VISION AND IMPACT

OCASI

ANNUAL REPORT

2015
OCASI FOUNDING MEMBERS

PORTRAIT

VISIONARIES

Bloor Information and Life Skills Centre
Centre for Spanish Speaking Peoples
Chinese Community Services
Cross Cultural Communication Centre
Eastview Community Centre
Jewish Immigrant Aid Services
Jewish Vocational Services
Kababayan Community Centre
Parkdale Intercultural Association
Polish Immigrant & Community Services
St. Stephen’s Community House
Sudbury Multicultural Centre
University Settlement House
Vietnamese Association
WoodGreen Community Centre
Working Women Community Centre
YWCA of Metro Toronto (Immigrant Women Services)
OCASI asserts the right of all persons to participate fully and equitably in the social, cultural, political and economic life of Ontario.

OCASI affirms that immigrants and refugees to Canada should be guaranteed equitable access to all services and programs.

OCASI believes that Canada must be a land of refuge and opportunity, a country known for humanity and justice in its treatment of immigrants and refugees.

OCASI believes that in cooperation with other groups and communities which promote human rights and struggle against discrimination, OCASI will see these principles realized.

The Mission of OCASI is to achieve equality, access and full participation for immigrants and refugees in every aspect of Canadian life.

ABOUT OCASI

PRINCIPLES
Through the many losses and some wins, changes good and bad, our sector remains resilient and relevant. Our work has never been more important.

Over the past ten years we have experienced a complete overhaul of the immigration and refugee protection system in Canada. All policies from selection of economic immigrants, to family reunification to citizenship have been rewritten and in many cases become restrictive. Changes to all aspects of our humanitarian refugee protection program have resulted in a significant decrease in asylum claims.

As a sector that balances dedication to service excellence while furthering access and equity in facilitating the settlement and integration of refugees and immigrants, we know that often services are not enough. We see the first-hand impact of these changes, and know that those on the margins are disproportionately affected – from women, to racialized migrants, to those who identify as LGBTI and ethnic and religious minorities.

Now more than ever we need to harken back to our social justice imperative, particularly as we encounter growing xenophobia at a time when Canada needs to open doors to the most vulnerable. We must speak out as a sector to counteract the prevailing discourse that immigrants and particularly racialized immigrants necessarily bring ‘barbaric cultural practices’ with them to Canada. This does not mean neglecting to speak out on patriarchal practices that cross all cultures and ethnicities (including European and North American). It means that as a sector we have a responsibility to push back on beliefs and behaviours that marginalizes and dehumanizes individuals due to race, ethnicity, sexual orientation, gender, gender identity and expression, (dis)ability, religion and so on. It means we must create spaces of inclusion in our workplaces and in all our public institutions.

We are proud that over the past year we took the opportunity to do just that at the many policy and program tables where we were present and engaged. We spoke out at government, Parliamentary and Senate consultations about the role our sector can play in realizing nation-building, in countering gender violence and in building real and equitable economic opportunities for all migrants, and continue to be a strong sector voice at the National Settlement Council.

Closer to home we welcomed the enactment of Ontario’s Immigration Act, the first for a provincial or territorial government in Canada. We were and continue to be present at provincial government tables to push for our priorities in poverty reduction, violence against women prevention, the minimum wage review, workplace health and safety, employment law reform and legal aid. At the municipal level we took pride in the leadership of OCASI member agencies as they advocated to local governments for access to municipal franchise for permanent residents and access without fear to municipal services.

Sustainable funding is the ongoing challenge for our sector as we experienced a further round of funding cuts from Citizenship and Immigration Canada, the main funder for immigrant and refugee settlement services. We supported our membership to explore funding diversity and sustainability options such as social enterprise, while holding government accountable by calling for retention and adequate resourcing of immigrant and refugee-appropriate services.

We have much to do in the year ahead. We approach these new challenges knowing that we are strong, our sector has impact, and our members have the courage to pursue our collective commitment to equity.

In solidarity,

Carl Nicholson  Debbie Douglas
President   Executive Director
# BOARD OF DIRECTORS

## PORTRAIT

### EXECUTIVE COMMITTEE

- **President**
  - Carl Nicholson
  - Catholic Centre for Immigrants - Ottawa
- **Vice-President**
  - Sudip Minhas
  - Windsor Women Working With Immigrant Women
- **Vice-President**
  - Tracy Callaghan
  - Adult Language and Learning
- **Corporate Secretary**
  - Shelley Zuckerman
  - North York Community House
- **Treasurer**
  - Ibrahim Absiye
  - CultureLink

### REGIONAL DIRECTORS

- **Central East**
  - Nella Iasci
  - Job Skills
- **Central West**
  - Kim Jenkinson
  - Halton Multicultural Council
- **East**
  - Orlando Ferro
  - Quinte United Immigrant Services
- **North**
  - Don Curry
  - North Bay & District Multicultural Centre
- **South**
  - Jeff Burch
  - Niagara Folk Arts Multicultural Centre

### PROVINCIAL DIRECTORS

- **Toronto**
  - Manjeet Dhiman
  - Accessible Community Counselling & Employment Services
- **Nora Angeles**
  - Barbra Schlifer Commemorative Clinic
- **Sudip Minhas**
  - Windsor Women Working With Immigrant Women

### BOARD STANDING COMMITTEES

- **Executive**
- **Finance**
- **Francophone**
- **Governance**
- **Membership Services**
- **Policy and Research**

### GROUP PHOTO

(See on next page)

(L-R back)

Jeff Burch, Don Curry, Nella Iasci, Carl Nicholson.

(L-R centre)

Manjeet Dhimit, Sevgul Topkara-Sarsu, Bonnie Wong, Shelley Zuckerman, Nora Angeles, Eta Woldeab.

