CHANGING THE NARRATIVE
OCASI ANNUAL REPORT 2017
Our identities, our sense of belonging are key for our health as individuals and communities. For a healthy vibrant Canada we need to have the comfort to discuss difficult issues. Through this poster campaign, you are forcing us to have a meaningful conversation. Don’t let the fear among a few stop you. Well Done.”
## TABLE OF CONTENTS

### BUILDING INCLUSIVE COMMUNITIES IN CHALLENGING TIMES

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>02</td>
<td>Anti-Islamophobia Campaign&lt;br&gt;Toronto For All</td>
</tr>
<tr>
<td>04</td>
<td>About OCASI&lt;br&gt;Principles</td>
</tr>
<tr>
<td>05</td>
<td>A Message From The President And The Executive Director&lt;br&gt;Changing The Narrative</td>
</tr>
<tr>
<td>06</td>
<td>Board Of Directors&lt;br&gt;Portrait</td>
</tr>
<tr>
<td>08</td>
<td>39 Years Of History&lt;br&gt;HIGHLIGHTS</td>
</tr>
<tr>
<td>10</td>
<td>Policy, Research And Membership Services&lt;br&gt;Strong Sector Voice</td>
</tr>
<tr>
<td>12</td>
<td>Building Capacity&lt;br&gt;Access And Equity</td>
</tr>
<tr>
<td>14</td>
<td>Technology And New Media&lt;br&gt;Making It All Make Sense</td>
</tr>
<tr>
<td>16</td>
<td>Violence Against Women (VAW) Prevention&lt;br&gt;Changing Attitudes Through Education</td>
</tr>
<tr>
<td>17</td>
<td>Member Agencies: A Portrait&lt;br&gt;Building Our Base</td>
</tr>
<tr>
<td>18</td>
<td>Members Of Our Community&lt;br&gt;Two Hundred And Twenty Nine</td>
</tr>
<tr>
<td>20</td>
<td>Volunteers, Students, Staff&lt;br&gt;Dedication And Commitment</td>
</tr>
<tr>
<td>22</td>
<td>2017 Financial Report&lt;br&gt;Stability And Sustainability</td>
</tr>
<tr>
<td>23</td>
<td>Acknowledgements&lt;br&gt;We Thank Our Funders For Their Generous Support</td>
</tr>
</tbody>
</table>
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.
A MESSAGE FROM THE PRESIDENT AND THE EXECUTIVE DIRECTOR
CHANGING THE NARRATIVE

This year has been a wake-up call for all of us supportive of Canada’s immigration and refugee protection programs, as well as a commitment to building a progressive, inclusive Canada.

On one hand Canadians in overwhelming numbers continued to be actively involved in welcoming and resettling refugees from Syria as well as Eritrea, Iraq and many other countries, continuing the momentum that was begun last year.

On the other hand we saw an alarming rise in violent hate attacks primarily against Black/ people of African descent, Muslims, and other minority religious and racialized groups, and the escalation of an anti-immigration discourse shaded by xenophobia, Islamophobia and racism. These deeply troubling and divisive messages came from among some of the highest levels of political leadership in Canada, and were echoed in a national opinion poll.

These developments motivated us to intensify our efforts to change the national and local narrative on immigration, to counteract the negative portrayals of immigrants and refugees especially those from the global south who are often demonized. We launched public education campaigns to challenge racism, Islamophobia and xenophobia, and anti-Black racism. The campaigns resonated broadly, bringing us encouragement and support as well as a small but intense xenophobic and racist pushback. Most important it was welcomed by many who expressed gratitude and relief at the message that hatred and intolerance has no place in Canada.

We are proud of the leadership shown by our member agencies to actively take on public education in their communities to change the narrative of exclusion and marginalization. We were encouraged by the growing recognition within the immigrant and refugee-serving sector of the need to educate ourselves on our role in Canada’s ongoing settler-colonialism, as well as build relationships with Indigenous communities.

We called for a suspension of the Safe Third Country Agreement between Canada and the United States. A growing number of asylum seekers were fleeing intolerance and hatred as well as punitive measures in the US, and risking life and limb to enter Canada in search of a safe haven. We are proud of the many OCASI members who stepped forward to arrange for shelter, healthcare and services for these refugee claimants, despite their struggle to find resources for this work, which is largely excluded by major funders.

