronically. B. Shell asked if the members have to approve the final document. Answer, no, the Board of Directors approves the audited financial statements and then shares them with the membership for their acceptance. B. Shell asked if another meeting will be called to review the changes and accept the revised statements. Answer, no, it will be sent electronically as the statements had been discussed at the AGM and it was pointed out that minor changes will take place but these changes will not impact the surplus in any way. Darlene Allworth, (auditor) explained that there are some additional testing steps that we are finalizing and we are also trying to resolve how the current method related to determining the Golf Tournament expenses and revenue is being recorded as we think this requires some minor changes.

Sandra Essex then continued to review the statements and asked if there were any additional questions.

Brian Shell asked why there was such an increase in the administration expenses. Sandra explained that this is where her fees are allocated and also a portion of Francis Chui's costs were allocated in this area. Brian Shell: then asked why was so much money spent? Sandra explained that considerable time was spent on the Audit preparation and getting caught up on some of the work that had fallen behind. Brian Shell asked why had the work not been done every month? Sandra pointed out that the finance department was going through staffing changes and there was no one available that could complete some of the required tasks. Andy Rotsma pointed out that this is not just occurring at NVT. Within the developmental sector it has been a very difficult 2 years which has resulted in staff burnt out and staff going to work in less stressful environments.

Sandra Essex indicated that next year the work will be done differently as we now have filled the vacancies and streamlined the duties for the staff working in the administration office.

Marie Perrotta asked if Francis the new Director? Sandra Essex indicated that yes he is and that he has a designation and is well qualified. Sandra had worked with him at the hospital and he has been with NVT for a couple of months.

Brian Shell asked that since the surplus we have had for the past two years is related to the Ministry COVID funding, should that funding end, will the agency still be in a surplus? Andy Rotsma indicated that he felt that the COVID funding will be considerably less this fiscal year if not completely stopped by the end of this year. When this occurs it will have a dramatic impact on our funding and we will need to be careful with our funding. As many of the items that have a negative impact on our funding that had been funded during the COVID funding will no longer be funded. This means we will have to find revenue from other sources, reduce our spending or both. There were no other questions

As the treasurer was not able to attend the meeting Brian Maslowski moved the motion to have Allworth and Associates appointed as the auditors for fiscal year 2022 -2023. This was seconded by D. King, carried.

Brian turned the meeting over to Ivy Nanayakkara, co-chair of the 2022 Nomination Committee.

This year's nominations committee along with myself was Michael Ali, Michael is not able to join us this evening as he and his wife are on a well-earned vacation. So, on behalf of the Nominations Committee and the Board of Directors, I thank you for joining our AGM this evening.

This year the Nominations Committee sent out letters to families and members in June and August. In the letter of August 10th, we informed you that we had received the names of three candidates who will be standing for a position on the 2022 -2023 Board of Directors for New Visions Toronto, they were; Brian Maslowski, first elected in 2020, Brian is prepared to stand for election for his second term, Gregory Watts first appointed to the Board in 2021, Greg is prepared to stand for election for his first term and Maria Nebres, standing to be elected for her first term Once elected they will join the following Directors to form the 2022 – 2023 Board of Directors;

Robert Kalanda	First Elected in 2019, currently in his second term,
Doug King (F.M.)	First Elected in 2017, currently in his third and final term,
Liam Everett	First Elected in 2021, currently in his first term,
Michael Ali, (F.M.)	First Elected in 2021, currently in his first term,
Murray Milthorpe	First Elected in 2021, currently in his first term,
Ivy Nanayakkara	First Elected in 2021, currently in her first term.

Bios for each candidate were also included with the August 10th letter. The same bios are also included

in the Annual Report that was sent to you. We have three candidates standing for election for up to five vacancies. We have no retiring Directors this year. Since we have three people standing for up to five vacancies, I move that the election of Directors be by a show of hands instead of ballot, do I have a seconder for this motion,

Moved by Ivy Nanayakkara, Seconded by Don Hooks all in favour? Any opposed? Seeing none I move the motion Carried

I move that the following Members of the Corporation meet the qualifications as outlined in the Bylaws, and have agreed to stand for election therefore; Brian Maslowski, Gregory Watts and Maria Nebres be elected for a two year term as Directors of the Corporation by the Members present at the AGM.

Moved by Ivy Nanayakkara, Seconded by M. Milthorpe all in favour? Any opposed? Seeing none I move the motion Carried. This will leave the Board with two vacancies, one of which should be filled by a family member. Our by-law states the following, "The Board shall consist of not less than seven and not more than eleven Directors provided that no fewer than three and no more than five of the number of Directors from time to time in office may be someone acting in the capacity of Substitute Decision Maker, siblings, guardians or parents of people who are or, had been supported by the Corporation."

We are above the minimum number of Directors required to carry out New Visions Toronto's business but should any appropriate candidates come forward within this fiscal year, the Board may appoint someone to fill the current vacancy.

This concludes the Nomination Committee's Report, I now turn the meeting over to Brian and Andy to answer any questions related to the 2021 – 2024 Strategic Plan Update.

Brian Maslowski asked if there were any questions related to the Strategic Plan Update included in the AGM package. There were no questions related to the Strategic Plan update but at this time Brian Shell asked if someone could explain the disappointing fundraising revenue? Andy Rotsma pointed out that receiving over \$100,000 may not be considered disappointing by everyone. He also pointed out that the revenue identified does not include the revenue received from foundations and grants through the efforts of fundraising as they are funds for designated purpose such as van replacements and equipment replacement.

Murray Milthorpe also explained that the numbers have gone down because of the many COVID restrictions that had been put in place. Murray M. also pointed out that the fundraising plan had been shared with everyone for feedback, and none was received. Brian Shell asked if anyone has evaluated the plan and if so, can it be shared with the membership. Murray Milthorpe: pointed out that the Fundraising Business Plan was sent to everyone and that he is willing to go over any of that information with anyone who has questions. Brian Shell asked is the evaluation of what the history is and does it cover if we have been successful in the last 12 months? Lyndel Hill answered that as part of fundraising, she writes many of the grant requests and this year she already written 30 letters and received only 2 replies which makes this part of fundraising extremely difficult, but we do continue to see success. Brian Shell asked if anyone has evaluated that plan to see if the goals have been achieved. Murray Milthorpe responded that after each event the committee does a post analysis now to see how we delivered and should there be any changes moving forward.

Brian Shell then asked if someone was going to be providing an update on staff shortages and the number of staff who have left our employment and why? Brian Maslowski indicated that at the beginning of every Board meeting, a staffing summary is provided of the number of staff who are working and how many staff are on leaves. Brian Shell asked if the membership could receive a summary of all the staff who have left in the last 12 months. Andy Rotsma asked Brian why this information would be useful as at this time the staff in administration are doing their best to complete a number of projects and simply would not have the time to complete this.

The meeting then moved on the presentation of awards. Julie Andrews presented the Doug Dickie Award to Christine Valentine and provided an overview of why she was the recipient of the award. Julie then present the Sheila Follet Award to Barb Wentworth and outlined why she was this year's recipient. Barb Wentworth was very pleased to receive the award but she is sharing it with the 37 letter writers from the church, (First Unitarian Congregation of Toronto) who made this such a successful project. Barb also thanked Angela Klassen form the church for being here to share this honour with her.

Brian Maslowski and Andy present the first Twist & Shout Award to Godfrey Njendra, Andy shared why Godfrey

was the recipient of the award.

Brian Maslowski and Julie Andrews highlighted Celebration of Milestone and Anniversary's a complete list of which is included in the AGM report.

Brian Maslowski On behalf of the Board of directors thanked all the NVT staff for their hard work and dedication, we are nothing without you. Thank you for your loyalty. The fact that we have staff who have been with us for 30 years 35 years is what makes me want to be here. Thank you to all the staff and the people that are here.

Brian asked if there were any other questions or comments that anyone had. Christy Barber wanted to thank everyone who made the arrangements for tonight's meeting and she also wanted to share that she was so sad to learn of the death of Jennifer Ritchie. One of the parents of someone supported by NVT. Jennifer was a strong supporter of NVT and raised money to make improvements at the homes on Henry Lane /Terrace. She will be missed. Brian M. thanked Christy for sharing this. As there are no more questions and with that being said, I would like to thank everyone for attending this year's AGM. I would like to thank the Board, family members, staff and thank you Christy for the work you do.

Brian moved to adjourn the meeting and this was seconded by Carla Badout, carried. Adjourned at 7:42 pm.



President and Executive Director's Annual Report for Fiscal Year 2022-2023

On behalf of the Board of Directors of New Visions Toronto (NVT) we would like to thank you for participating in this year's Annual General Meeting.

While COVID-19 still had some impact on our agency it was significantly less than in the previous two years. We are pleased that the Ministry is still providing some additional funding to help address the increased spending agencies are facing, but it was certainly more limited.

Having the \$3.00 wage enhancement made permanent for our direct care staff was great news and raised the salary of our direct care full-time staff by over \$6,000 per year, bringing them to an annual salary of just under \$55,000. This was a necessary and well-deserved wage increase that was long overdue. Our staff work tirelessly to ensure the wellbeing of the people we support.

Agencies like ours continue to have financial pressures. While our human resource costs account for more than eighty percent of our budget, everything else has increased as well. In the past fifteen years inflation has increased by 24.5%. In the same time period agencies like ours have received two base budget increases equal to about 3%. When agencies are faced with increases for insurance, gas, hydro, etc. the only option we have to offset these increases is to find saving from within our budget or attempt to increase our funding in other areas such as fundraising and expansion of services such as passport funding or respite. At NVT we are doing both.

Food costs for example have increased by over eleven percent in just the last year - this alone adds thousands of dollars to our costs. Utilities, rent, repairs, and seemingly everything is increasing except our base funding budgets. If this continues without additional funding from the Government we will be left with no choice but to reduce the level of support we currently provide. It is crucial that the Government continues to provide stable and long term funding that will ensure high quality professional services. The

For many years NVT has worked with Lumenus to provide 24 hour residential care for people with developmental disabilities. In the past ten years this has occurred at least five times and we are in the planning process again to expand our services. These expansions have allowed us to avoid reducing the services to the People we Support, but more must be done. One thing that our Board of Directors recently completed was a mail-out campaign to their local MPP. One of the messages shared with the MPPs was this is the time that our Government needs to demonstrate their commitment to strengthening the ability of agencies like ours to provide people with developmental disabilities the same quality of life that we expect for our families. Transfer Payment Agencies across Ontario are the backbone of the developmental service sector. It is crucial that the Government continue to provide stable and long term funding that will ensure high quality professional services. Each MPP was asked to meet with representatives from NVT and to send our message to the Government. Sadly of the ten letters sent only two MPPs responded to the request and both of those MPPs were members of the Official Opposition. Nevertheless, efforts by the Board and NVT did result in the new Minister of Children's Community and Social Service, Minister Michael Parsa responding to MPP Bell. MPP Bell shared the letter with us and we then responded to the Minister's letter, (a copy of both is included at the end of our report.)

Staffing for agencies within the developmental sector continues to be challenging for a variety of reasons. At last year's AGM one of the members asked for an overview of our staffing situation so we thought we would include that in our report: For NVT, we have about 200 people working for us and of this number 115 are full-time positions. On average we have about twelve percent of these staff off work for a variety

of reasons, such as short and long term disability (STD & LTD), maternity leaves personal leaves etc. This does not include sick days, (other than STD & LTD), vacation time or training days. If we look at just vacation entitlement for the full time staff each staff is entitled to 3 – 5 weeks off each year. If we average this out to four weeks per person that is equal to 456 weeks of time off. For the union staff the majority of their vacation will need to be covered for all or a portion of their shifts by another staff. Non-union positions do not have another person cover their vacation time. Since the union positions account for more than 85% of the full time staff this is a considerable and unavoidable cost. We have been fortunate that many of these staff absences are covered by our float staff, (NVT employees who work in all or most of our homes). In the report by our Director of Services, she will share with you staffing information related to recruitment and resignations.