(L-R front)

Sudip Minhas, Tracy Callaghan, Ibrahim Absiye, Debbie Douglas.
### 70's

#### 1978

OCASI founded
Immigrant serving agencies form committee in '77 to monitor Immigrant Settlement Adaptation Program (ISAP) & incorporates as OCASI.

### 80's

#### 1980/81

ISAP
OCASI campaign generates 6000 letters in support of ISAP, saving the program that was to end.

#### 1988

Immigration numbers
OCASI and allies advocate to set yearly immigration at 1% of the population, government agrees.

### 90's

#### 1992

Multilingual Access to Social Service Initiative (MASSI)
MASSI is created by Ontario; OCASI advocacy results in inclusion of cultural interpreter training and services.

#### 1995

Settlement renewal
OCASI leads Ontario opposition to devolution of federal government responsibility for immigrant settlement and integration to the provinces.

#### 1998

Sector is computerized
OCASI advocacy results in the computerization of sector agencies funded by CIC.

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**37 YEARS OF HISTORY HIGHLIGHTS**
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>Settlement.Org launched and becomes &quot;the&quot; source of information for newcomers.</td>
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<tr>
<td>2001</td>
<td>Every Child’s Right to OHIP Coalition: OCASI and allies get OHIP coverage for Canadian-born children of parents without full immigration status.</td>
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<td>2002</td>
<td>Immigration &amp; Refugee Protection Act: OCASI and allies successfully advocate to include same-sex spousal sponsorship in this new immigration law.</td>
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<td>2004</td>
<td>Canada-Ontario Immigration Agreement: Canada and Ontario sign immigration agreement; settlement funding for Canada increases; OCASI advocacy results in significant share for Ontario.</td>
</tr>
<tr>
<td>2005</td>
<td>Positive Spaces Initiative (PSI); Accessibility project: OCASI launches PSI and Accessibility projects to build sector capacity to meet needs of LGBTQ newcomer, and immigrants and refugees with disabilities.</td>
</tr>
<tr>
<td>2011</td>
<td>CIC Funding cuts: Major cuts to federal settlement funding has deep impact on many small and ethno-specific agencies in Ontario, despite OCASI advocacy.</td>
</tr>
<tr>
<td>2012</td>
<td>Making Ontario Home (MOH): OCASI launches report from the largest study ever of immigrants and refugees use of settlement services and needs in Ontario.</td>
</tr>
<tr>
<td>2014</td>
<td>My Canada Includes All Families: OCASI and allies launch campaign to advocate for family reunification through immigration.</td>
</tr>
<tr>
<td>2015</td>
<td>Permanent Resident Vote: Kingston and North Bay support permanent resident vote in local elections, joining Toronto City Council which voted in favour in 2013.</td>
</tr>
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</table>
“OCASI’s role, strategy, communication, advocacy, and guidance have been instrumental/critical to provide some clarity during such a rapidly changing era in the sector.”

POLICY, RESEARCH AND ADVOCACY
INCLUSION AND SOLIDARITY

Immigration, Refugees and Citizenship

Changes to immigration, refugee and citizenship legislation and policy dominated our public education and advocacy work. Current and proposed changes threatened to increase inequities, and the exclusion of certain Canadian residents. Federal government consultations and Parliament and Senate hearings gave OCASI the opportunity to speak publicly on family reunification delays, increased vulnerability of immigrant women, deepening exclusion of certain refugee claimants, and new barriers to Canadian citizenship.

OCASI Executive Director Debbie Douglas was a strong presence as a speaker at community and academic events and conferences by various other sectors, using these platforms to promote our priorities for immigrant and refugee justice to a broad audience range, as well as build awareness of the Council and member agencies in sectors across Ontario and Canada.

We continue to play a strong role in the City of Toronto newcomer-centered initiatives, including the Toronto newcomer strategy and the poverty reduction strategy. Implementation of the Toronto Access Without Fear policy for residents without immigration status continues to be a priority for the Council. This year we hosted Refugee Pride 2014 in collaboration with Toronto organizations for about 250 enthusiastic participants.

Violence Against Women Prevention

OCASI was a strong voice at government and community engagements on Violence Against Women (VAW) prevention, ensuring the voice of immigrants and refugees was at the forefront and advocating and educating on gender violence and its intersections in immigrant and refugee communities.

Next year we look forward to formal engagement in Ontario government VAW initiatives. Our International Women’s Day forum in Toronto this year let us highlight these impacts while making the connections with other justice movements including ending violence against Indigenous women, challenging Islamophobia, combating anti-Black racism, and the Campaign to raise the Minimum Wage.

“OCASI is a great organization whose advocacy services are needed by its constituency.”

Sector Capacity

The OCASI School for Social Justice (SSJ) was delivered to a new group of 23 enthusiastic sector practitioners from across Ontario. It was made possible by community funding and generous support from experienced advocates who shared expertise on topics such as critical race analysis, public policy and more.

We overcome significant resource challenges to bring member agencies together for the Annual Executive Director’s Forum in Toronto - an opportunity for sector leaders to dialogue on priorities and concerns, engage with government and other stakeholders, and network with peers. Our online forum for sector leaders continues to be an important resource for member agencies to find support and to network.

We continued to support member agencies by providing a sector-centered analysis of government legislation and policy including the budget. We supported member agencies in various Ontario communities to advocate for expanding the municipal and school board vote to permanent residents. OCASI’s North Bay member agency succeeded in having local City Council adopt a motion in support.

“OCASI does a great job of keeping membership informed of changes to policy at all levels and gets involved with appropriate research and public education.”
WE ALWAYS APPRECIATE RECEIVING INFORMATION FROM OCASI. IT IS WELL RESEARCHED, RELEVANT TO THE WORK WE DO, AND PROVIDED TO AGENCIES IN A TIMELY MANNER.