In coalition we urged the government to introduce a regularization program to allow those without immigration status to become permanent residents, as well as permanent residence for all migrant workers. We called for a removal of the many barriers to citizenship. Many OCASI member agencies responded to our callout on these demands, and contacted their Member of Parliament to urge systemic change.

Through our Steering Committee work with Colour of Poverty – Colour of Change (COP-COC), we were proud to be a catalyst for Ontario’s first ever Anti-Racism Act. The province had finally established the Ontario Anti-Racism Directorate after widespread push from racialized communities and groups such as COP-COC but the new body did not have a legislative foundation. We will continue these efforts next year as we seek to change the narrative, as we walk locally, our global talk of being a welcoming society.

In solidarity,

Ibrahim Absiye
President

Debbie Douglas
Executive Director
# BOARD OF DIRECTORS

## PORTRAIT

### EXECUTIVE COMMITTEE

**PRESIDENT**
- Ibrahim Absiye  
  CultureLink

**VICE-PRESIDENT**
- Manjeet Dhiman  
  Accessible Community Counselling and Employment Service

**VICE-PRESIDENT**
- Nella Iasci  
  Job Skills

**CORPORATE SECRETARY**
- Shelley Zuckerman  
  North York Community House

**TREASURER**
- Lucia Harrison  
  Kitchener - Waterloo Multicultural Centre

### REGIONAL DIRECTORS

**CENTRAL EAST**
- Nella Iasci  
  Job Skills

**CENTRAL WEST**
- Kim Jenkinson  
  Halton Multicultural Council

**EAST**
- Leslie Emory  
  Ottawa Community Immigrant Services Organization

**NORTH**
- Karol Rains  
  Sault Community Career Centre

**WEST**
- Valerian Marochko  
  London Cross Cultural Learner Centre

### PROVINCIAL DIRECTORS

**SOUTH**
- Jeff Burch  
  Niagara Folk Arts Multicultural Centre

**TORONTO**
- Ahmed Hussein  
  Thorncliffe Neighbourhood Office

**Emilie Coyle**  
(Left during the year)  
National Capital Region YMCA-YWCA – Newcomer Information Centre

**Carolyn Davis**  
(Left during the year)  
Catholic Crosscultural Services

**Janet Madume**  
Welland Heritage Council & Multicultural Centre/Employment Solutions

**Bonaventure Otshudi**  
Centre de santé communautaire Hamilton/Niagara

**Paulina Wyrzykowski**  
West Neighbourhood House

**St-Phard Désir**  
Economic and Social Council of Ottawa-Carleton

### BOARD STANDING COMMITTEES

**Executive**
- Finance  
- Francophone

**Governance**
- Membership Services  
- Policy and Research
1978
OCASI founded
Immigrant serving agencies form committee in ‘77 to monitor Immigrant Settlement Adaptation Program (ISAP) & incorporates as OCASI.

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.

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.
2000
Settlement.Org
Settlement.Org launched and becomes “the” source of information for newcomers.

2001
Every Child’s Right to OHIP Coalition
OCASI and allies get OHIP coverage for Canadian-born children of parents without full immigration status.

2002
Immigration & Refugee Protection Act
OCASI and allies successfully advocate to include same-sex spousal sponsorship in this new immigration law.

2003
Violence Against Women prevention
OCASI launches work on women’s justice issues.

2005
Canada-Ontario Immigration Agreement
Canada and Ontario sign immigration agreement; settlement funding for Canada increases; OCASI advocacy results in significant share for Ontario.

2011
CIC Funding cuts
Major cuts to federal settlement funding has deep impact on many small and ethno-specific agencies in Ontario, despite OCASI advocacy.

2012
Making Ontario Home (MOH)
OCASI launches report from the largest study ever of immigrants and refugees use of settlement services and needs in Ontario.

OCASI School for Social Justice (SSJ)
OCASI launches the SSJ, an initiative to strengthen the advocacy capacity of member agencies.

2013
Ontario Immigration Strategy

My Canada Includes All Families
OCASI and allies launch campaign to advocate for family reunification through immigration.