Another factor that has a significant impact on our financial position is hospital visits by the People we Support. When this occurs, NVT staff are in the hospital with the person supported for the majority of the time they are in the hospital. In most of these situations the staff are in addition to the staff working in the homes. Last fiscal year we had a total of fifteen of the People we Support involved in unexpected hospital visits. While some of these visits were under 24 hours, many were days or even weeks of being in the hospital. When this occurs the additional cost for each day in the hospital can range from \$200 - \$600 per day. Maintaining our practice of having staff stay in the hospital with the People we Support impacted last year's annual staff cost by over \$60,000. Some years it could be less but as many of the People we Support are getting older, it is more likely to go up. (In an effort to be more fiscally responsible, the management team will be recommending changes that would reduce the time staff are at the hospital. This may include looking for families or substitute decision makers to assist whenever possible when their family member requires stays in the hospital.

One other factor that will impact our financial situation is the termination of staff. As all of you know we have zero tolerance to any form of abuse towards the People we Support or criminal activity of any kind including theft and fraud. When abuse to a Person Supported has been suspected, an immediate investigation is commenced. If the abuse is proven, the employment agreement with NVT and the staff involved is terminated. These situations are almost always challenged as most arbitrators do not accept the Ministry's zero abuse policy in all situations and there have been situations where terminated staff have returned to work with full back pay. This can be a tremendous financial hardship for the organization. As some arbitrations can take years to resolve, this can be very expensive. We have about half a dozen situations where staff were let go as they were involved with a form of abuse towards People Supported. Most situations were grieved by the union and to avoid these matters going to arbitration a settlement was reached. With the payout to the staff and our legal costs, this resulted in additional staff expenses exceeding \$100,000 in the last ten years.

Journey to Belonging The Journey to Belonging report was shared with the membership in the spring and at this time we are not certain what the impact of this will be on agencies like NVT. One thing is certain, each change of government has resulted in an updated vision for Developmental Services which began with the Harris Government's "Challenges and Opportunities." While each plan always focused on Community Inclusion for People with Disabilities, the most recent document has a strong focus on families and People Supported having more control of the funding that is currently allocated to the agency. While in theory this sounds nice, it will have a direct impact on the funding for agencies like ours. A simple example might be a parent decides they want their family member to move to another service provider in another community and the funding allocated to the agency to support that person will move with them. If there is not anyone to move into the vacancy created by this with the same level of funding it will impact the agency directly. While the government has been clear this is a long term plan it is probable that the recent KPMG report that was completed will impact Journey to Belonging. The reason for this is the current government feels that spending caps should be introduced for all services provided and as a result there will be dollars available to take many people off of the waiting list. The problem with this is, agencies have fixed costs related to Human Resources and operating the homes, for most agencies any reduction in funding will result in deficits.

What is clear is there are over 25,000 people waiting for some level of support across the province, but this is only those families that have contacted the Developmental Services Ontario (DSO) and indicated

they have a need. It is speculated that there are tens of thousands more who have not connected with their local DSO. As many agencies are now operating with deficits, it is clear that there is not enough money now to meet the current needs of agencies and the likelihood of receiving more is slim.

With that said, during COVID-19 the Ontario Government provided the much needed funds for the agency to operate effectively. Without these funds, our agency would have struggled to carry on.

While our sector funding is lean, to say the least, our agency is re-doubling our efforts to become more efficient and effective. As mentioned earlier, we are looking for ways to deploy our staff in a more strategic way, we are looking for cost saving measures by partnering with agencies for bulk purchases, looking for additional income streams and much more.

BOARD OF DIRECTORS

This year we have one retiring Board member, Doug King. While Doug will be leaving the Board, he is not leaving NVT. Doug has been a great supporter of NVT from the day they became involved with our agency. Being a family member on the Board is not always easy as you must be able to separate you being a parent of someone we support to looking at how issues will impact the full agency, Doug has always been able to do this and his wisdom will be missed at the Board. Doug has assured us he will continue to be involved in our agency and for that we are grateful.

NVT like many agencies across the province continue to have difficulty in recruiting family members for the Board. In the early days parents did it all, hired staff, set up day programs, did fundraising and prepared budgets. As the need for this type of support continued to grow, the government began providing financial support and eventually assumed more responsibility for developing the services families said they needed. The voices of the families is what first created agencies like ours and we strongly believe that the voices of families is still needed today to keep agencies like ours strong and providing the supports needed as outlined by the families whose children are cared for in the agencies. We are also aware that for many of our families, the parents are now older and while they still have a strong desire to ensure their children are well cared for, the timing might be right for the ongoing association being passed on to a sibling or other caring family member. Had it not been for the desire and determination for support in their home communities by some of the parents who had a child with disability, institutional living may have been the only option for people with developmental disabilities. This is what sets NVT apart. We provide individualized support 24/7 in a home-like environment. We believe that living like this is just another way to be inclusive and woven within the fabric of the communities we live in.

This year's Nomination Committee, Maria Nebres and Doug King, had a busy job as we had up to eight candidates standing for eight positions on the Board. Five are currently on the Board, Michael Ali, Liam Everett, Murray Milthorpe, Ivy Kanayakkara and Robert Kalanda. In addition to these candidates we also have three new family member candidates standing for election. We are certain this will be an excellent Board and for the first time in a number of years, a full Board. We look forward to working with our new Board and extend a big thank you to the 2022 -2023 Board for a job well done.

WE "THANK YOU!"

On behalf of the Board of Directors we would like to thank all employees of New Visions Toronto for their continued efforts and dedication to their job. It has been a difficult number of years for anyone working in the support services such as hospitals, long term care centres, retirement homes and congregate care homes like the homes operated by NVT. Staff at all levels were required to implement a variety of changes and because of the high level of commitment from our staff, the People we Support continued to enjoy a good quality of life. Our front-line staff continue to be the strength of our agency. We are also very grateful for our management and administrative staff as they as well have dealt with significant change. For our employees we will ensure we are providing them with the best health and dental benefits we can for them and their families. We will also do our best to make our salaries competitive with other direct service care organizations in the Toronto Region. We are also looking at ways to become the employer of choice in the

sector. We have something special at NVT, a dedicated management team, a strong volunteer Board, the best direct care staff anywhere, and the most amazing families and people supported. We know the work is hard and the challenges are many but together we will continue to be first in class.

We are also grateful to the families who continue to support our events and work with us to make New Visions Toronto the best agency it can be. We would love to see more family involvement and encourage our families to explore how you can be more involved. If there are things you think we can do better, let us know we encourage an open and honest dialogue with our families.

Thank you for your continued support.

Brian W. Maslowski

President – Board of Directors

Andy Rotma

Executive Director



Treasurer and Director of Finance and Administration Report for Fiscal Year 2022-2023

The Audited Financial Statements for fiscal year 2022-2023 are showing a small deficit of \$164,548.

This past year, New Visions Toronto (NVT) continued to feel the impact of Covid-19. It was challenging to hire staff and as a result the banked overtime and vacation continued to grow. The impact on the year end accrual was an unplanned increase of \$30K.

The pandemic premium of \$3.00 became permanent in January for direct care support staff. What was not planned and contributed to our year end deficit, was the government's requirement that the \$3.00 per hour apply retroactively to all non-worked hours (i.e. sick, vacation and training hours) which was a change from the original payment requirement. This was an impact of approximately \$80K.

There are a number of variances that require further explanation. On the Statement of Financial Position, the Accounts Receivable increase over the prior year of \$195K is primarily related to Covid reimbursements which were paid after year end. The increase in Accounts Payable and Accrued Liabilities of \$244K is due to the salary accrual for the last pay period which was paid and expensed in April 2023.

On the Statement of Operations, the most significant variance is a \$670K increase in Salaries and Benefits. This represents the wage enhancement of \$3.00 per hour for all staff, additional hourly increase from our union negotiations which were retroactive, related increases in all benefits due to the salary increases, increases in the vacation and overtime accrual and benefit insurance premium increases. Supplies and Services have increased \$111k over the prior year primarily due to increased Day Program usage.

Also worth noting is our General and Administrative expenses which are consistent with the prior year and represent about 9% of total expenses. This is well below the 10% guideline of our funders and lower than most other organizations in our sector.

NVT, once again, received an increase in Provincial assistance due to the government's continued approach of funding all additional Covid related staffing and cleaning costs. While the additional funding has continued, there have been changes to the requirements and as a result, the Covid funding was less than the prior year.

On the next page we have provided you with a breakdown of how the revenue we received was spent in fiscal year 2022 -2023. We look forward to seeing you at the live and virtual AGM and will answer any questions you may have.

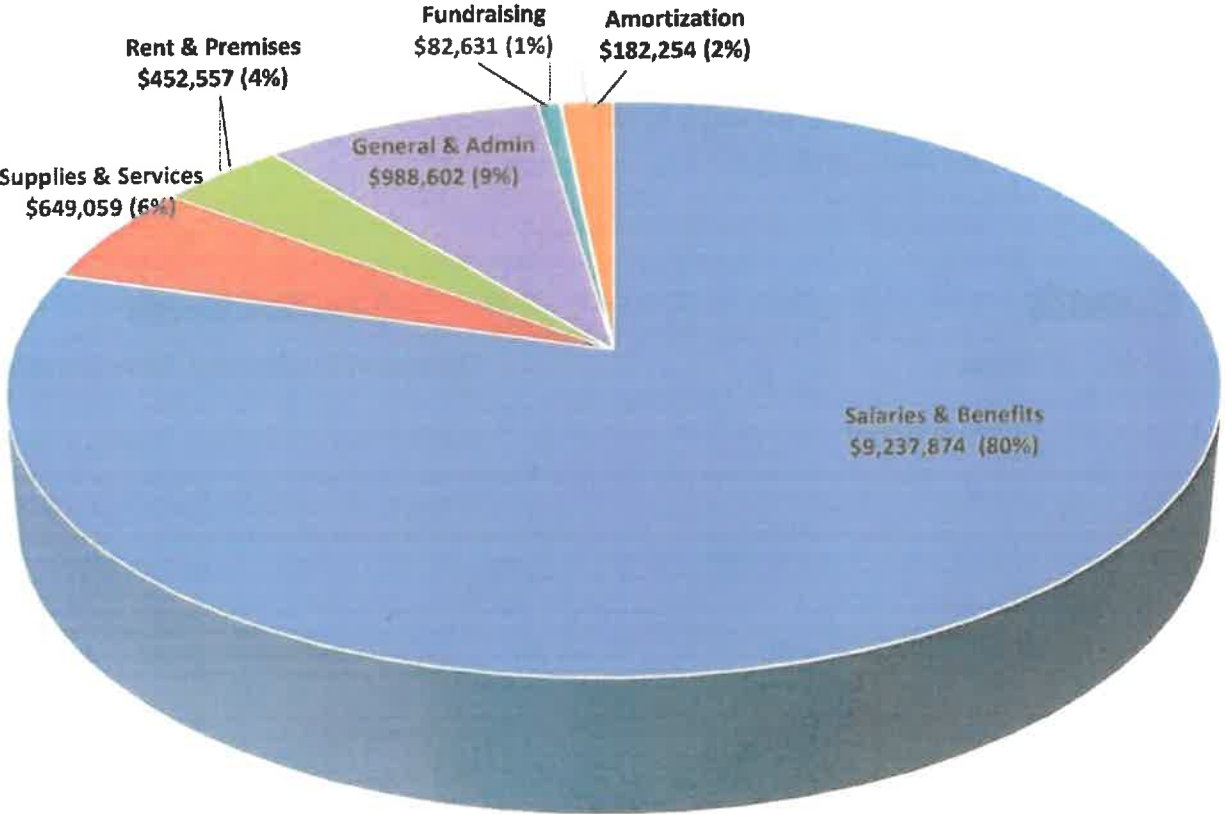
Liam Everett

Treasurer – Board of Directors

Sandra Enex

Director of Finance and Administration

How the Dollars Were Spent Fiscal Year 2022 – 2023



Main Revenue Sources

- Government of Ontario \$10,235,154**
(Funding received from the Ministry of Children, Community and Social Services and the Ministry of Health and Long Term Care through Ontario Health)
- Room and Board, (ODSP) \$673,565**
- Community Partnerships, (Lumenus) \$173,188**
- Fee for Service, (Passport and Respite) \$89,419**
- Fundraising and Donations, \$139,303**