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**Racialization of Poverty**

Removing structural labour market inequalities and other systemic barriers continues to be a priority in our work to address growing racialization of poverty in Ontario.

We engaged with all levels of government to promote mandatory Employment Equity, Community Benefits agreements, and disaggregated data collection as important measures to reduce economic inequality, including through coalition work in Colour of Poverty - Colour of Change.

This year the Coalition began efforts to pilot the disaggregated data collection tool at various community agencies.

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**Equity Populations Research**

We continued to engage as a community partner in the 5-year “Envisioning Global LGBT Human Rights”, an international research and documentary film partnership. This year we took the lead to develop policy recommendations for the third and final report of the project, entitled Envisioning LGBT Refugee Rights in Canada: Is Canada a Safe Haven?, focused on the refugee determination process.

In partnership with FrancoQueer, we launched a ground-breaking study that assessed the settlement and integration needs of Francophone LGBTQIA immigrants and refugees in Ontario. The study confirmed the urgent need for French-language information and services to support this marginalized population.

We are undertaking further research to identify service gaps, strategies and potential options to improve access to services for immigrants and refugees from the Horn of Africa (HoA) region in Toronto, a population that faces significant systemic barriers. We will be developing resources on key immigration and settlement issues, produced in four languages spoken by HoA communities.

We released findings and 16 recommendations from our research on homelessness and under-housing among immigrant and refugee women in Ontario, including recommending a Housing First approach. The research, “The Intersection of Settlement and Housing Services and Policies: Reducing the Risk of Homelessness for Immigrant and Refugee Women” was undertaken in partnership with WoodGreen Community Services and COSTI.

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**OCASI Membership Surveys**

We asked member agencies to evaluate and provide feedback on different OCASI priority areas such as capacity building, IT, new media, policy, research, communications and social enterprise. The survey analysis was completed in 2015 and will be used to guide the Council’s future work. Results indicate that member agencies appreciate the Council’s leadership in general, as well as our work in all the priority areas.

We surveyed member agencies and other service providers experience of Citizenship and Immigration Canada cuts to settlement program funding in Ontario, particularly the impact on clients and the agencies. The results will be analyzed and released later in 2015.

We re-analyzed data from our 2014 survey of salaries at member agencies to better reflect current circumstances, and organized results by region and budget size. The results will serve as a guide for member agencies to negotiate future budgets with various sector funders.
BUILDING CAPACITY

ACCESS AND EQUITY

Positive Spaces Initiative (PSI)

The Positive Spaces Initiative supports the immigrant-and refugee-serving sector in Ontario to work respectfully and effectively with LGBTQ+ (lesbian, gay, bisexual, trans, queer, questioning, intersex, asexual, etc.) newcomers.

This year we offered in-person training in French for the first time. French language PSI training was updated with contextualized Francophone material to support newcomer Francophone communities and service providers to access relevant French resources. Next year we plan to expand our bilingual capacity and engagement with Francophone communities.

We introduced a self-assessment tool that agencies can use to identify strengths and strategic directions for improvement in making their organization a positive space. The Positive Space Assessment Tool connects agencies with resources to assist them in meeting that objective.

Our first roundtable was held this year with discussions in English and French. 24 participants from LGBTQ+ and immigrant and refugee-serving sectors, and people with lived experience discussed regional strengths and gaps in serving LGBTQ+ newcomers, generating new program ideas, strategies and recommendations as well as forming new partnerships.

Our new volunteer program was a huge success. 17 volunteer Regional Champions from across Ontario brought a PSI presence to their home communities through event planning and other efforts, resulting in a massive increase in referrals.

PSI insights:

- 76 Agencies signed on as a Positive Space
- +52% Website usage increase

Training:

- 377 Service providers from 40 organizations at 27 sessions

Professional Education and Training (PET) Program

Through PET, we have provided financial support to 1,032 frontline workers, coordinators and managers in agencies across Ontario to gain knowledge and skills to strengthen professional capacity, and through that to build organizational capacity for effective client services. Funded by Citizenship and Immigration Canada, PET is a highly-rated, valued and important resource for the immigrant and refugee-serving sector, and participants consistently express their appreciation for the professional development they gain. This year we delivered the course, ‘Serving Youth in Newcomer Communities’ to 27 sector practitioners through the Learn at Work OCASI Online Portal. Individual training continued to be popular, and 100 practitioners took advantage of the opportunity to complete courses at various post-secondary and professional training institutions. Many agencies pursued group training for their employees, with 27 workshops on different topics delivered at 23 agencies. A total of 905 sector practitioners participated in group training.

“The PET project is an excellent tool for organizations that wish to improve and develop the skill set of its employees. This results in greater organizational efficiency. Due to the many budget cuts, many organizations such as ourselves, we face difficulty to equip our staff with the necessary skills to adapt to the changes in the growing industry.”

Individual training:

- 100 Practitioners

Group training:

- 905 Practitioners
- 23 Agencies
- 27 Sessions
**Accessibility Program**

OCASI’s work on accessibility was recognized this year by the 2014 Award of Excellence from the Canadian Race Relations Foundation.

The program works to create a more accessible and inclusive environment for immigrants and refugees with disabilities by providing training, resources and support to agencies. Resources developed by OCASI include training about Accessibility for Ontarians with Disabilities Act, the Untold Stories Project which documents the experiences of newcomers with disabilities, and a range of fact sheets and tools.

More than 1000 sector practitioners from across Ontario have accessed the online and in-person training gaining knowledge and skills, and agencies have increased their capacity.