2014
OCASI Client Management System (OCMS)
OCMS is launched across Canada. It is a powerful online tool used to record and retrieve client information and generate real-time reports.

CRRF Award
OCASI receives the Canadian Race Relations Foundation (CRRF) Award of Excellence for the Accessibility Program.

2015
Refugee Resettlement
OCASI supports sector agencies in resettling refugees arriving from overseas.

OCASI Francophone Director
OCASI francophone member agencies elect the first Francophone Director to the Board.

2016
Anti-Islamophobia Anti-Racism Campaign
OCASI partners with allies and launches a public education campaign on Islamophobia, racism, and anti-Black racism.
Policy and Public Education

OCASI launched a successful public education campaign against Islamophobia, xenophobia and racism, and anti-Black racism in collaboration with the City of Toronto, United way of Toronto and York Region and the Province of Ontario and worked in collaboration with the Ontario Human Rights Commission, the National Council of Canadian Muslims and the Canadian Arab Institute. Various others provided advice on the City campaign.

The multi-phase campaign comprised of over 100 posters located in public transit shelters in Toronto as well as a social media strategy. Subsequent phases involved the production of short videos that were shown in movie theatres, and ran on social media and television in major markets. We acknowledge with gratitude the pro-bono work of the design studio Public Inc., and media studio Mass Minority, for the campaigns. Other municipalities are now taking up similar campaigns, including the town of Ajax, the city of Hamilton, as well as the city of London, England.

We were a strong voice at various federal government consultation tables and Parliamentary Committee presentations on Canada’s immigration and refugee program. We called for permanent residence for all migrant workers, permanent residence for those without immigration status, removal of systemic barriers in refugee determination, and the elimination of citizenship barriers. OCASI is a member of the Ontario Income Security Reform Working Group, and provided input into recommendations for changing social assistance, child benefits and working income supports programs.

OCASI is member of the provincial VAW round-table and provides input to the province’s initiative to address sexual violence and violence against women.

Research

We carried out a salary survey of member agencies, which updated information collected in the last survey of 2015. Member agencies tell us the survey is a useful tool for use in internal planning as well a resource for funding applications.

An environmental scan was completed to assess the existing capacity and service gaps of refugee and immigrant-serving organizations in Ontario to meet the needs of large numbers of Syrian refugee arrivals. Released in April 2016, the report provided useful information for sector agencies as well as other stakeholders, including government funders.

We released ‘Telling our Stories from the Frontline: Adverse Institutional Impacts of Cuts to Immigrant Settlement Funding in Ontario”, which documented the impact of the 2015 Immigration, Refugees and Citizenship (IRCC) funding cuts in Ontario. In it, agencies tell their stories of the scope and scale of the impacts.

In June 2016 we carried out a brief scan of OCASI member agencies on cuts to summer language programs. We learned the program reductions were primarily due to IRCC cuts to Ontario’s LINC funding, and gained a better understanding of language program availability in the summer.
MEMBER AGENCIES SPEAK

“OCASI is the backbone of settlement sector”

“...And please please please keep helping immigrants and refugees.....the world so badly needs your voice right now”

“CONGRATULATIONS on raising a very difficult issue”

“Our identities, our sense of belonging are key for our health as individuals and communities. For a healthy vibrant Canada we need to have the comfort to discuss difficult issues. Through this poster campaign, you are forcing us to have a meaningful conversation. Don’t let the fear among a few stop you. Well Done.”

Membership Services

We successfully advocated against IRCC funding cuts, resulting in additional funds for the region and a reversal of funding cuts to agencies. Despite these efforts a few agencies in some regions saw cuts to their IRCC funding - some significant. We have called for a review of the national Settlement Allocation Model for IRCC funding. We also communicated member agencies concerns regarding Newcomer Settlement Program funding to the provincial funders, including the experience of agencies in smaller centres and rural areas and the need to open up funding to new applicants.

Through the Administrative Services & Supports Project we continued working with 10 member agencies to build their capacity in financial health, governance and organizational structure. OCASI supported the staff of Community Microskills Development Centre in their transition after the abrupt closure of the organization in February 2016.

More than 20 member agency staff from across Ontario were enthusiastic participants in the popular OCASI School for Social Justice (SSJ). The SSJ is made possible by community funding and generous support from experienced advocates who shared their expertise on topics such as critical race analysis and public policy.