NEW VISIONS TORONTO

FINANCIAL STATEMENTS

MARCH 31, 2023

INDEPENDENT AUDITOR'S REPORT

To the Members of New Visions Toronto:

Qualified Opinion

We have audited the financial statements of New Visions Toronto (the Charity), which comprise the statement of financial position as at March 31, 2023, and the statement of changes in net assets, statement of operations and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of New Visions Toronto as at March 31, 2023, 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 Qualified Opinion

In common with many charitable organizations, New Visions Toronto derives revenue from donations and fundraising, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of the organization. Therefore, we were not able to determine whether any adjustments might be necessary to donations and fundraising revenue, surplus for the year, and cash flows from operations for the years ended March 31, 2023 and March 30, 2022, current assets and net assets as at March 31, 2023 and March 30, 2022. This caused us to qualify our opinion on the financial statements as at and for the year ended March 30, 2022.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of 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 qualified opinion.

Material Uncertainty Related to Going Concern

We draw attention to Note 2 in the financial statements, which indicates that the Charity has a working capital deficiency of \$1,294,956 as at March 31, 2023. As stated in note 2, these events or conditions, along with other matters as set forth in Note 2, indicate that a material uncertainty exists that may cast significant doubt on the Charity's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

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 Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Charity or to cease operations, or has no realistic alternative but to do so.

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

INDEPENDENT AUDITOR'S REPORT - continued

Auditor's 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 auditor's 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 Charity'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 Charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's 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 auditor's report. However, future events or conditions may cause the Charity 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.

Oakville, Ontario

ALLWORTH & ASSOCIATES
CHARTERED PROFESSIONAL ACCOUNTANTS
LICENSED PUBLIC ACCOUNTANTS

NEW VISIONS TORONTO

STATEMENT OF FINANCIAL POSITION

MARCH 31, 2023

	<u>2023</u>	<u>2022</u>
ASSETS		
Current		
Cash	\$ 214,520	\$ 311,148
Accounts receivable	252,418	57,785
HST receivable	60,173	73,983
Prepaid expenses and deposits	<u>54,653</u>	<u>38,644</u>
	581,764	481,560
Capital assets - note 3	<u>1,411,592</u>	<u>1,440,505</u>
	<u>\$ 1,993,356</u>	<u>\$ 1,922,065</u>
LIABILITIES		
Current		
Accounts payable and accrued liabilities - note 5	\$ 1,876,720	\$ 1,632,467
Deferred contributions - note 6	<u>804,858</u>	<u>813,272</u>
	2,681,578	2,445,739
NET ASSETS		
Net assets invested in capital assets - note 7	\$ 790,379	\$ 835,086
Unrestricted net assets	<u>(1,478,601)</u>	<u>(1,358,760)</u>
	<u>(688,222)</u>	<u>(523,674)</u>
	<u>\$ 1,993,356</u>	<u>\$ 1,922,065</u>

Approved on behalf of the Board of Directors:

_____ Director

_____ Director

The accompanying notes are an integral part of these financial statements

NEW VISIONS TORONTO
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED MARCH 31, 2023

	<u>Invested in capital assets</u>	<u>Unrestricted</u>	<u>2023</u>	<u>2022</u>
Net assets - beginning	\$ 835,086	\$(1,358,760)	\$ (523,674)	\$ (972,632)
Operating (deficit) surplus	(64,454)	(100,094)	(164,548)	448,958
Investment in capital assets				
Additions - note 7	153,342	(153,342)	-	-
Deferred funding received in the year - note 7	<u>(133,595)</u>	<u>133,595</u>	<u>-</u>	<u>-</u>
Net assets	<u>\$ 790,379</u>	<u>\$(1,478,601)</u>	<u>\$ (688,222)</u>	<u>\$ (523,674)</u>

The accompanying notes are an integral part of these financial statements

NEW VISIONS TORONTO
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2023

	<u>2023</u>	<u>2022</u>
Revenue		
Provincial assistance - note 8	\$ 10,235,154	\$ 10,118,247
Client contribution	673,565	644,389
Direct client funding	173,188	171,840
Donations and fundraising	139,303	91,882
Amortization of deferred contributions related to capital assets	117,800	120,037
Passport funding	62,623	90,435
Other assistance	22,369	17,946
Respite care	3,950	-
Interest	177	29
	<u>11,428,429</u>	<u>11,254,775</u>
 Expenses		
Residential program		
Salaries and benefits	9,237,874	8,567,726
Supplies and services	649,059	537,495
Rent and premises	452,557	477,980
	<u>10,339,490</u>	<u>9,583,201</u>
 General and administrative	988,602	986,984
Amortization	182,254	184,253
Fundraising expense	82,631	51,679
	<u>1,253,487</u>	<u>1,222,916</u>
	<u>11,592,977</u>	<u>10,806,117</u>
	(164,548)	448,658
 Other income		
Gain on disposal of capital assets	-	300
	<u>-</u>	<u>300</u>
 (Deficit) surplus for the year	<u>\$ (164,548)</u>	<u>\$ 448,958</u>

The accompanying notes are an integral part of these financial statements

NEW VISIONS TORONTO
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2023

	<u>2023</u>	<u>2022</u>
Cash from operating activities		
(Deficit) surplus for the year	\$ (164,548)	\$ 448,958
Adjustments to reconcile operating surplus to net cash provided by operating activities:		
Amortization	182,254	184,253
Gain on disposal of capital assets		(300)
Changes in non-cash working capital balances:		
Accounts receivable	(194,633)	8,340
HST receivable	13,810	69,261
Prepaid expenses	(16,009)	(5,152)
Accounts payable and accrued liabilities	244,254	(178,456)
Deferred contributions	<u>(8,414)</u>	<u>(22,137)</u>
Net cash generated through operating activities	56,714	504,767
Financing activities		
(Repayments of) loan payable	<u>-</u>	<u>(130,000)</u>
Net cash (used) in financing activities	-	(130,000)
Investing activities		
Purchase of capital assets	(153,342)	(162,904)
Proceeds from disposal of capital assets	<u>-</u>	<u>300</u>
Net cash (used) in investing activities	<u>(153,342)</u>	<u>(162,604)</u>
Net change in cash and cash equivalents	(96,628)	212,163
Cash and cash equivalents - beginning	<u>311,148</u>	<u>98,985</u>
Cash and cash equivalents	<u>\$ 214,520</u>	<u>\$ 311,148</u>

The accompanying notes are an integral part of these financial statements

NEW VISIONS TORONTO

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2023

The purpose of the organization is to provide integrative and enhanced community based support services for children and adults who have a developmental disability. This is carried out through value based, community residential supports that encourage citizenship. The majority of the funding for operations is obtained from the Ministry of Children's, Community and Social Services.

Effective July 30, 1998, the organization changed its name from New Visions Homes for Children & Adolescents (Toronto) Inc. to New Visions Toronto. New Visions Toronto was incorporated on November 25, 1986 and active operations began January 1, 1987. The organization is a registered charity and, as such, is exempt from income tax.

1. Summary of significant accounting policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPO) and include the following significant accounting policies:

Fund accounting

The organization uses the deferral method of accounting and reports on a fund accounting basis. The funds maintained are as follows:

- (i) Unrestricted fund - includes results of day-to-day operating transactions and all unrestricted contributions
- (ii) Capital asset fund - includes the organization's assets, liabilities, revenue, and expenditures related to the capital assets

Cash and cash equivalents

Cash and cash equivalents include cash on hand and balances with banks.

Capital assets and amortization

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution. Amortization is calculated based on the estimated useful life of the asset on a straight line basis over the following periods:

Automotive	- 5 years
Buildings	- 40 years
Building improvements	- remaining useful life of asset
Furniture and equipment	- 2-5 years
Leasehold improvements	- 1-10 years

In the year of acquisition of an asset, depreciation is calculated at 50% of the normal rate.

NEW VISIONS TORONTO
NOTES TO THE FINANCIAL STATEMENTS
MARCH 31, 2023

Summary of significant accounting policies - continued

Revenue recognition

The organization follows the deferral method of accounting for contributions. Restricted revenues are recognized as revenue in the year in which the related expenses are incurred. Unrestricted funding is recognized as revenue when received or receivable if the amount to be received can reasonably be estimated and collection is reasonably assured. Deferred funding related to capital assets is recognized as revenue in the year in which the related amortization expense is incurred. Client contributions, direct client funding, and other assistance is recognized on a monthly basis in accordance with the terms of the client's agreement. Donations and fundraising revenues are recognized as received by the organization regardless of when the fundraising event takes place.

Estimates

The preparation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPPO) requires that management make estimates and assumptions that affect the amounts reported and the disclosures in the notes. By their nature, these estimates are subject to measurement uncertainty and the effect on the financial statements of changes in such estimates in future periods could be significant.

The valuation of accounts receivable is based on management's best estimate of the provision for bad debts.

The valuation of capital assets is based on management's best estimates of the future recoverability of these assets and the determination of costs subject to classification as capital assets. The amounts recorded for depreciation of the capital assets are based on management's best estimates of the remaining useful lives and period of future benefit of the related assets.

Contributed services

Volunteers contribute time each year to assist the organization in carrying out its service delivery activities. Because of the difficulty in determining fair value, contributed services are not recognized in the financial statements.

NEW VISIONS TORONTO
NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2023

Summary of significant accounting policies - continued

Financial instruments

The organization initially measures its financial assets and financial liabilities at fair value. The organization subsequently measures its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash and accounts receivable. Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

2. Continuity of operations

These financial statements have been prepared on the basis of accounting principles applicable to a going-concern, which contemplates the realization of assets and the payment of liabilities in the normal course of operations and the achievement of positive cash flows. Unrestricted net assets had a deficit of revenues over expenses for the year of \$100,094 (2022 - surplus of \$513,174) and a deficit at the year end of \$1,478,601 (2022 - \$(1,358,760)) and a working capital deficiency of \$1,294,956 (2022 - \$1,150,907). The continuation of the organization as a going-concern is dependent upon the achievement of positive cash flows from operations. If the going concern assumption were not appropriate for these financial statements, adjustments would be necessary to the carrying values of assets and liabilities, the reported excess of expenses over revenue and the statement of financial position classifications used.