This year OCASI launched an access and equity-focused combined Positive Space and Accessibility Francophone outreach strategy to address the gap between OCASI’s Anglophone and Francophone member agencies in event and training participation and resource mobilization.

**OrgWise**

In 2009 OCASI established a set of voluntary organizational standards for Ontario’s immigrant and refugee-serving sector, and developed an online organizational self-assessment tool that agencies could use to determine if those standards were met.

The tool helped agencies to assess and understand their own systems and operations, using indicators to measure agency health and link them to resources. Agencies are also using the tool for planning, communicating with stakeholders, and for the education and professional development of staff and board members.

This year we undertook outreach and promotion to increase engagement with immigrant and refugee-serving agencies and with sector leaders for capacity building. OrgWise webinars on a variety of organizational priorities and the OrgWise Community Forum continue to be important and popular resources.

“*It’s a continual process it’s something that I can say after two years, now my organization has achieved all its standards... it’s a constant process. It’s how these questions help you identify the process and get you on it and coming back to it.*”

**Violence Against Women Project**

OCASI’s Violence against Women (VAW) Project continued increase frontline worker capacity through innovative trainings and programs.

This year we continued to offer our most recent e-training, “Understanding & Responding to Sexual Violence in Immigrant & Refugee Communities” in facilitated and self-directed versions. Over 280 participants have completed this training since its inception last year. The course supported practitioners to better understand issues of sexual violence in immigrant and refugee communities and develop a supportive response for survivors.

OCASI continues to play a key role in the Immigrant & Refugee NFF campaign – a component of the Ontario Women’s Directorate province-wide Neighbours, Friends and Family Project. We look forward to relaunching the campaign website in the next fiscal year. The website contains information for survivors of intimate partner violence, service providers and community members to take action to respond to, and end violence against women in immigrant and refugee communities.

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<table>
<thead>
<tr>
<th><strong>Training:</strong></th>
<th>+1,000</th>
<th>Practitioners trained</th>
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“*FRANCOPHONES IN ONTARIO ARE NOT INCLUDED ENOUGH IN THESE TYPE OF CONVERSATIONS- ABOUT GENDER IDENTITY AND SEXUAL ORIENTATION - I AM GLAD THAT WE HAD THE OPPORTUNITY TO ACCESS A SIMILAR WORKSHOP AS THE ANGLOPHONES*”
Settlement.Org continues to provide timely and accurate plain-language information for newcomers to Ontario. In addition to thousands of articles, the website profiles news items, events, an ESL learning tool, alternative career information and a First Days guide.

A highlight of the year was the redesign of Settlement.Org. The new layout is more visually attractive, easier to navigate, in line with current accessibility standards and improved Search Engine Optimization (SEO). It now features a single long-page design and a new look for our interactive map in the Services Near Me section.

We also updated the First Days Guide and Alternative Career section. The newsletter has a new design to coincide with the new look and will now be delivered weekly.

With the introduction of Express Entry, Canada’s new system of immigrant selection, we have added and revised a number of articles in our Immigration section, keeping pace with changes by Citizenship and Immigration Canada.

Settlement.org Discussion Forum

This peer-driven discussion area featuring newcomers sharing their own experiences and expertise continues to drive the content for Settlement.org.

Discussion about immigration and citizenship changes were the top trends this year. They included citizenship application changes such as fees and requirements to qualify especially “Intent to Reside”.

Many questions and posts were about spousal sponsorship, conditional permanent residence, undeclared family members, parents and grandparents sponsorship and the Super Visa; about permanent resident travel without the PR card, and obtaining travel documents.

There were questions about options for those without healthcare coverage especially during the 3-month waiting period for OHIP, including finding a doctor and services for pregnant women.

Etablissement.Org

The website provides much-needed French language information and referral for Francophone newcomers and settlement workers.

This year, newcomers looked for clear language information on immigration changes and accessing services in French. Settlement workers wanted to know how to better use the Express Entry immigrant selection system to increase Francophone immigration to Ontario.

We developed many new articles on Express Entry, citizenship changes, Ontario health program for refugees and changes to Interim Federal Health, LGBTQ rights and resources, Accessibility laws and issues, and cancer prevention. We also updated two of our main resources, First Days Guide and Alternative Careers.

The Etablissement.Org discussion forum remains one of the most visited areas of the site with a steady increase in the number of registered members – 850 members which is more than double compared to 3 years ago. The majority of questions were around Immigration, Employment and Housing. Our twitter channel created 1.5 years ago has 208 followers and 926 tweets.