229
Total members

14
New members

20
No longer members

Total members

229
New members

14
No longer members

14
20
229
20
Positive Spaces Initiative (PSI)

Since 2009 OCASI’s Positive Space Initiative (PSI) has supported the immigrant + refugee-serving sector to better serve LGBTQIA+ (lesbian, gay, bisexual, trans, two-spirit, queer, questioning, asexual, intersex, pansexual, etc.) newcomers to Ontario. PSI in-person and online training in English and French continues to be popular and in great demand. PSI is rooted in community, and as such we were proud to support 10 Regional Champions across 4 OCASI regions in their efforts to build connections and promote promising practices. Going forward, we will continue to develop our resources and adapt our curriculum to better serve Francophone LGBTQIA+ newcomers and refugees.

“...the various settlement considerations, we need more policies and awareness of LGBTQ+ clients”

Accessibility Program

In May 2017 OCASI was proud to be recognized as a Champion in the 2017 David C. Onley Award for Leadership in Accessibility. The recognition confirms the value and effectiveness of the Accessibility Program in supporting the sector to be more effective in meeting the settlement needs of refugees and immigrants with disabilities.

This year we assisted sector agencies to meet compliance targets as Ontario moves to become fully accessible by 2025. The Regional Champions initiative launched in 2016 saw the recruitment of 6 Champions. It helped to improve our understanding of regional needs and local resources, and resulted in increased demand for training. Next year we look forward to increasing our Francophone capacity in the program, exploring new training formats and increasing the number of regional champions.

“Loved hearing about real cases and looking at the processes, resources needed for support and trying to understand how these could be incorporated in our small community.”
Mental Health Project

Responding to a growing demand, OCASI delivered the Mental Health training project to build the capacity of sector agencies. We provided training to help frontline workers promote and respond better to the diverse mental health needs and trauma experience of refugee clients. We partnered with Canadian Centre for Victims of Torture, Hong Fook Mental Health Association and St. Michael’s Hospital to provide training in various formats and levels.

Professional Education and Training (PET) Program

This popular initiative supports the professional development of frontline workers as well as managers and executive directors by providing financial support for training.

Agencies can select group training that best meets the professional development needs of their employees.

LearnAtWork.Ca

The LearnAtWork online training initiative is now in its 9th year. The website provides a variety of self-directed online courses for frontline and other sector workers, to build capacity in working with refugees and immigrants. Training topics include employment, refugee mental health and trauma, addressing sexual violence, serving newcomer youth, accessibility, and more.

Site use increased by a record number this year and the number of enrollments doubled to almost 1300. Users include OCASI member agencies as well as sector agencies from the rest of Canada, other community organizations, post-secondary learning institutions, faith organizations, Private Sponsors, government workers and many other local and international stakeholders. Next year will be focused on expansion, including through adding more facilitated courses.

472 Sector Workers

1,126 Practitioners

30% Traffic increment

30 Agencies

8,380 Total Users
TECHNOLOGY AND NEW MEDIA
MAKING IT ALL MAKE SENSE

Settlement.Org
Since 2000 Settlement.Org has provided timely and accurate clear language information for newcomers to Ontario. A June 2016 user survey told us satisfaction levels with the site were very high. Employment and immigration related topics were the most important for users, followed by housing and mental health supports.

We added new content on looking for a job through social media platforms and other online tools. We also added articles on personal wellness and updated our immigration content to reflect recent changes. We continue to amplify our presence by sharing our expertise in online information and referral with community agencies and at sector forums such as the National Metropolis Conference.

Settlement.Org has an active Facebook and Twitter presence, with 5,971 Twitter followers and 1,264 Facebook likes as of March 31, 2017.

Settlement.Org Discussion Forum
The Discussion Forum is a peer-driven online space that allows newcomers to share their immigration and settlement experiences. A popular site for immigrants and refugees, the forum has grown to more than 33,500 members contributing more than 71,000 posts.

Questions and concerns about conditional permanent residence for sponsored spouses, sponsorship of parents and grandparents, loss of permanent residence, meeting residency requirements, and renewal of permanent residence were the main trends this year.

This is a great forum, and I really want to extend my appreciation to any help I can get on this issue. Thank you."