3. Capital assets

	<u>Cost</u>	<u>Accumulated Depreciation</u>	<u>2023</u>	<u>2022</u>
Land	\$ 284,150	\$ -	\$ 284,150	\$ 284,150
Automotive	343,545	255,154	88,391	65,393
Buildings and improvements	1,736,747	1,128,201	608,546	567,853
Furniture and equipment	742,659	649,962	92,697	132,180
Leasehold improvements	988,533	650,725	337,808	390,929
	<u>\$ 4,095,634</u>	<u>\$ 2,684,042</u>	<u>\$ 1,411,592</u>	<u>\$ 1,440,505</u>

The Ministry of Children's, Community and Social Services has an ownership interest in certain of the land and buildings. As a result of these ownership interests, the sale or alteration of these assets may be subject to the Ministry's approval.

NEW VISIONS TORONTO
NOTES TO THE FINANCIAL STATEMENTS
MARCH 31, 2023

4. Bank indebtedness

The organization has an agreement with its bank providing for an operating credit facility in the amount of \$300,000. As of March 31, 2023, the organization utilized \$Nil of the available revolving facility. The operating loan is due on demand and secured by a general security agreement providing the creditor with a security interest over all present and after-acquired movable property of the Borrower with a first ranking for machinery and equipment, CDN accounts receivable, inventory warehouse receipts, and assignment of fire insurance. The facility bears interest at the prime rate plus 1.25%.

The organization has an agreement with its bank providing for a corporate MasterCard with a limit of \$100,000. As of March 31, 2023, the organization utilized \$48,541 of the available MasterCard facility. The MasterCard facility is due on demand and secured by a general security agreement providing the creditor with a security interest over all present and after-acquired movable property of the Borrower with a first ranking for machinery and equipment, CDN accounts receivable, inventory warehouse receipts, and assignment of fire insurance.

5. Accounts payable and accrued liabilities

	<u>2023</u>	<u>2022</u>
Trade payables and accrued liabilities	\$ 1,105,711	\$ 1,017,588
Government remittances	<u>771,009</u>	<u>614,879</u>
	<u>\$ 1,876,720</u>	<u>\$ 1,632,467</u>

6. Deferred contributions

	<u>2023</u>	<u>2022</u>
Balance, beginning of year	\$ 813,272	\$ 835,409
Add: Amounts received in advance	141,305	97,900
Less: Amounts amortized to revenue	117,800	120,037
Less: Amounts transferred directly to revenue	<u>31,919</u>	<u>-</u>
Balance, end of year	<u>\$ 804,858</u>	<u>\$ 813,272</u>

Deferred contributions consist of restricted capital funding received for the purchase of depreciable capital assets and restricted funding received for a specific purpose that has not yet been spent.

NEW VISIONS TORONTO
NOTES TO THE FINANCIAL STATEMENTS
MARCH 31, 2023

7. Invested in capital assets

Investment in capital assets is calculated as follows:

	<u>2023</u>	<u>2022</u>
Capital assets	\$ 1,411,592	\$ 1,440,505
Less: Amounts financed by deferred contributions	<u>621,213</u>	<u>605,419</u>
Balance, end of year	<u>\$ 790,379</u>	<u>\$ 835,086</u>

Change in net assets invested in capital assets is calculated as follows:

	<u>2023</u>	<u>2022</u>
Operations:		
Amortization	\$ (182,254)	\$ (184,253)
Amortization of deferred contributions related to capital assets	<u>117,800</u>	<u>120,037</u>
	<u>(64,454)</u>	<u>(64,216)</u>
Purchase of capital assets	153,342	162,904
Contributions received	<u>(133,595)</u>	<u>(59,633)</u>
	<u>19,747</u>	<u>103,271</u>
	<u>\$ (44,707)</u>	<u>\$ 39,055</u>

8. Provincial assistance

	<u>2023</u>	<u>2022</u>
Ministry of Children's, Community and Social Services	\$ 9,220,217	\$ 9,112,582
Ministry of Health and Long-Term Care	<u>1,014,937</u>	<u>1,005,635</u>
	<u>\$10,235,154</u>	<u>\$10,118,217</u>

NEW VISIONS TORONTO
NOTES TO THE FINANCIAL STATEMENTS
MARCH 31, 2023

9. Commitments

The organization leases certain homes and office spaces. Future minimum lease payments required over the next five years are as follows:

2024	406,453
2025	406,453
2026	376,053
2027	360,853
2028	345,105

10. Financial Instruments

The organization's financial instruments consist of cash, accounts receivable, and accounts payable and accrued liabilities. The fair value of current financial assets and current financial liabilities approximates their carrying value due to their short term to maturity. The fair value of long-term financial liabilities approximates their carrying value based on the presumption that the organization is operating as a going concern and expects to fully repay the outstanding amount.

Liquidity risk

The organization does have liquidity risk in the accounts payable and accrued liabilities of \$1,876,720 (2022 - \$1,632,467). Liquidity risk is the risk that the organization cannot repay its obligations when they become due to its creditors. The organization reduces its exposure to liquidity risk by ensuring that it documents when authorized payments become due and maintains access to a sufficient cash balance to repay trade creditors. In the opinion of management, the liquidity risk exposure to the organization is moderate. This risk is unchanged from the prior year.

NEW VISIONS TORONTO
NOTES TO THE FINANCIAL STATEMENTS
MARCH 31, 2023

Financial instruments - continued

Credit risk

The organization does have credit risk in the accounts receivable of \$252,418 (2022 - \$57,785). Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The organization reduces its exposure to credit risk by following up overdue accounts on a timely basis and creating an allowance for bad debts when applicable. In the opinion of management, the credit risk exposure to the organization is low. This risk is unchanged from the prior year.

The organization has one entity that comprised 61% of total accounts receivable (2022 - one entity that comprised 62%).

The corporation also has a credit risk relating to cash, which it manages by dealing with large chartered banks in Canada. The corporation's objective is to minimize its exposure to credit risk in order to prevent losses on financial assets by placing its cash in accounts that are insurable by the Canada Deposit Insurance Corporation (CDIC). The corporation's cash carrying value is \$214,520 (2022 - \$311,148), representing the maximum exposure to credit risk of these financial assets. This risk is unchanged from the prior year.

11. Economic dependence

The future viability of the organization is dependent upon continued support from the Ministry of Children's, Community and Social Services. The organization receives a substantial amount of funding from the Ministry of Children's, Community and Social Services pursuant to a service contract entered into by both parties.



Director of Services Annual Report Fiscal Year 2022-2023

The President and Executive Director's report provided an excellent overview of the challenges we face as an agency and not only that, as a sector. We are always strategizing, problem solving and working hard to gain ground and make improvements. It definitely keeps things busy and demanding. It is easy to get caught up in the day to day pressures but we can't forget to take the time to assess how our work reflects and meets our Mission which (in my own words) is to make sure each person we support has a life complete with meaningful experiences, relationships and opportunities to pursue their goals and interests.

We have shifted our staffing approach to meet the changes to the routines of People Supported who requested them. Some have returned to their day program full-time or for fewer days or have chosen not to return at all and our Community Supports team provides various alternatives for day programs. We are improving how we support people to maximize the funding they receive through the Passport program. We are getting out there and are visible everywhere you look- travelling to Florida, Jamaica, St. Lucia, Niagara Falls, Kingston, relaxing in cottages in the Muskokas and making the most of local events and attractions not to mention the beautiful outdoor spaces the city offers. With all that being said I can say in many ways we are putting our mission into practice. It happens in "big" ways like trips and it also happens on a smaller scale which we need to keep focused on. Reading a book, watching a video, cooking with someone we support, supporting someone to check their Facebook account, to become a volunteer, to join a club are all ways we make sure we are supporting people to have full and interesting lives.

Please be sure to check out all of the posts and photos on our social media sites to see some of the things the People we Support are doing. Another reason for checking them out is that clicking a "like" is a way to show that you support NVT and shows others that NVT has a great following.

While staffing levels are still not back to where they were before the Pandemic started, each month we add new staff to our NVT team. The challenge is that each month staff also leave. Sometimes it is temporary and other times it is permanent. The reasons vary from accepting another job in this field, achieving professional credentials and changing fields, personal leaves such as the need to travel internationally to be with family after a long few years of restrictions and many other reasons as well. The pandemic created not just issues in the moment but long term challenges such as fluctuating staffing levels and these are the realities that we have to learn to manage with and adjust to.

On a final note I would like to commend our team of Service Managers who work diligently each day to ensure that the People we Support are living their best lives. Their commitment is unwavering and they put their all into everything that they do.

All the best,

Julie Andrews

Director of Services



Director of Health Annual Report Fiscal Year 2022 – 2023

Non Covid

1. Medical Appointment Catch-up. This has been year of catching up on some appointments that has not received sufficient response from some consultants. During the pandemic, while much was okay, some follow-up appointments did not occur in a timely manner. The resulted is that some requests for improvements were not addressed as quickly as we wanted. We made positive strides this past year.
2. Share Vision – we are moving ahead slowly although we have significant delays – some of which is based on reliable internet. This is slowly being addressed.
3. Real food for people with G-tubes. My goal is to rely less on commercially prepared formulas and to use whole foods blended so well that if can be given through a g-tube. We are progressing carefully with the help of a registered dietician through Home and Community Care in the downtown areas. Yes this is extra work for direct support staff, and we hope the process will become less onerous, as the benefits should outweigh that concern and we fine-tune the process. I truly appreciate when staff can clearly identify the benefits and are up for the challenge – even making it fun but choosing what could be on the Thanksgiving ‘menu’.

Covid

The Ministry of Health, and Toronto Public Health continues to work with MCCSS funded agencies. Resources from the Ontario Health Team Hubs and TPH have been visiting our locations to see if we are prepared for the upcoming season. So far, their responses have been positive.

Vaccines – We’ve developed connections with our community resources to have vaccinations come to us.

That is for both the seasonal flu and bivalent vaccine boosters due in mid September/October so that we will be ready this season.

Respectfully,

Karen Cowan,

Director of Health



Fundraising Development Manager's and Fundraising Committee Annual Report for Fiscal Year 2022-2023

As we look back on the past fiscal year, we recognize the significance of community support, strength, and unity in achieving New Visions Toronto's goals and mission. Fundraising plays a crucial role in this, and a strong presence within the community is key to its success.

Our digital presence has grown through social media, allowing us to connect with like-minded community members and agencies, while sharing our messages and stories with a larger audience. Moving forward, we aim to use our experiences to enhance our fundraising initiatives, building upon successful areas and acknowledging challenging aspects as opportunities for growth and change. We kindly ask for your support in fulfilling our mandate of creating an inclusive community and giving the gift of living life. Please share our story through your media channels. Here's a list of sites where you can find us and when you do visit, remember to like us!

 facebook facebook.com/newvisionstoronto	 twitter twitter.com/nvttoronto	 TikTok tiktok.com/@newvisionstoronto
 Instagram instagram.com/newvisionstoronto	 LinkedIn linkedin.com/company/newvisionstoronto	 NewVisions ENDLESS POSSIBILITIES

Our volunteers commit their time and personal resources while stakeholders and friends offer valuable contacts to help our organization grow. Our dedicated staff continue to support individuals facing significant challenges, even after years of service. Although we often encounter rejection when exploring new opportunities, we remain resilient and motivated by the small successes we achieve. Together, we empower the community to create opportunities and support individual choices, embodying the values of Canada. New Visions Toronto exists because of the people we support. Witnessing the significant impact that one life can have on many is truly inspiring. We acknowledge the joint effort of organizations like New Visions Toronto in improving communities and beyond. We are grateful for the chance to contribute to a more inclusive world.

I am delighted to express my heartfelt gratitude to the numerous volunteers who have made our growing initiatives flourish. I would like to extend a special thank you to Andy Rotsma, whose unwavering dedication has brought stability and credibility to our fundraising platform. I also want to acknowledge Lyndel, Brian, and Murray for their incredible passion and unwavering commitment to creating a better world for the people we support and for believing in our amazing organization. Finally, I am grateful to all of our employees who have offered invaluable perspectives through our simple conversations. Your contributions have been invaluable, and we could not have done it without you.