We reached Francophone newcomers through newcomer fairs, French bilingual Salons, Parent-Teacher Open House, community radio and site visits to francophone agencies, and an active Twitter presence at events such as Journée de réflexion sur l’immigration francophone 2015.
<table>
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<tr>
<th>SettlementAtWork.Org/SecteurEtablissment.Org</th>
<th>InMyLanguage.org</th>
<th>CitizenshipCounts.ca and DeviensCitoyen.ca</th>
<th>NewYouth.ca / NoveauxJeunes.ca</th>
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<tbody>
<tr>
<td>This website is an important English and French professional development and capacity-building resource for an online community of immigrant and refugee service professionals.</td>
<td>The site provides multilingual information for newcomers to Ontario in a variety of languages on topics such as health, work, housing and more. A number of articles were updated this year to reflect policy and regulation changes, with ongoing translation of new and updated resources. This year we promoted content through Chinese language media, including 22 articles published over the year in the Epoch Times newspaper. The site feedback page generated 67 questions and comments.</td>
<td>The websites and Android/iPhone apps help young newcomers learn about Canadian citizenship and study for the citizenship test. As users study for the test, they accumulate badges and have their progress tracked on their user profiles. Since our 2013 launch, the website and apps have become very popular with people studying for the citizenship test as well as teachers across the country. At outreach events we often hear, “We love your citizenship site!” and “We use this site all the time with our students”. Usage of the site and the smartphone apps continued to grow. We had 2.6 million page views with the Online Quiz, Discover Canada guide and Flashcards being the most popular. A typical and frequent post by users on our Facebook page is, “I passed my test today 18/20. The happiest day of my life.”</td>
<td>The websites provide accurate, timely and youth-friendly information and resources for newcomer youth, as well as supporting an online community. Site content was shaped by feedback from students, teachers and settlement workers providing users with a more personal experience. Usage continues to grow. The number of visitors tripled by the end of the year, going from 300 to 900. The growth is due in part to an effective social media campaign and outreach, including partnerships across the province. Twitter allowed us to connect with programs in different cities, and get feedback from organizations that use the site in their daily work. Facebook let us connect with hundreds of youth, share program information and settlement advice, and provide a space to meet other Ontario newcomer youth. The increased traffic resulted in a more vibrant discussion forum. Forum interaction tripled over last year. The number of youth seeking assistance was in the hundreds. We added new articles based on the forum questions that directly addressed the needs of newcomer youth, and identified topics most relevant to users as well as gaps. Since its launch the site has evolved into the sole province-wide space for newcomer youth in Ontario, and a place where they can learn, contribute and feel empowered.</td>
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"...It is so so useful for newcomers to Ontario, and also has very useful information for newcomers to Canada in general..."

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<tr>
<th>InMyLanguage.org</th>
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<td>+450,000 YouTube video views</td>
<td>+264,000 SoundCloud plays of Discover Canada Guide</td>
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SOCIAL ENTERPRISE

A STRONG FOUNDATION

The OCASI Client Management System (OCMS) launched in January 2014 is an online tool used to record and retrieve important client information, and generate detailed, real-time agency-wide reports. It is an OCASI social enterprise funded entirely through user-fees. This has allowed us to create an agency and client-focused system that lets agencies meet funder reporting requirements while better organizing and retrieving data for their own use.

In our first year we went from zero to 1000 users, all generating thousands of forms and thousands of detailed reports. By the end of the year it was clear our existing technical solutions could not keep up with the rapid growth. Our goal this year was to strengthen our infrastructure to better support agencies already on board. To ensure that we can meet current OCMS user demand, we held back on active promotion. We did not want to bring on many more new agencies until we were confident in our underlying systems. We spent several weeks optimizing the code that runs the reports, and introduced new load balancing servers. Now reports that used to take minutes to run open in seconds. There is still work to be done, but the system is much more responsive and able to handle the crush of year-end reporting.

Even with our pause in promotion, we have seen continued growth this year. We have added several new features including Language Training and “Community Connections” modules. Next year will see the addition of an enhanced “Employment” module including an Employer Directory. We will continue to upgrade infrastructure as we manage our growth at a sustainable pace.

OCMS is in use by agencies across Canada to help them manage:

- Client Profiles
- Needs Assessments
- Language Training
- Group Activities
- Employment Services
- Information and Orientation Activities
- Community services
- Internal and external referrals
- and much more

OCMS Features:

- Comprehensive Client Profiles and Dashboards
- Collect data on Service Forms for:
  - Information and Orientation
  - Employment
  - Needs Assessment and other services
- Generate real-time reports and customize using dozens of report filters
- Track client progress with Settlement Plans
- Automatically follow-up with client with scheduled email notifications
- Hosted in Canada

“OCMS has been an excellent data management system. In the future you should look at how it can be expanded/adapted to use for evaluation purposes.”

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SOCIAL ENTERPRISE

A STRONG FOUNDATION

The OCASI Client Management System (OCMS) launched in January 2014 is an online tool used to record and retrieve important client information, and generate detailed, real-time agency-wide reports. It is an OCASI social enterprise funded entirely through user-fees. This has allowed us to create an agency and client-focused system that lets agencies meet funder reporting requirements while better organizing and retrieving data for their own use.

In our first year we went from zero to 1000 users, all generating thousands of forms and thousands of detailed reports. By the end of the year it was clear our existing technical solutions could not keep up with the rapid growth. Our goal this year was to strengthen our infrastructure to better support agencies already on board. To ensure that we can meet current OCMS user demand, we held back on active promotion. We did not want to bring on many more new agencies until we were confident in our underlying systems. We spent several weeks optimizing the code that runs the reports, and introduced new load balancing servers. Now reports that used to take minutes to run open in seconds. There is still work to be done, but the system is much more responsive and able to handle the crush of year-end reporting.

Even with our pause in promotion, we have seen continued growth this year. We have added several new features including Language Training and “Community Connections” modules. Next year will see the addition of an enhanced “Employment” module including an Employer Directory. We will continue to upgrade infrastructure as we manage our growth at a sustainable pace.

OCMS is in use by agencies across Canada to help them manage:

- Client Profiles
- Needs Assessments
- Language Training
- Group Activities
- Employment Services
- Information and Orientation Activities
- Community services
- Internal and external referrals
- and much more

OCMS Features:

- Comprehensive Client Profiles and Dashboards
- Collect data on Service Forms for:
  - Information and Orientation
  - Employment
  - Needs Assessment and other services
- Generate real-time reports and customize using dozens of report filters
- Track client progress with Settlement Plans
- Automatically follow-up with client with scheduled email notifications
- Hosted in Canada

“OCMS has been an excellent data management system. In the future you should look at how it can be expanded/adapted to use for evaluation purposes.”