Etablissement.Org
Since 2009 Etablissement.Org has provided French language information and referral for French-speaking newcomers. This year we added over 50 new articles on a variety of settlement topics, including French translations of certain content that were previously only available in English. We updated over 65 articles, thus providing more up-to-date content to site users.

New and updated content focused on immigration, employment, retirement, and personal finances. Throughout the year we posted relevant provincial and federal news updates on topics such as immigration changes, health programs and employment resources.

We have a strong social media presence, including 379 Twitter followers as of March 31, 2017.

“This is a great forum, and I really want to extend my appreciation to any help I can get on this issue. Thank you."

+5,4M Total sessions
+44% Smartphone traffic
+31% Traffic from outside Canada
+86% Traffic from search engines
+25-34 years age group

Settlement.Org is one of the best resources we have in newcomer settlement sector. I refer to this website for research, updates and also for newcomer clientèle [sic] that I serve. Keep up the good work!“

+6,300 Current Twitter followers

+48% Page views increment
+45% Sessions increment
The website (Settlement.org) is designed to help new immigrants find ALL basic information and to help new Canadian, as well as the mainstream, to access to federal and provincial information on the Internet.

NewYouth.ca

This year we strengthened the employment section of the website, including through an ongoing content partnership with Futurpreneur Canada.

Youth users of the site were active participants in the Discussion Forum. Popular discussion topics were how to apply to college/university, how to receive financial assistance, how to get a driver’s license, and queries about work permits.

We increased awareness of the website by sharing our expertise with youth program workers at organizations such as North York Community House, Peel Multicultural Council, and the town of Ajax. We also collaborated with the Red Cross on a youth leadership symposium against Islamophobia.

+228,000

Page views

WelcomeOntario.ca / AccueilOntario.ca

We developed WelcomeOntario.ca and AccueilOntario.ca to bring together trustworthy information in English and French for those helping Syrian refugees settle in Ontario. We developed new content to address the information needs of Syrian refugees based on consultation with settlement workers that provide services to this population. The content was translated into Arabic to be more accessible.

Responding to a key information need on elementary and secondary school education for children, we prepared 58 articles for translation into Arabic and dissemination through the website. We also updated 37 resources and posted 131 new items include event notices and news items. 26 resources were posted on AccueilOntario.ca

Refugee Settlement Project

We launched a new project to support frontline workers working with resettled refugees in Ontario, through gathering and sharing information and building capacity through training and resource development.

We conducted a needs assessment through focus groups and key informant interviews, using the results to develop a good practices webinar series for frontline workers.

Professional development and capacity building opportunities were disseminated broadly across OCASI member agencies as well as Local Immigration Partnerships and other stakeholders working in refugee settlement.

OCASI Client Management System (OCMS)

An OCASI social enterprise funded entirely through user-fees and internal resources, OCMS is an invaluable online tool for sector agencies to record and retrieve important client information.

This year we added a new module to allow reporting on community connections services, with the ability to tailor reporting according to funder requirements. We improved flexible access to user training with the introduced of recorded webinars that can be viewed at any time. In the coming year we look forward to improving system stability by adding several new servers to allow future growth in the user base.

Technical (The Back Office)

An extraordinary amount of technical work is done ‘behind the scenes’ at OCASI to keep our many websites at peak performance and easy to access.

On an ongoing basis we update the source code for maintenance and improvements and install fixes and patches.

Our sites have over 10,000 links and making sure they all work is a constant challenge.

We also provide ongoing internal technical support to upload content, redesign web pages and add new features.

This year we have been hard at work on making our websites ready for access by mobile devices.

“We just wanted to say that your service is great and response time is fantastic!”
VIOLENCE AGAINST WOMEN (VAW) PREVENTION
CHANGING ATTITUDES THROUGH EDUCATION

Using an intersectional feminist, anti-racist, anti-oppression framework, we provide training and deliver campaigns that shift attitudes and perceptions on VAW.

Prevention of Sexual Violence and Harassment Campaign

On March 8 International Women’s Day we launched “Telling Our Stories: Immigrant Women’s Resilience”, a multilingual graphic novel on sexual violence. The novel features four stories written by immigrant women on topics such as marital rape, sexual violence and harassment in public spaces including work places to offer support to other immigrant women enduring similar experiences. Developed in partnership with Le mouvement Ontarien des Femmes Immigrantes Francophones (MOLF), the novel is available free of charge in English and French and nine other languages for immigrant and refugee serving agencies across Ontario.