In conclusion, I want to express my sincere gratitude to our families and the community for their ongoing support of New Visions. Your contributions have made a significant impact on our organization, allowing us to continue our work and make a difference in the lives of those we support. I look forward to continued partnerships and collaborations with our community in the future. Thank you again for your generosity and commitment to our mission.

Highlights

Looking back at our 2022-2023 year, we are thrilled to share some exciting highlights with you. Throughout the year, we made significant progress, overcame obstacles, and received generous support from both our donors and community members. Every donation we receive brings us closer to achieving our mission of providing exceptional care to those we serve, and making a meaningful impact in our community. If you're interested in seeing more, please visit our social media channels to stay updated on current events. These highlights are just a small sample.

Holiday Appeal.

We extend our heartfelt gratitude to our dedicated donors who generously contributed to New Visions Toronto's Holiday Appeal. Thanks to your unwavering support, we have successfully met our collective objectives of promoting full community inclusion for individuals with disabilities. It is with great pride that we announce that we have exceeded our initial fundraising goal of \$20,000 by raising a remarkable \$23,000.

Your contributions have made a significant impact towards achieving our mission of creating a more inclusive and accessible community for all. Your kindness has helped us in providing vital services, connecting people with disabilities to resources and advocating for their rights.

Once again, we express our sincere appreciation to all our donors for their generosity, trust and support in our cause. Your contributions have made a meaningful difference in the lives of those we serve, and we look forward to continuing our journey towards a more equitable society.

Brand Activation

In the spring of 2022, our brand activation team was born. They actively promote New Visions, recognizing the importance of brand activation in building brand reputation and increasing community awareness. Brand activation involves marketing campaigns or events that directly engage with a target audience, using various marketing materials like flyers and banners to inform the audience about the brand and its offerings. This leads to increased brand recognition and loyalty, ultimately translating into increased sales and revenue. Overall, brand activation is an essential part of a successful marketing strategy that helps businesses stand out in a crowded market. If you are interested in becoming part of this team, please email tchristie@newvisionstoronto.ca

Gloves up Toronto.

On June 2nd, 2022, Gloves up Toronto, held an exceptional event that successfully raised \$5000 in support of New Visions. The funds raised will go towards providing essential resources and services to the people we support. The success of this event would not have been possible without the unwavering support and dedication of first responders and emergency workers. We extend our heartfelt gratitude to Calvin Barry Professional Corporation and Bakshi Firm Professional Corporation, who generously donated \$2500 each to New Visions. Their support and generosity have made a significant impact for the people we support.

The Rotary Club of Toronto

On Thursday, July 8th, the arrival of a new wheelchair-accessible van donated by The Rotary Club of Toronto was celebrated with much excitement and gratitude by New Visions. The event was graced by the presence of Don Brooks, a longstanding member of the Rotary Club. Established in 1912, The Rotary Club of Toronto is one of the country's largest clubs, boasting a membership of over 160 individuals. This partnership between New Visions and The Rotary Club of Toronto has been an

enduring one, and we are immensely grateful for their continued support and generosity. The new van will greatly improve the mobility and accessibility of our organization, enabling us to better serve our community.



Grants

Grants play a crucial role for organizations to carry out projects or services that may not be achievable otherwise. However, the process of acquiring grants is highly competitive and demands extensive preparation, including identifying opportunities, formulating a compelling proposal, and managing the funds effectively. At New Visions Toronto, we are fortunate to have the support of numerous benefactors, including families, friends, and businesses, as well as foundations that endorse and validate our funding objectives for the upcoming year. We cannot express enough gratitude for their generous contributions, which enable us to continue delivering high-quality support that our beneficiaries rely on. Their support empowers us to make a positive impact in the lives of those we serve, and we are committed to using their contributions wisely and efficiently.

A heartfelt thank you goes out to Lyndel Hill for her unwavering dedication to grant writing. Her tireless efforts have resulted in securing numerous grants and maintaining positive relationships with all foundations. We are deeply grateful for her ongoing contributions and the impact they have had on our organization. Without her hard work, we would not have been able to achieve our goals and make a difference in the lives of those we support. Lyndel's commitment to excellence is an inspiration to us all and here is a sample of some of the successful grant applications we have received;

The Fleck Foundation \$ 12,500.00
The United Way \$ 77,000.00*

The Harold Ballard Foundation \$ 20,000.00
The McGuire Foundation \$ 30,000.00

Funded by the
Government of Canada's
* Community Services Recovery Fund | **Canada**

Regards,

Murray Milthorpe,
Chair, Fundraising Committee

Tina Christie,
Fundraising Development Manager



Board Motions Fiscal Year 2022 – 2023

Motion 22-23, 1 Approval of Minutes of the Board of Directors Meeting: The minutes of the Board meeting held on March 16th 2022 be accepted as presented. Moved by B. Maslowski, seconded by I. Nanayakkara. Carried.

Motion 22-23, 2 Policy Approval: That the Board approve the following policies, 2.12 Financial Management, 2.32 Physical Restraints, 2.32b Physical Restraints, Monitoring, 2.32c Physical Restraints, Debriefing, 3.01 Criminal Record Checks, 3.10 Abuse Awareness Duty to Report, 3.35 Employee Volunteer Placement Files and 4.01 Use of Video Cameras. Moved by I. Nanayakkara, seconded by M. Ali. Carried.

Motion 22-23, 3 Complaint by Parent: The Board of Directors will investigate the complaint and provide a response to E. Goodall and the management team. The Board will establish a committee to conduct the investigation. Moved by B. Maslowski, Seconded by D. King. Carried with one Director abstaining.

Motion 22-23, 4, Adjournment of Meeting: Motion to adjourn Moved by B. Maslowski, seconded by D. King. Carried. Meeting adjourned at 7:10 pm.

Motion 22-23, 5 Approval of Minutes of the Board of Directors Meeting: The minutes of the Board meeting held on April 20th 2022 be accepted as presented. Moved by G. Watts, seconded by I. Nanayakkara. Carried.

Motion 22-23, 6, Declaration of Compliance: After making inquiries of the Executive Director, Andy Rotsma and Karen Cowan, Director of Health and Julie Andrews, Director of Services and subject to any exceptions identified on Appendix 1 to this Declaration of Compliance, to the best of the Board's knowledge and belief, New Visions Toronto has fulfilled, its obligations under the service accountability agreement (the "MSAA") in effect during the Applicable Period. Moved by B. Maslowski, seconded by G. Watts. Carried.

Motion 22-23, 7, Adjournment of Meeting: motion to adjourn moved by M. Ali, seconded by R. Kalanda. Carried. Meeting adjourned at 6:47 pm.

Motion 22-23, 8, Approval of Minutes of the Board of Directors Meeting: The minutes of the Board meeting held on May 18th 2022 be accepted with the noted change that R. Kalanda was present for the meeting. Moved by M. Ali, seconded by D. King. Carried.

Motion 22-23, 9 Policy Approval : That the Board approve the following policies, 2.05, Rights of the People we Support, 2.07, Culture and Religion, 2.26, Prohibited Disciplinary Practices, 2.28, Behavioural Support Plans, 2.31a, Mechanical Restraints for Children, 3.05b, Disciplinary Steps 3.17, Code of Ethics, 5.01, Storage and Retention of Records and Employment Policy, Employees Right to Disconnect. Moved by B. Maslowski, seconded by M. Ali. Carried.

Motion 22-23, 10, Adjournment of Meeting: Motion to adjourn moved by M. Ali, seconded by M. Milthorpe. Carried. Meeting adjourned at 6:31 pm.

Motion 22-23, 11, Approval of Minutes of the Board of Directors Meeting: The minutes of the Board meeting held on June 15th 2022 be accepted as presented, moved by B. Maslowski, seconded by G. Watts. Carried.

Motion 22-23, 12, Approval of Minutes of the Board of Directors Meeting: The minutes of the Board meeting held on October 19th 2022 be accepted as presented, moved by M. Nebres, seconded by M. Milthorpe. Carried.

Motion 22-23, 13, Adjournment of Meeting: motion to adjourn moved by M. Ali, seconded by M. Milthorpe. Carried.

Motion 22-23, 14, Approval of Minutes of the Board of Directors Meeting: The minutes of the Board meeting held on November 16th 2022 be accepted with the noted addition to the Review of Financial Statement section; *“B. Maslowski stressed that it is extremely important for the Board to receive the financial documents in a timely manner and this should be made a priority. A. Rotsma and S. Essex both agreed that once everything is caught up, statements will be sent to the Board monthly. Again, S. Essex indicated that the finance staff are making changes that will ensure the financial information will be accurate and on time.”* Moved by B. Maslowski, seconded by M Milthorpe. Carried.

Motion 22-23, 15, Approval of the Audited Financial Statements for Fiscal year 2021 – 2022, The Audited Financial Statements for Fiscal year 2021 - 2022 be accepted as presented, moved by L. Everett, seconded by B. Maslowski. Carried.

Motion 22-23, 16 Request for Video Camera by Family member: The request for a camera in their daughter’s bedroom by the Kingsleys be approved. Moved by B. Maslowski, seconded by G. Watts. Carried.

Motion 22-23, 17 Motion to move to in camera session: Motion to move to in camera session at 6:24 pm, moved by B. Maslowski, seconded by G. Watts. Carried.

Motion 22-23, 18, Motion to move out of in camera session: Motion to move out of in camera session at 6:55 pm moved by G. Watts, seconded by B. Maslowski. Carried.

Motion 22-23, 19, Adjournment of Meeting: motion to adjourn moved by B. Maslowski, seconded by G. Watts. Carried.

Motion 22-23, 20, Approval of Minutes of the Board of Directors Meeting: The minutes of the Board meeting held on December 21st 2022 be accepted as presented. Moved by M. Nebres, seconded by G. Watts. Carried.

Motion 22-23, 21, Approval of the MCCSS Transfer Payment Annual Reconciliation: The Board Approve the MCCSS Transfer Payment Annual Reconciliation summary for fiscal year 2021 -2022 as presented, moved by B. Maslowski, seconded by L. Everett. Carried.

Motion 22-23, 22, Motion to move to in camera session. Motion to move to in camera session at 6:32 pm, moved by B. Maslowski, seconded by G. Watts. Carried.

Motion 22-23, 23, Motion to move to move out of in camera session. Motion to move out of in camera session at 6:44 pm moved by D. King, seconded by G. Watts. Carried.

Motion 22-23, 24, Adjournment of Meeting: motion to adjourn moved by G. Watts, seconded by D. King. Carried. Meeting adjourned at 6:42 pm.

Motion 22-23, 25, Approval of Minutes of the Board of Directors Meeting: The minutes of the Board meeting held on February 15th 2023 be accepted as presented. Moved by D. King, seconded by M. Miltthorpe. Carried.

Motion 22-23, 26, MCCSS Attestation of Compliance Form: The Board supports the modified Attestation of Compliance document that will be submitted to the Ministry. Moved by B. Maslowski, seconded by M. Milthorpe. Carried.

Motion 22-23, 27, Collective Bargaining: The Board supports Managements recommendation related to the final offer to the union. Moved by B. Maslowski, seconded by M. Nebres. Carried.

Motion 22-23, 28 Adjournment of Meeting: motion to adjourn moved by M. Nebres, seconded by I. Nanayakkara. Carried. Meeting adjourned at 6:51 pm.