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“OCMS has been an excellent data management system. In the future you should look at how it can be expanded/adapted to use for evaluation purposes.”
MEMBER AGENCIES: A PORTRAIT
BUILDING OUR BASE

Agencies by region:
- North: 10
- East: 16
- Central East: 13
- Toronto: 138
- Central West: 20
- South: 15
- West: 19

Charitable organizations:
- Charities: 75%

Services provided by OCASI members in Languages other than English & French:
- 92 languages

Staff number:
- +14,500 workers
- +48,700 volunteers

Agencies generating revenue:
- > $5MM: 51
- $1-5MM: 81
- < $1MM: 83

These are approximate categories.

Source: OCASI Membership Database 2015
MEMBERS OF OUR COMMUNITY
TWO HUNDRED AND THIRTY ONE

North Region
Contact Interculturel francophone de Sudbury
D.O.O.R.S. to New Life Refugee Centre Inc.
Multicultural Association of Kenora and District
Multicultural Association of North Western Ontario
North Bay & District
Multicultural Centre
Professions North / Nord Sault Community Information & Career Centre Inc.
Sudbury Multicultural Folk Arts Association
Thunder Bay Multicultural Association
YMCA Sudbury

South Region
Centre de Santé Communautaire Hamilton/Niagara
Employment Help Centre
Focus For Ethnic Women
Fort Erie Multicultural Centre
Hamilton Centre for Civic Inclusion
Hamilton Urban Core
Community Health Centre
Immigrant Culture and Art Association
Immigrant Services
Guelph-Wellington
Immigrants Working Centre
Kitchener-Waterloo
Multicultural Centre
Niagara Folk Arts
Multicultural Centre
Reception House - Waterloo Region
Welland Heritage Council and Multicultural Centre
YMCA of Hamilton/Burlington/Brantford
Immigrant & Newcomer Services
YMCA of Kitchener-Waterloo
Cross-Cultural & Immigrant Services

Central East Region
Bradford Immigrant and Community Services
Catholic Community Services of York Region
Community Development Council Durham
Conseil des Organismes Francophones de la Region Durham
Durham Region
Unemployed Help Centre
Job Skills
New Canadians Centre Peterborough
Northern Lights Canada
Social Enterprise for Canada
Social Services Network
Women's Multicultural Resource and Counselling Centre of Durham
Women's Support Network of York Region
YMCA of Simcoe/Muskoka, Newcomer Services Department

West Region
ACFO de London-Sarnia, Centre de Ressources Communautaires
Across Languages Translation and Interpretation
Adult Language and Learning
London Cross Cultural Learner Centre
London InterCommunity Health Centre
LUSO Community Services
Multicultural Council of Windsor and Essex County
New Canadians’ Centre of Excellence Inc.
Ready-Set-Go Birth to Six Parental Support Group of Windsor
South Asian Centre of Windsor
South Essex Community Council
South London Neighbourhood Resource Centre
Unemployed Help Centre of Windsor
WIL Employment Connections
Windsor Women Working With Immigrant Women
Women’s Enterprise Skills Training of Windsor Inc.
YMCA of Western Ontario
YMCA’s across Southwestern Ontario

East Region
Association Canadienne-Francaise de l’Ontario
Conseil Regional des Milles-iles
Catholic Centre for Immigrants - Ottawa
Conseil Economique et Social d’Ottawa-Carleton
Immigrant Women Services Ottawa
Jewish Family Services of Ottawa-Carleton
KEYS Job Centre
Kingston Community Health Centres
Lebanese and Arab Social Services Agency of Ottawa-Carleton
National Capital Region
YMCA-YWCA - Newcomer Information Centre
Ottawa Chinese Community Service Centre
Ottawa Community Immigrant Services Organization
Quinte United Immigrant Services
Réseau de développement économique et d’employabilité de l’Ontario, RDÉE Ontario
Somali Centre for Family Services
Vitesse Re-Skilling Canada Inc.
Word Skills Employment Centre