Immigrant and Refugee Neighbours Friends and Family Campaign

We trained 12 Peer Champions from diverse immigrant and refugee communities from across Ontario to conduct workshops and community events in their communities on responding to violence against women. The Champions went on to organize innovative and exciting events to engage their communities in discussing domestic violence and how to support someone living with abuse.

We implemented the social media strategy “16 Days of Activism Against Gender-Based Violence”, and launched #WeBelieveSurvivors to encourage online sharing of the hashtag translated into multiple languages.

As a professional I cannot wait to read this and recommend it to women who I work with’
MEMBER AGENCIES: A PORTRAIT
BUILDING OUR BASE

Agencies by region:
- North: 10 4%
- East: 18 8%
- Central East: 13 6%
- Toronto: 140 61%
- Central West: 16 7%
- South: 16 7%
- West: 16 7%

Charitable organizations:
(% out of 231 agencies)
- 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:
(Reported by 215 member agencies)
- > $5MM: 51
- $1-5MM: 81
- < $1MM: 83

Source: OCASI Membership Database 2015

OCASI regions list:
- Central East: Barrie, Bradford, Durham Region (Ajax, Oshawa, Pickering, Whitby), Peterborough, York Region (Aurora, Markham, Newmarket, Richmond Hill, Vaughan)
- Central West: Peel Region, including Brampton, Halton, Mississauga and Oakville
- East: Belleville, Kingston, Ottawa
- West: Chatham, Leamington, London, Sarnia, Windsor-Essex
- South: Beamsville, Brantford, Cambridge, Fort Erie, Guelph, Hamilton, Kitchener, Niagara, St. Catharines, Waterloo, Welland
- Toronto: City of Toronto
MEMBERS OF OUR COMMUNITY
TWO HUNDRED AND TWENTY NINE

CENTRAL EAST REGION

Bradford Immigrant and Community Services

CENTRAL WEST REGION

African Community Services of Peel Brampton Multicultural Community Centre Centre for Education and Training Chinese Association of Mississauga Dixie Bloor Neighbourhood Centre HMC Connections Interim Place Labour Community Services of Peel Inc. Malton Neighbourhood Services Mulsim Community Services Newcomer Centre of Peel Peel Career Assessment Services Peel Multicultural Council Punjab Community Health Services Sexual Assault and Violence Intervention Services of Halton United Achievers’ Community Services

WEST REGION


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 SOFIFRAN (Solidarité des femmes et familles immigrantes francophones du Niagara) Welland Heritage Council and Multicultural Centre YMCA of Hamilton/Burlington/Brantford, Immigrant & Newcomer Services YMCA of Kitchener-Waterloo Cross-Cultural & Immigrant Services