Celebration OF Employee Milestone Anniversaries - Fiscal Year 2022-2023

30 Years

Name	Start date	Position	Location
Malvia Davis* *missed last year	March 16, 1992	Full Time RC	Olean
Cory Hawani	December 3, 1992	Full Time RC	205 Market St.
Alvean Hall	May 3, 1993	Full Time RC	101 Market St.
Ester Cortez	July 9, 1993	Night Awake	95 Bicknell

25 Years

		Position	Location
Doreen Miller	October 16, 1997	Night Awake	307 Market St
Melda Watson	October 29, 1997	Night Awake	205 Market St.
Anne Marie White	December 19, 1998	Part Time RC	89 HLT
Katherine French	August 6, 1998	Service & HR Manager	Administration

20 Years

Pius Ojukwu	October 10, 2002	Full Time RC	Olean
Patricia Onumonu	November 8, 2002	Night Awake	305 Market St.
Mulumbet Admassu	May 15, 2003	Part Time RC	307 Market st
Speranza Muchiri	May 16, 2003	Night Awake	Davisville
Patience Andrew	June 19, 2003	Full Time RC	83 HLT

15 Years

Peace Arueyingho	November 29, 2007	Full Time RC	Moccasin Trail
Racheal Ighodaro	November 29, 2007	Part Time RC	83 HLT
Janka Haasova	December 19, 2007	Part Time RC	305 Market st
Joe-Ann Ligsay	March 4, 2008	Full Time RC	Davisville
Maria Garcia	July 8, 2008	Full Time RC	89 HLT
Marilyn Ramos	July 8, 2008	Full Time RC	Bicknell

10 Years

Samantha Blanchard	August 6, 2013	Part Time RC	89 HLT
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5 Years

Desiree Browne-Rideout	December 19, 2017	Full Time RC	87 HLT
Beatrice Lihanda	May 28, 2018	Part Time RC	307 Market St.
Amy Gabriel	July 10, 2018	Driver/Housekeeper	
Teresita Gumat	July 10, 2018	Part Time RC	305 Market
Ivory Mason	July 10, 2018	Part Time RC	87 HLT
Omomo Agbukor	Aug 27, 2018	Night Awake	89 HLT

NVT Strategic Plan Implementation Strategy Update AGM for fiscal year 2022 - 2023

Action	By Who	Date and Update of Actions taken so Far
<p>Direction 1: Make NVT's Services & Its Work Environment Even Better</p>		
<p>a. Services</p>		
<p>1.1 Add to efforts already underway to meet NVT's mandate of helping the people it supports to be present in the community and participate fully in community life beyond day programs</p>		
<p>Foster a culture shift within the staff group towards accountability for making community involvement happen</p>	<p>Julie and Managers</p>	<p><i>January 2023</i> <i>Notes:</i> September the Community Supports resources have expanded we expect that this will continue to grow. Staff in all locations continue to identify examples in which they initiated community involvement and provide ideas for new ways for people to be involved in their community. Managers continue to reinforce the importance of community involvement and monitor their team's success in this area and create accountability.</p>
<p>Research all avenues for accessing Passport funding for the people NVT supports, including by advocating for increased access to funds.</p>	<p>Managers</p>	<p><i>September 2023</i> Passport funding continues to be monitored but the likelihood of increasing funding for any of the people living in 24 hour support homes is very unlikely. A review was completed and currently a status check is underway to ensure that funds are being received for those whose applications were in process.</p>
<p>1.2 Ensure that Individual Support Plans are person-centred and meaningful</p>		
<p>Implement actions that enhance staff's connection to each person's goals and opportunities for achieving them, including by reviewing the process for preparing and revising the Individual Support Plans.</p>	<p>Ken</p>	<p><i>September 2023</i> Every Service Manager has a clear understanding of what types of goals are to be identified in ISPs and this is reinforced by them with their teams. Currently there are 4 locations that are online with Sharevision with more set to join by the end of September. Our goal continues to be that all homes will have full access to Sharevision but some locations continue to have internet challenges that seem to be difficult to resolve with our provider. Sharevision tracks the status of goals per individual, location and the organization. Reports can be generated with flexible parameters. Goals that are not realistically achievable (being an astronaut) can be identified as such on Sharevision with complementary indicators of progress identified (going to the Canadian Space Museum or Cape Canaveral) which demonstrates NVT's support with the spirit of the goal.</p>

Action	By Who	Date and Update of Actions taken so Far
1.3 Develop a more strategic and proactive approach to providing palliative care		
Address NVT's capacity to provide end-of-life care to people who want to die at home	Karen	This is an area that Karen Cowan will continue to take the lead on and will continue to address on an as-needed basis.
Promote acceptance and understanding of providing palliative and end-of-life care at NVT and enhance the confidence of those involved, including by providing education and support	Karen	<p>September 2023 NVT had arranged an information session for families and staff of NVT with Pooran Law to speak about this topic. They do not agree that people who are in group living funded by MCCSS, have this option, stating the risk to very high for NVT to have this in place. This information was presented back to the Palliative Care Initiative. They feel that this discrepancy has already been clarified regarding this personal right. This will be clarified in the policy draft which is almost completed. I have begun raising this topic with families to initiate awareness and generate discussion.</p> <p>September 2023 Karen is aware of the current various resources available to NVT. At least 2 Service Managers have had experience with this Tracey and Dorothy. It is something that we will continue to address as the needs arise.</p>
Engage with existing community resources to facilitate providing palliative care at home.	Karen and Managers	
b. Work Environment		
1.4 Recruitment		
Rebuild the size of the staffing group, post-COVID, so it reaches optimal staffing levels	Julie and HR	<p>September 2023 We continue to hire staff, our level of success seems to be better than many of the other agencies in the Toronto region. The introduction of the float staff has proven to be very beneficial in providing consistency in the homes and filling longer-term absences. Maintaining adequate staffing levels continues to be a challenge. While recruiting and onboarding new staff is going quite well we continue to lose staff each month. Currently we have many staff requesting/taking a personal leave of absence. The main reason for this is to travel outside of the country to visit or attend to family matters. The number of leaves is unusually high as a result of the past few years of travel restrictions. Rebuilding our staffing levels is ongoing and we are heading in the right direction. It is a lengthy process and there are many factors which are out of our control and which affect the progress.</p>

Action	By Who	Date and Update of Actions taken so Far
Facilitate the hiring of full-time workers wherever possible	Julie and HR	<p>September 2023 We continue to facilitate the hiring of all position and encourage our PT staff to apply for FT positions. We continue to look at how to improve on retaining of all our staff.</p>
Identify ways to successfully compete for skilled employees	HR	<p>September 2023 We did not have a job fair however we continue to post on job sites as needed. In addition we are being sought out as a good employer in our field and receive lots of applicants referred to us by staff, former staff and applications from excellent staff who have worked with us through a third party agency. We recently improved hourly wage and benefits to maintain competitive with other agencies.</p>
Reduce NVT's reliance on third-party staffing.	Julie, Managers	<p>September 2023 We have been doing so whenever possible but as you know, all people services across the province, (hospitals, Long Term Care settings, supports in Developmental Service Agencies) are all dealing with staff shortages for reasons already identified in this report. Over the past eight years we have reduced our reliance on Third Party Staffing by over 50%. Rebuilding and stabilizing staffing numbers is how this is achievable and we are on a good course</p>
1.4 Training		
Improve initial and ongoing training on developmental disability, especially for staff who lack a developmental service background	Managers, Julie & Karen	<p>Sept 2023 Julie and Karen have both identified educational needs. Karen has partially completed training documents in addition to current orientation. We need to specify how/when this is to be rolled out, and specifically for whom.</p>
Ensure staff training is reinforced and that long-term staff are supported to provide leadership and mentorship	Managers, Julie & Karen	<p>No change since September 2022 We will continue to provide opportunities for training. Performance review and goals will identify strengths and develop leadership skills. Staff can be identified and sought out to join committees, working groups. Service Managers can pair up new staff with a "mentor". It is important to foster and mentor those with leadership abilities and aspirations.</p>
Provide ongoing training and support for fostering relationships with families related to the care of their family member, including a strong focus on communication.	Julie/Karen/Andy	<p>Sept 2023 We need to spell out expectation in training. While there is the occasion for few families to be harsh, the Directors are learning that we have direct support staff who do not always recognize their role, or the importance of their role. This is an area that requires ongoing training and should also be discussed at team meetings when they occur</p>

Action	By Who	Date and Update of Actions Taken so Far
<p>1.5 Deployment/Performance</p> <p>Ensure staff are provided regular feedback and formal performance reviews</p>	Managers /Directors	<p><i>September 2023 Performance feedback is provided regularly to staff. In this area we do quite well. However, the completion of formal performance reviews for all employee's needs improvement. Julie needs to implement more stringent accountability measures for the SMS as this is not an area we can continue to be inconsistent in.</i></p>
<p>Improve the match between staff skills and the location in which they work</p>	Managers / Julie/Karen	<p><i>September 2023 This process is continuing as all new hires at the initial stages are asked to outline any specialized or specific skills they have to identify. Once hired, staff can and are expected to work in any location. However, each SM will identify what specific skills could benefit their location and where their skills would best be used. In addition we reassign staff based on experience and skills to best meet the needs of the People we Support</i></p>
<p>Make the team approach an important part of NVT culture:</p> <ul style="list-style-type: none"> Identify areas where excellent collaboration has happened within teams and provide staff involved the opportunity to share their approach with other teams 	Julie/Managers	<p><i>September 2023 We continue to build on this. The first step in this area would be to clearly define the team. The second step is ensure effective communications are in place. This is an area that we will continue build on. A session on communications is being planned to include Service Coordinators and all other administrations staff. From this each Service Coordinator will have similar sessions with the staff in each location they supervise.</i></p>
<p>Ensure staff are not over-scheduled</p>	Julie/Amy/Managers	<p><i>August 2023 The Supports Manager continues to communicate any discrepancies observed to Julie & the HRSC.</i></p>
<p>Minimize the use of overtime</p>	Amy/Managers	<p><i>August 2023 Please note changes to the C.A. that will likely result in increased OT but hopefully will also result in decreased 3rd party staffing. This change was agreed to as now the cost of paying our staff overtime is very close to what our third party staffing costs are for the same coverage. With the number of homes we have and each home providing 24 hour support 365 days per year overtime is something that will continue to occur.</i></p>
<p>Address issues related to attendance and use of sick time</p>	Managers /HR	<p><i>September 2023 We continue to monitor attendance in all locations. Katherine, (Human Resources) is investigating more formal attendance management programs to help us be more effective with addressing this concern for staff that are showing high levels of use of sick days.</i></p>

Action	By Who	Date and Update of Actions taken so Far
<p>Explore ways to minimize tasks that are not related to support – e.g.: by enhancing housekeeping services.</p>	<p>Julie/ Managers</p>	<p>September 2023 A major de-cluttering of the homes on HLT was organized and following that a professional deep cleaning was done in all of our locations. This will make it easier and less demanding for the homes to be kept clean by the teams who work there. Service Managers for each location are to monitor the cleanliness of the homes and bring in cleaning teams when required.</p>
<p>1.6 Information Technology (IT)</p>		
<p>Develop and implement an IT plan focused on making staff's work easier and even more effective:</p>		
<ul style="list-style-type: none"> Access appropriate expertise to assist with an assessment of the current situation 	<p>Sandra/Andy</p>	<p>January 2023 NVT continue to work on having ShareVision in all locations. Staff are being trained and all the required documentation has been downloaded. All homes have had their computer updated and each home also received a laptop, but the delay has been related to having effective internet in all homes, this continues to be worked on.</p>
<ul style="list-style-type: none"> Ensure the plan includes ongoing training and support for staff 	<p>Managers</p>	<p>January 2023 We have restructured our administration office to include a staff position that will take the lead in keeping all aspects of Sharevision current including staff training and updating data.</p>
<ul style="list-style-type: none"> Explore the availability of low-cost IT options that contribute to efficiencies, including by reducing time spent on tasks not directly related to providing support as noted above. 	<p>Senior Management Team</p>	<p>September 2023 Some of our Direct Support Teams have been ordering groceries electronically, and then picking them up. This is obviously a time saver, and can be done with the help/inclusion of supported persons. Not all SM's have implemented this. Some direct support staff are waiting for SV to be implemented. I am going ahead with SM's and Laura to begin using SV to document appointments, at least to get started.</p>
<p>1.7 Management Team Support</p>		
<p>Identify and implement additional actions by the management team to further enhance its support to staff.</p>	<p>Karen/Julie/Sandra/Andy</p>	<p>January 2023 This is ongoing but all of the senior management team have been participating in the regular staff meetings taking place in our locations.</p>