Central West Region
African Community Services of Peel
Brampton Multicultural Community Centre
Centre d’Etablissement des Nouveaux Immigrants de Peel
Centre for Education and Training
Chinese Association of Mississauga
Dixie Bloor Neighbourhood Centre
Halton Multicultural Council
India Rainbow Community Services of Peel
Interim Place
Labour Community Services of Peel Inc.
Le Regroupement des Femmes Immigrantes Francophones
Malton Neighbourhood Services
MIAG Centre for Diverse Women & Families
Newcomer Centre of Peel
Ontario Inter-Cultural Community Services
Palestine House Educational and Cultural Centre
Peel Career Assessment Services Inc.
Peel Multicultural Council
Sexual Assault and Violence Intervention Services of Halton
Spectra Community Support Services
United Achievers’ Community Services
<table>
<thead>
<tr>
<th>Toronto Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abrigo Centre</td>
</tr>
<tr>
<td>Access Alliance Multicultural Health and Community Services</td>
</tr>
<tr>
<td>Accessible Community Counselling and Employment Services</td>
</tr>
<tr>
<td>Across Boundaries: An Ethnoracial Mental Health Centre</td>
</tr>
<tr>
<td>Afghan Association of Ontario</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
</tr>
<tr>
<td>Agincourt Community Services Association</td>
</tr>
<tr>
<td>Albion Neighbourhood Services</td>
</tr>
<tr>
<td>Alliance for South Asian AIDS Prevention</td>
</tr>
<tr>
<td>Anglican United Refugee Alliance</td>
</tr>
<tr>
<td>Arab Community Centre of Toronto</td>
</tr>
<tr>
<td>Armenian Community Centre - Armenian Relief Society, Social Services</td>
</tr>
<tr>
<td>Asian Community AIDS Services</td>
</tr>
<tr>
<td>Auberge Francophone AWIC Community and Social Services</td>
</tr>
<tr>
<td>Bangladeshi-Canadian Community Services</td>
</tr>
<tr>
<td>Barbra Schlifer Commemorative Clinic</td>
</tr>
<tr>
<td>Black Coalition for AIDS Prevention</td>
</tr>
<tr>
<td>Bloord Information and Life Skills Centre</td>
</tr>
<tr>
<td>Canadian Arab Federation</td>
</tr>
<tr>
<td>Canadian Centre for Language &amp; Cultural Studies Inc.</td>
</tr>
<tr>
<td>Canadian Centre for Victims of Torture</td>
</tr>
<tr>
<td>Canadian Tibetan Association of Ontario</td>
</tr>
<tr>
<td>CARE Centre for Internationally Educated Nurses</td>
</tr>
<tr>
<td>Catholic Cross-Cultural Services CATIE - Canadian AIDS Treatment Information Exchange</td>
</tr>
<tr>
<td>Centre for Immigrant and Community Services Centre for Spanish Speaking Peoples Centre Francophone de Toronto</td>
</tr>
<tr>
<td>Chinese Family Services of Ontario Collège Boréal</td>
</tr>
<tr>
<td>Community Action Resource Centre Community Legal Education Ontario Community MicroSkills Development Centre</td>
</tr>
<tr>
<td>COSTI Immigrant Services Council of Agencies Serving South Asians CUIAS Immigrant Services CultureLink Davenport-Perth Neighbourhood and Community Health Centre Dejinta Beesha Dixon Hall East Metro Youth Services Eastview Neighbourhood Community Centre Elspeth Heyworth Centre for Women EnVision Education Foundation Ertrichan Canadian Community Centre of Toronto Ethiopian Association in the Greater Toronto Area Family Inter-Generation Link Family Service Toronto FCJ Refugee Centre For You Telecare Family Service For Youth Initiative Toronto FrancoQueer FutureWatch Environment and Development Education Partners Griffin Centre Heritage Skills Development Centre Hispanic Development Council Hong Fook Mental Health Association Immigrant Women’s Health Centre Irish Canadian Immigration Centre Islamic Social Services and Resources Association Jamaican Canadian Association Jane Alliance Neighbourhood Services Jane/Finch Community and Family Centre Japanese Social Services, Toronto Jewish Immigrant Aid Services Toronto JobStart JVS Toronto Kababayn Community Service Centre KCWA Family and Social Services Korean Senior Citizens Society of Toronto L’Institut de leadership des femmes de l’Ontario La Passerelle-Intégration et Développement Lakeshore Area Multi Services Project Lao Association of Ontario Learning Disabilities Association of Toronto District Learning Enrichment Foundation Maison d’Hébergement pour Femmes Francophones Margaret’s Housing and Community Support Services Inc. Mennonite New Life Centre of Toronto Midaynta Community Services Multilingual Community Interpreter Services, Ontario Neighbourhood Link Support Services Nellie’s New Canadian Community Centre New Circles Community Services Newcomer Women’s Services Toronto North York Community House Northwood Neighbourhood Services Oasis Centre des Femmes Parkdale Community Information Centre Parkdale Community Legal Services Parkdale Intercultural Association Planned Parenthood Toronto Polycultural Immigrant Community Services Progress Career Planning Institute Rextdale Women’s Centre Roma Community Centre S.E.A.S. (Support, Enhance, Access, Service) Centre Scadding Court Community Centre Settlement Assistance and Family Support Services Silent Voice Canada Sistering - A Woman’s Place Skills for Change Social Planning Toronto Sojourn House Somali Immigrant Aid Organization South Asian Women’s Centre South Asian Women’s Rights Organization South Etobicoke Community Legal Services St. Stephen’s Community House Tesoc Multicultural Settlement Services The Career Foundation The Cross-Cultural Community Services Association The Redwood Shelter The Salvation Army, Toronto Harbour Light Ministries Immigrant and Refugee Services Thorncliffe Neighbourhood Office Times Change Women’s Employment Service Toronto Community &amp; Culture Centre Toronto Community Employment Services Toronto Region Immigrant Employment Council Toronto Workers’ Health and Safety Legal Clinic Toronto Workforce Innovation Group Tropicana Community Services Unison Health and Community Services University Settlement Vietnamese Association, Toronto Vietnamese Women’s Association of Toronto West Neighbourhood House Women’s Health in Women’s Hands WoodGreen Community Services WoodGreen Red Door Family Shelter Workers’ Action Centre Working Skills Centre Working Women Community Centre YMCA YMCA of Greater Toronto, Newcomer Settlement Programs Youth Assisting YouthYWCA Toronto</td>
</tr>
</tbody>
</table>
THANK YOU

VOLUNTEERS, STUDENTS, STAFF
DEDICATION AND COMMITMENT

Executive Director
Debbie Douglas

Associate Executive Director
Eta Woldeab

Manager, IT and New Media
Dave Montague

Manager, Sector Capacity Development
Jolanta Nozka

Manager, Finance and Administration
Paul Carson*
Roger Ramkissoon**

Staff
Fanieal Abraha*
Selina Basudde*
Paulina Bermeo
Oleksandra Budna*
Amy Casipullai
Jasmine Chua
Gregory Elward
Erin Ewing
Tamaisha Eytle*
Zeina Farah*
Anna Finch
Erika Gates-Gasse*
Krittika Ghosh
Sarah Hamdi*
Peggy Ho
Lorraine Hudson*
Beverly Lawrence
Julia Mais
Wariri Muhungi
Paul Newby
Chavon Niles
Martha Orellana
Theresa Polyakov
Anita Rawana*
Petra Roberts*
Jaihun Sahak
Ila Sethi**
Aissatou Sonko