NORTH REGION


EAST REGION

Association Canadienne-Française de L’Ontario Conseil Regional Des Milles-Îles Catholic Centre for Immigrants - Ottawa Centre des services communautaires Vanier Conseil Économique 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 Immigration Services Organization Ottawa Community Loan Fund Quinte United Immigration Services Réseau de développement économique et d'employabilité de l'Ontario, RDÉE Ontario Somali Centre for Family Services Vitesse Re-Skilling Canada Inc. World Skills Employment Centre
<table>
<thead>
<tr>
<th>Services</th>
<th>Services</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abrigio Centre</td>
<td>Access Alliance</td>
<td>Macultural Health and Community Services</td>
</tr>
<tr>
<td>Afghan Association of Ontario</td>
<td>Afghan Women’s Organization</td>
<td>Accessible Community</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Counselling and Employment Services</td>
<td>Canadian Centre for Language and Development</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Alliance for South Asian AIDS Prevention</td>
<td>Canadian Centre for Language and Development</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Anglican United</td>
<td>Refugee Alliance</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Arab Community Centre of Toronto</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Asian Community AIDS Services</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>AUBERGE Francophone</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>AWIC Community and Social Services</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Bangladesh-Canadian Community Services</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Barbra Schlifer</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Commemorative Clinic</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Black Coalition for AIDS Prevention</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Bloom Information and Life Skills Centre</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Canadian Arab Federation</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Canadian Centre for Language and Cultural Studies Inc.</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Canadian Centre for Victims of Torture</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Canadian Tibetan Association of Ontario</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>CARE Centre for Internationally Educated Nurses</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Catholic Cross-Cultural</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>CATIE - Canadian AIDS Treatment Information Exchange</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Centre for Immigrant and Community Services</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Centre for Spanish Speaking People</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Centre Francophone de Toronto</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Chinese Family Services of Ontario</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>College Boréal</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Community Action Resource Centre</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Community Legal Education Ontario</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>COSTI Immigrant Services Council of Agencies Serving South Asians</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>CUIAS Immigrant Services (Canadian Ukrainian Immigrant Aid Society)</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>CultureLink Davenport-Perth</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Neighbourhood and Community Health Centre</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Dixon Hall</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>East Metro Youth Services Eastview Neighbourhood Community Centre</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Elspeth Heyworth Centre for Women</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>EnVision Education Foundation</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Eritrean Canadian</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Community Centre of Toronto Ethiopian Association in the Greater Toronto</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Area and Surrounding Regions</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Family Inter-Generation Link</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Family Service Toronto</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>FCJ Refugee Centre</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Findhelp Information Services</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>For You Telecare Family Service</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>For Youth Initiative in Toronto FrancoQueer</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>FutureWatch Environment and Development Education Partners Griffin Centre</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Harriet Tubman Community Organization Heritage Skills Development Centre</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Hong Fook Mental Health Association Immigrant Access Fund Canada</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Immigrant Women’s Health Centre</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Irish Canadian Immigration Centre Jamaican Canadian Association Jane</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Alliance Neighbourhood Services Jane/Finch Community and Family</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Centre Japanese Social Services, Toronto</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Jewish Immigrant Aid Services, Toronto</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>JobStart JVS Toronto</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Kababay Community Service Centre</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>KCWA Family and Social Services</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Korean Senior Citizens Society of Toronto</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>L’Institut de leadership des femmes de l’Ontario</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>La Passerelle-Intégration et Dévelopement</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Lakeshore Area Multi Services Project</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Lao Association of Ontario</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Le Centre onziens de prévention des agressions</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Learning Disabilities Association of Toronto District</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Madison Community Services Maison d’Hébergement pour Femmes Francophones</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Margaret’s Housing and Community Support Services Inc. Mennonite New Life</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Centre of Toronto</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Multilingual Community Interpreter Services, Ontario</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Neighbourhood Link Support Services Nellie’s New Canadian Community</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Centre New Circles Community Services Newcomer Women’s Services Toronto</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>North York Community House</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>North York Women’s Shelter Northwood Neighbourhood Services JobStart</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Oasis Centre des Femmes Parkdale Community Information Centre</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Parkdale Intercultural Association Planned Parenthood Toronto Polycultural</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Immigrant Community Services Progress Career Planning</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Institute Rexitdale Women’s Centre Roma Community Centre S.E.A.S.</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>(Support, Enhance, Access, Service Centre</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Scarborough Women’s Centre</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Scadding Court Community Centre</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Settlement Assistance and Family Support Services</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Silent Voice Canada</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Sistering - A Woman’s Place Skills for Change</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Social Planning Toronto</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Sojourn House</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Somali Immigrant Aid Organization</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>South Asian Women’s Centre</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>South Asian Women’s Rights Organization</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>South Etobicoke Community Legal Services</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>St. Stephen’s Community House</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Tesoc Multicultural Settlement Services</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>The 519 The Career Foundation The Cross-Cultural Community Services</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Association The Learning Enrichment Foundation</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>The Redwood Shelter The Salvation Army, Toronto Harbour Light Ministries</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Immigrant and Refugee Services</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>The Teresa Group Thorncliffe Neighbourhood Office</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Silent Change Women’s Institute</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Employment Service</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Toronto Centre for Community Learning &amp; Development</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Toronto Community &amp; Culture Centre</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Toronto Community Employment Services</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Toronto Region Immigrant Employment Council</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Toronto Ward Museum</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Toronto Workforce</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Innovation Group</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Tropicana Community Services</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Turtle House Art/Play Centre</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Unison Health and Community Services</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>University Settlement</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Vietnamese Association, Toronto</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Vietnamese Women’s Association of Toronto</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>West Neighbourhood House</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Women’s Health in Women’s Hands Community Health Centre</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>WoodGreen Community Services</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>WoodGreen Red Door Family Shelter</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Workers’ Action Centre</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Working Skills Centre</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Working Women Community Centre</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>YMCA of Greater Toronto</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>Newcomer Settlement Programs</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>YWCA Canada</td>
</tr>
<tr>
<td>Afghan Women’s Organization</td>
<td>Refugee Alliance</td>
<td>YWCA Toronto</td>
</tr>
</tbody>
</table>
# Volunteers, Students, Staff