Action	By Who	Date and Update of Actions taken so Far
Direction 2: Fortify the Board's Governance Capacity		
2.1 Knowledge of NVT's Services		
Ensure Board members have a good understanding of NVT's services, have visited its service locations and attend internal and external events sponsored by NVT.	Brian/Andy	<i>January 2023 Each Director is provided with an extensive Board manual that provides an excellent overview of not only NVT but also the ministry, our affiliation with provincial umbrella groups, and other useful information. Visits have not taken place because of COVID restrictions.</i>
2.2 Board Training		
Arrange regular training opportunities for Board members, including on: <ul style="list-style-type: none"> The governance duties of policy boards Financial literacy. 	Brian/Andy	<i>This will occur as new Directors come onto the Board</i>
2.3 Board Member Performance		
Develop and utilize a statement of the performance expectations of individual Board members, including related to fundraising; <ul style="list-style-type: none"> Set requirements for donating to NVT, providing contacts and doing "asks" with staff members. 	Brian/Andy	<i>No change since September 2022 1. Board self-assessment form has been introduced and shared with the Board annually. January 2023 Our President has been very open as to what he would like to see from Board members but it may not be a good idea to establish an amount of what to donate to NVT as part of the role of being a Board member The Board self-evaluation was sent to the Board again in February 2023</i>
2.4 Stakeholder Input and Representation		
Address the issue of stakeholder input to Board decision-making including from families, and review the current situation regarding family representation on the Board of Directors.	Brian/Andy	<i>January 2023 Again this past fiscal year there were no family members nominated to fill a vacancy on the Board. For fiscal year 2023-2024's nomination, we have three family members so this is a great improvement over previous years</i>
Direction 3: Tackle Opportunities Together		
3.1 Advocacy		
Increase the advocacy efforts of NVT's Board of Directors and management team regarding key issues affecting the organization, including increased operating	Brian/Andy	<i>January & September 2023 We continue to have an excellent working relationship with our Regional Office and through our membership with Community Living Ontario and OASIS the message related to the funding</i>

Action	By Who	Date and Update of Actions taken so Far
and capital funding, Passport funding and employee compensation.		needs of agencies is well communicated to the government. In March each Board member sent a letter to their local MPP and as a result two meetings have occurred so far. This resulted in a letter from the new Minister of Children's, Community and Social Services to one of the MPPs and a copy of the letter along with our response is included in this year's AGM package.
3.2 Financial Viability		
Reaffirm NVT's commitment to financial stability and accountability through the continuation and strengthening of systems that have been implemented for reaching those goals:	Board of Directors/Management Team	January 2023 A number of changes have occurred in the Finance Department and systems have been put in place to ensure that checks and balances are in place to keep the financial information current and accurate.
<ul style="list-style-type: none"> Ensure the continued vigilance of the Board of Directors is entrenched in its working relationship with the Executive Director 	Brian	January 2023 Our President has regular contact with the Executive Director and the working relationship with the Board of Directors and the Executive Director continues to be productive.
<ul style="list-style-type: none"> Communicate actions taken and progress made in offsetting the financial losses caused by the fraud. 	Brian/Andy/	January 2023 We continue to share our Audited Financial Statements with the families and Friends of NVT. We are now including the Audited Financial Statements on our website as well. While our financial situation continues to improve we continue to send out the message to families and friends of NVT that our financial stability can only be maintained by not operating with deficits and having successful fundraising events.
3.3 Community Profile		
Raise the profile of NVT through increased community awareness and strategic partnerships:	Tina/All	Sept 2023 Our commitment to raising awareness within the community has remained unwavering. Thanks to our dedicated brand activation team and our highly successful Moose is on the Loose campaign, we have been successful in spreading the word about our mission and values. Our team has worked tirelessly to ensure that our message reaches as many people as possible. In addition to our brand activation efforts, we have formed strategic partnerships with some of the most respected companies in the industry. Our partnerships with BIA, Home Depot, and Meridian have allowed us to expand our reach and impact in the community.
<ul style="list-style-type: none"> Work towards NVT becoming a household name in Toronto and beyond 		

Action	By Who	Date and Update of Actions taken so far
<ul style="list-style-type: none"> As part of the process, develop a comprehensive social media strategy 	Tina	<p>September 2023 – completed and on-going NVT has successfully created a social media strategy to connect with their followers, build a strong relationship, and establish ourselves in the industry. By identifying our target audience, creating a content calendar, using paid social media advertising, and engaging with their followers, NVT has been able to establish a robust social media presence</p>
<ul style="list-style-type: none"> Encourage staff to communicate the benefits to the broader community of the work they do and to contribute to awareness and fundraising initiatives. 	Tina/ Managers	<p>January 2023 complete and ongoing. At our organization, we regularly attend staff meetings to stay actively engaged. One of our main objectives during these meetings is to encourage our fellow staff members to follow us on social media. We also emphasize the importance of supporting our organization through our "sharing is caring" campaign. We provide frequent updates regarding our fundraising efforts, which helps foster a sense of unity and belonging among our staff. Ultimately, our goal is to remind people why our organization is important and increase its visibility and support.</p>
3.4 Fundraising		
<p>Develop a list of needs and opportunities that could be met through fundraising:</p>	Tina/ Managers	<p>September 2023 We have compiled a comprehensive list of needs and opportunities that can be addressed through FR. While this list has been completed, we remain committed to updating it as necessary to ensure that we are meeting the evolving needs of our homes.</p>
<ul style="list-style-type: none"> Ensure stakeholders understand that approval of NVT's funder, MCCSS, is required to offer new or expanded services and that this is not something that can be done without receiving increased ongoing operating funding 	Andy	<p>September 2023 We will consistently emphasize this area during our membership meetings and in written communications to the families and friends of NVT.</p>
<p>Develop one or more fundraising events that set NVT apart, like "runs" have done for other organizations</p>	Tina	<p>September 2023 Due to unforeseen circumstances, our Bowl-a-thon event has been postponed. However, we are actively exploring new ideas and opportunities for future events. Our challenge for upcoming events is to find dedicated volunteers who are willing to commit their valuable time to ensure a successful outcome. We believe that with the help of passionate and committed volunteers, we can create a positive impact in our community.</p>

Action	By Who	Date and Update of Actions taken so Far
Create marketing materials that will draw donors, volunteers and potential business partners into the organization	Tina	September 2023 The brand activation campaign for NVT has been successfully executed using a range of promotional materials including banners, sandwich boards, postcards, and a logo'd tent. These materials have been strategically placed at various locations to increase awareness and education for NVT. As a result, the campaign has been able to effectively reach its target audience and create a positive impact for the brand. I.e. Moose is on the loose.
Retain third-party expertise to design and maintain NVT's website.	Tina/Andy	September 2023 We are thrilled to announce that our brand-new website is now live and ready for you to explore! We are committed to providing you with the latest information and updates, which is why we will be regularly updating our website to ensure that you are always in the know.
3.5 Diversity		
Identify opportunities to further enhance diversity, equity and inclusion at both the Board and employee levels.	Board Nomination Committee/ HR	January 2023 This continues to be a factor the Nomination Committee takes into consideration when seeking candidates for the Board of Directors.
3.6 Communications		
Reinforce and add to the knowledge and understanding that NVT's stakeholders (i.e. people supported, families, staff) have of its goals, operation, challenges and constraints, by further enhancing communication from the management team and the Board of Directors, including by:	Andy/Brian	January 2023 We continue to send out regular communications to families and friends of NVT. The Fundraising Committee has done a great job of getting lots of information on our social media networks.
<ul style="list-style-type: none"> • Distilling important information into FAQ's • Placing FAQ's, NVT's annual report and yearly financial statements in searchable sections of the NVT website and in ShareVision; and • Developing ways to redirect people to already-available information when queries are raised. 	Andy/Web manager	September 2023 Beginning with 2022 - 2023 Annual report and financial statements they will placed on the website once the meeting has taken place
Since not all ideas put forward by NVT's stakeholders can be included in the strategic plan, identify ideas put forward by NVT's stakeholders in the survey and focus groups that were not included and update the stakeholders on actions taken to address them		Completed in September 2022

**Ministry of Children,
Community and Social
Services**

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127-2023-5033

August 16, 2023

Jessica Bell, MPP
University-Rosedale
103–719 Bloor St. West
Toronto, Ontario
M6G 1L5
jBell-QP@ndp.on.ca

Dear MPP Bell:

Thank you for your letter regarding linking New Visions Toronto's annualized funding with inflation.

The Ministry of Children, Community and Social Services has provided support to our partners in a number of ways and will continue to work with our sector partners and people with developmental disabilities.

We plan to increase the base funding for the children, community and social service sector expense from \$18.4 billion in 2022–23 to \$19.9 billion in 2025–26.

In 2023–24, we are investing approximately \$3.7 billion in the developmental services and vulnerable population sector, which includes \$107 million more to developmental services.

Effective April 21st, 2022, our government made the temporary wage enhancement permanent through the creation of the Personal Support Workers and Direct Support Workers Permanent Compensation Enhancement Program. This increase applies to eligible full-time and part-time workers delivering publicly funded direct support services in the social services sector. The permanent wage enhancement will help to stabilize, attract and retain the workforce needed to provide a high level of care throughout the COVID-19 pandemic and to continue these important supports in the long-term recovery efforts.

In May 2023, the ministry provided instructions to its transfer payment recipients about the parameters for 2023–24 financial flexibility on a one-time basis. Agencies can reach out to their Program Supervisor or ministry contact with any questions.

.../cont'd

Page 2
Jessica Bell, MPP
University-Rosedale

I would encourage New Visions Toronto to continue to explore other funding avenues and community partnerships to support the good work they do. Ministry transfer payment recipients are encouraged to work together to identify opportunities for pooling funding to negotiate lower prices for common costs and shared services.

Additionally, New Visions Toronto may wish to explore grant programs. Information about other funding opportunities that are available from the Ontario government can be found [here](#). This website provides detailed information about various funding opportunities and is updated regularly.

I would like to take this opportunity to thank you and New Visions Toronto for your commitment, efforts, and ongoing dedication to supporting individuals with medical complexities and developmental disabilities.

I look forward to connecting with Ontarians to help strengthen services and supports for our most vulnerable populations.

I appreciate your taking the time to write and for your invitation to meet with New Visions Toronto. I will consider opportunities to do so.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael Parsa". The signature is fluid and cursive, with a long horizontal stroke at the end.