Elena Trapeznikova
Lumembo Tshiswaka*
Alexander Vadala**
Marcos Vilela

Students
Hamdi Moalim*
Ashley Walcott*

* Left during the year
** Joined after March 31, 2015

We thank Marcos Vilela for the design and layout of the 2015 OCASI Annual Report.
Staff represented: Debbie Douglas, Julia Mais, Jasmine Chua, Dave Montague, Eta Woldeab, Martha Orellana, Chavon Niles, Peggy Ho, Elena Trapeznikova, Paul Newby, Ila Sethi, Paulina Berneo, Marcos Vilela, Beverly Lawrence-Dennis, Krittika Ghosh, Erin Ewing, Jai Sahak, and Anna Finch.
## 2015

### FINANCIAL REPORT

#### STRENGTH AND ACCOUNTABILITY

**REVENUES ($)**

<table>
<thead>
<tr>
<th>Source</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizenship and Immigration Canada</td>
<td>1,941,192</td>
<td>2,175,448</td>
</tr>
<tr>
<td>Employment and Social Development Canada</td>
<td>36,976</td>
<td>58,827</td>
</tr>
<tr>
<td>Ministry of Citizenship, Immigration and International Trade</td>
<td>725,163</td>
<td>277,651</td>
</tr>
<tr>
<td>Ontario Women’s Directorate</td>
<td>115,516</td>
<td>63,910</td>
</tr>
<tr>
<td>United Way of Greater Toronto</td>
<td>175,577</td>
<td>180,577</td>
</tr>
<tr>
<td>Ontario Trillium Foundation</td>
<td>-</td>
<td>142,789</td>
</tr>
<tr>
<td>Other Foundations</td>
<td>120,085</td>
<td>86,228</td>
</tr>
<tr>
<td>Membership fees</td>
<td>156,438</td>
<td>150,906</td>
</tr>
<tr>
<td>Productive enterprises - OCMS</td>
<td>93,418</td>
<td>-</td>
</tr>
<tr>
<td>Productive enterprises - general</td>
<td>16,928</td>
<td>11,811</td>
</tr>
<tr>
<td>Donations and fundraising</td>
<td>11,396</td>
<td>14,287</td>
</tr>
<tr>
<td>Workshop registrations</td>
<td>-</td>
<td>12,702</td>
</tr>
<tr>
<td>City of Toronto</td>
<td>73,862</td>
<td>54,191</td>
</tr>
</tbody>
</table>

**TOTAL** | 3,466,551 | 3,229,327 |

**EXPENDITURES ($)**

<table>
<thead>
<tr>
<th>Category</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PERSONNEL</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>1,709,205</td>
<td>1,646,622</td>
</tr>
<tr>
<td>Honoraria and contract fees</td>
<td>398,001</td>
<td>419,954</td>
</tr>
<tr>
<td>Benefits</td>
<td>296,159</td>
<td>303,005</td>
</tr>
<tr>
<td>Staff training</td>
<td>2,975</td>
<td>4,803</td>
</tr>
<tr>
<td><strong>Sub total</strong></td>
<td>2,406,340</td>
<td>2,374,384</td>
</tr>
<tr>
<td><strong>PROGRAM</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel, accommodation and conference</td>
<td>270,015</td>
<td>65,922</td>
</tr>
<tr>
<td>Professional education and training courses</td>
<td>98,853</td>
<td>89,983</td>
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<tr>
<td>Other</td>
<td>80,458</td>
<td>126,439</td>
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<tr>
<td>Supplies</td>
<td>66,496</td>
<td>64,667</td>
</tr>
<tr>
<td>Sector IT infrastructure</td>
<td>57,171</td>
<td>57,385</td>
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<tr>
<td>Meeting expenses</td>
<td>30,044</td>
<td>3,266</td>
</tr>
<tr>
<td>Marketing and promotion</td>
<td>15,173</td>
<td>28,729</td>
</tr>
<tr>
<td>Fundraising</td>
<td>47</td>
<td>-</td>
</tr>
<tr>
<td>Payments to partners</td>
<td>-</td>
<td>1,900</td>
</tr>
<tr>
<td>Professional fees</td>
<td>-</td>
<td>37,968</td>
</tr>
<tr>
<td><strong>Sub total</strong></td>
<td>618,257</td>
<td>476,259</td>
</tr>
<tr>
<td><strong>ADMINISTRATIVE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent, taxes and utilities (net)</td>
<td>216,385</td>
<td>191,642</td>
</tr>
<tr>
<td>Professional fees</td>
<td>71,575</td>
<td>66,707</td>
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<tr>
<td>Telephone</td>
<td>11,387</td>
<td>14,253</td>
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<tr>
<td>Insurance</td>
<td>8,346</td>
<td>8,311</td>
</tr>
<tr>
<td>Other</td>
<td>12,154</td>
<td>7,743</td>
</tr>
<tr>
<td>Bank charges</td>
<td>3,602</td>
<td>4,314</td>
</tr>
<tr>
<td>Postage and couriers</td>
<td>2,800</td>
<td>3,399</td>
</tr>
<tr>
<td><strong>Sub total</strong></td>
<td>326,249</td>
<td>296,369</td>
</tr>
</tbody>
</table>

**TOTAL** | 3,350,846 | 3,147,012 |

A copy of the audited statement is available from OCASI.
ACKNOWLEDGEMENTS

WE THANK OUR FUNDERS FOR THEIR GENEROUS SUPPORT.

Citizenship and Immigration Canada
Employment and Social Development Canada
Ministry of Citizenship and Immigration
Ontario Women’s Directorate
Ontario Trillium Foundation
United Way of Greater Toronto
City of Toronto

A special thank you to our many volunteers including on our various advisory committees, that gave generously of their time and expertise to help make this year a success.

A special thank you to our valued member agencies who contribute in so many ways to support our role as their collective voice.