Michael Parsa
Minister



*Administration Office Correspondence
Office of Executive Director*

*"To support, connect and advocate
for full community inclusion for
people with disabilities."*

August 25th, 2023

Minister Michael Parsa
Minister's Office
438 University Avenue
7th Floor
Toronto, Ontario
M5G 2K8

Dear Minister Parsa,

Thank you for your response to MPP Bell's letter she sent to you on behalf of New Visions Toronto (NVT). As you can expect, it was very pleasing to see that there will be a base budget increase taking place in fiscal year 2025-2026 that is indeed good news and very much needed for agencies within the developmental sector. I only wish you can move this up to fiscal year 2024 -2025 or better yet, the remainder of the current fiscal year.

I also agree with you, that the Ministry has provided support in a number of ways and again for this we are grateful. I do want to point out that all of this support has been targeted support, never a simple base budget increase, which is desperately needed. As an example, providing the \$3.00 per hour increase for direct care staff. There is no question that our staff deserved this increase but at a minimum, it should have also included the middle management staff as well. Using NVT as an example, the people who are managing our direct care staff are now earning just 3% more than the staff reporting to them. Many of our direct care staff work overtime, resulting in them earning more than their managers. This fact was driven home with this year's Sunshine List. For the first time since the list began, there were hundreds of front line staff earning more than \$100,000 annually. There was not one single middle manager identified in the Sunshine List. This has put agencies in a very difficult situation, as filling vacant manger positions is now nearly impossible. The Ministry needs to correct this and provide agencies with the funding needed to increase the manager's salaries by \$3.00 per hour.

To stress the importance of agencies like ours receiving a base budget increase linked to inflation (24.5% in the last 15 years) in the same time period agencies within the developmental sector have received two base budget increases equal to about 3%. As we all know, the cost of everything has increased significantly this past year alone the cost of food has increased by 11%. As we currently operate fifteen 24 hour residential care homes, this has added thousands of dollars to each home's food budget. When agencies are faced with increases for insurance, gas, hydro, etc., the only option we have to offset these increases is to find savings from within our budget or attempt to increase our revenue from other sources. At NVT we are doing both.

NEWVISIONSTORONTO

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Charitable Registration # 11905-6901-RR0001

In the past ten years alone our agency has received hundreds of thousands of dollars from other sources to replace aging vans, repairing homes and cover the cost of other items that our Ministry budgets simply did not cover. I know this is taking place in most, if not all other agencies within the developmental sector. We have also worked with community partners to increase the services we provide not only to generate additional revenue but also to address the critical need for more 24 hour residential support for people with disabilities.

There are tens of thousands of people with a developmental disability waiting for long term residential support in Ontario. Many are still living with their parents who are well into their 80's and require support themselves to remain in their homes. One of the recent admissions to NVT was someone who was placed in a hospital because he lived with his aging mother, and there was no other family members to support him when she was admitted into the hospital. Sadly within a few weeks after her admission to the hospital she died of COVID related complications. Her son was in the hospital for three months before he was placed in one of our homes.

NVT, like many other agencies in the developmental sector are willing to expand and grow so more people will receive the support they desperately need. While NVT has been creative over the past several years, allowing us to support four more people through partnerships with other agencies, we can only make this happen on a larger scale with both capital and ongoing funding from the government.

We play a critical role in the lives of the people with disabilities living in the fifteen homes we operate in the Toronto Region. Combined these homes provide a safe and well supported home for 57 people. We employ over 200 staff to ensure the needs of each person we support is met. Transfer Payment Agencies across Ontario are the backbone of the developmental service sector. It is crucial that the Government continues to provide stable and long term funding that will ensure high quality professional services.

We would be happy to have you visit us so you can learn more about the work we do. You can also visit our website at www.newvisionstoronto.ca.

Thank you again for taking the time to respond to MPP Bell's letter and for some of the encouraging information in your letter. When we all work together as a team things can only get better for the people who rely on our support to enjoy the same quality of life we expect for our families.

I look forward to hearing from you.



Andy Rotsma
Executive Director

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CC: Board of Directors New Visions Toronto
Matthew Lee, Program Supervisor, MCCSS, (Toronto Region)



MICHAEL ALI

(STANDING FOR RE-ELECTION TO THE BOARD OF DIRECTORS)

Michael is well known to many families, friends and staff of New Visions Toronto as he has been involved with the agency since the agency began. While Michael has been on the Board of New Visions Toronto for over eighteen years, he maintains a genuine interest in the engagement of continuing to support New Visions Toronto as a Board of Director member. Michael has served on previous Boards in roles such as President, Vice President and Secretary. For the past six years+ he has served as Treasurer on the Mary Centre Board of Directors.

Michael's daughter Janelle lived at 83 Henry Lane Terrace for thirty years. Sadly Janelle passed away in January 2015.

Michael has been a Financial Advisor for the past 49+ years and holds the respective designations of CFP, CLU, Ch.F.C, EPC and CEA, (Certified Executor Advisor). He is the owner of E. Michael Ali Insurance and Investments and continues to serve his clients.

We are looking forward to having Michael return to the Board for his second term.



Gigi Bors-Koefoed

(Standing for Election)

Gigi, originally from Eastern Europe, called Toronto home for 24 years. She holds a B.A. from York University in Classical Studies. Gigi worked in higher education for over 14 years, at York University and Ryerson University.

Her favorite Toronto moment is enjoying the Harbourfront on a sunny day. Currently, she is a Writer/Editor at Southern Bride Magazine and resides in Memphis Tennessee with her husband Bram, daughter Liliana and three dogs.

Gigi learned about New Visions Toronto from a social worker at Holland Bloorview Children's Rehabilitation Hospital. A year later, it became a permanent loving home for her son Dylan O'Connor who was born with a global developmental delay. To date, Gigi visits her son with the confidence and security that his "home away from home" not only provides the quality care and support he needs, but that New Visions is part of a community where Dylan can thrive. It is through this connection and gratitude that Gigi looks forward to contributing and enriching the NVT community.



LIAM EVERETT

(STANDING FOR RE-ELECTION TO THE BOARD OF DIRECTORS)

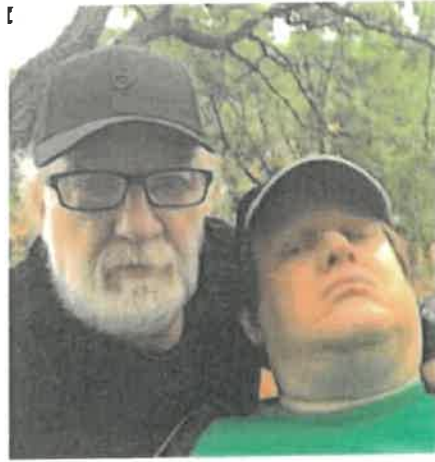
Liam was first elected to the Board in September 2021. In October of 2021 Liam was elected as the Treasurer of the Board.

Liam has a MBA, Specialization in Entrepreneurship he also has a BA, Criminology. In Liam's current job he is responsible for building the annual revenue forecast for the DBRS Morningstar group of companies – Canada, US, and Europe. Liam is also responsible for training and managing the project based work load for 3 indirect reports – year-round rotation of Co-Op students.

Liam's first two years as a Director of New Visions Toronto continues to peak his interest and he has been very impressed with New Visions Toronto and the wonderful support that is provided to children and adults with developmental disabilities.

Liam would like to continue to offer his skills to what he sees as a very worthwhile agency. He is looking forward to continuing to work with the other members of the Board of Directors.

We also look forward to working with Liam for his second two year term.



Francis Hare

(Standing for Election)

“Hi, it’s Andrew’s Dad.” That is how my calls to 83 HLT always begin. Our son Andrew has lived at 83 since September 1997. Several years ago I was a Director on the NVT Board, including serving as President. I am eager to return to the Board of this organization that means so much to us.

Originally from the US, I moved to Toronto in 1971 to do a PhD in Psychology at the University of Toronto. After completing it I settled into a full part-time load at Ryerson in Psychology plus teaching Organizational Behaviour in the Business program. Leadership aspirations were met through my role as Chief Steward of the part-time and sessional instructors union. After I got my tenure-track appointment at Ryerson I was seconded to develop a new BA program in Child and Youth Care for CAAT Diploma graduates, becoming the founding Program Director. I was also part of the groups that developed the CYC MA program, the PhD in Policy Studies, and the MA in Immigration and Settlement Studies, later serving a term as Director of the Immigration MA. Overall my academic career was an exciting blend of teaching, research, writing, consulting, and program administration.

A major teaching focus for me was evaluation research designed to assess the effectiveness of social programs and services. Related consulting work was done on behalf of various service organizations, foreign universities and international NGOs. In my final decade of work my focus was on how immigration issues can have an impact on services for children, youth and their families.

My hobbies and interests have included travel, swimming, cycling, canoeing, genealogical research, sitting on the deck with a good cup of coffee, and spending time with family and friends in Canada and the US.

In addition to serving as a representative of families, I can bring to the board my skills and experience in evaluation of services, development of programs, negotiations of contracts, and my network of connections in relevant college and university programs.

I marvel at how well our son Andrew is cared for here, and I would be proud to be associated with New Visions as a Family Member Director on the Board.



ROBERT KALANDA

(STANDING FOR RE-ELECTION TO THE BOARD OF DIRECTORS)

Rob was first elected to the Board in September 2019. Rob has completed two complete terms on the Board of New Visions Toronto and we are pleased to see that Rob has agreed to stand for his third and final term as a Director.

Rob was born and raised in Toronto, Ontario, where he practices as a civil litigator since being called to the Bar in Ontario in 2012. Rob holds a Bachelor of Arts in Media Studies and a Juris Doctor from Western University.

Rob's personal interests are equally varied, from music and the outdoors to video games and television. Having recently become a parent, a great deal of Rob's time is now spent on raising their child and enjoying seeing her new developments that occur regularly.

Rob is excited about the opportunity to continue to work with the other Directors and staff of New Visions Toronto as a member of the Board of Directors.



Nicholas Kazan

(Standing for Election)

Hello! My name is Nicholas Kazan and I am the twin brother to Sabrina who has been a resident of New Visions for over 40 years plus. My parents and I are proud to say that New Visions is an integral part of our extended family. We champion the quality of life, assistance, and advocacy that New Visions affords my sister with the highest levels of dignity and respect all the while maintaining her active lifestyle via community integration.

I am an outgoing and organized individual with a passion for problem-solving. Early on in my career I embraced my entrepreneurial spirit where I had the opportunity to excel within the business community. Over the past 23 years I have and continue to be a member of the real estate industry and possess the designation of Certified Commercial Investment Member (CCIM). With a task-oriented approach and exceptional communication skills, I excel as a collaborator, always ready to step up when called upon. My love for challenges and dedication to making a difference motivate me.

As a father and grandfather, I look forward to setting a positive example in giving back to the organization that my family and I so very much admire by serving, to ensure that all residents including my sister may continue to call New Visions home for years to come.



IVY NANAYAKKARA

(STANDING FOR RE-ELECTION TO THE BOARD OF DIRECTORS)

Ivy was first elected to the Board in September 2021. Ivy joined the Board of Directors as she felt she would bring passion, innovation and experience to the Board. This has been the case and Ivy would like to continue on the Board and for this reason she is standing for re-election.

For over twenty years she has been a health, safety and wellbeing professional at both a local and national level. In her job she is responsible for ensuring that people are supported during periods of illness and recovery including those that are permanently disabled and those that require accommodations in the workplace.

Currently Ivy is the Head of Wellness at the Toronto Police Service. Her skills in policy development and governance, strategic planning and operational management makes her an ideal candidate for our Board.

Ivy is a team player and she likes to bring a strong leadership profile to everything she does. She has a high degree of compassion and empathy and we are looking forward to Ivy being elected for her second term on the Board of Directors.