## Dedication and Commitment

### Executive Director
- Debbie Douglas

### Associate Executive Director
- Eta Woldeab

### Manager, Finance and Administration
- Shiraz Merchant

### Manager, IT and New Media
- Arthur Doucet*
- Dave Montague*
- Jolanta Nozka***
- Sajedeh Zahraei**

### Staff
- Adrienne Vicente*
- Alexander Vadala*
- Amy Casipullai
- Anna Finch
- Beverly Lawrence
- Chavon Niles
- Chenthoori Malankov**
- Elena Trapeznikova
- Emily Mooney**
- Eric Pires**
- Felicia Christmas
- Greg Elward
- Ila Sethi
- Jaijun Sahak*
- Jalana Lewis
- Jasmine Chua
- Jenni Bolton**
- Julia Mais
- Julian Grieco*
- Krittika Ghosh
- Leona McColeman
- Lorraine Hudson
- Manolli Ekra**
- Marcos Vilela
- Martha Orellana
- Michelle Cialacu
- Paul Newby
- Paulina Bermeo

### Students
- Peggy Ho
- Ramzi Saliba*
- Rhian Williams*
- Sanaa Ali-Mohammed**
- Sara Shahsiaht**
- Selina N. Basude-Robinson
- Serena Lin
- Sidrah Ahmad
- Silham Chakrouni
- Sizwe-Alexandre Inkingi
- Soheil Baouji
- Theresa Polyakov
- Yara Kodershah
- Crystal Fung
- Nabeel Laher**
- Nena Meftuh**

### Volunteers
- Arsen Harutyunyan*
- Taemika Pickering

* Left during the year
** Joined during the year
*** On long-term leave
2017 FINANCIAL REPORT
STABILITY AND SUSTAINABILITY

REVENUES
- Federal $1,577,084
- Provincial $1,382,238
- Other $1,236,590

EXPENDITURES
- Personnel $1,741,569
- Program $1,776,932
- Administrative $364,359

EXPENDITURES ($) 2017  2016
PERSONNEL (*)
- Salaries 1,628,816 1,479,013
- Honoraria and contract fees 770,111 452,197
- Benefits 292,726 298,999
- Recruitment, Training and Development 9,787 2,869
- Sub total 2,701,440 2,233,078

PROGRAM (*)
- Travel, accommodation and conference 214,664 181,515
- Professional education and training courses 61,889 29,501
- Other 12,323 7,924
- Supplies and Subscriptions 60,626 46,290
- Sector IT infrastructure 85,303 80,153
- Meeting expenses 98,834 38,582
- Communications 18,137 15,557
- Outreach and promotion 250,874 83,458
- Volunteer - 1,000
- Payments to partners 79,324 70,810
- Sub total 881,984 555,420

ADMINISTRATIVE (*)
- Rent, taxes and utilities (net) 199,680 200,156
- Professional fees 50,767 47,252
- Communications 15,989 14,796
- Supplies and subscriptions 21,132 14,800
- Insurance 7,852 8,143
- Bank charges 4,016 3,766
- Sub total 299,436 288,913

A copy of the audited statement is available from OCASI.

(*) Applicable administrative expenses have been reallocated from "Personnel" and "Program" expenditures in the table above and reported under "Administrative" under the chart above.
ACKNOWLEDGEMENTS

WE THANK OUR FUNDERS FOR THEIR GENEROUS SUPPORT

| Ministry of Citizenship & Immigration | A special thank you to our many volunteers including on our various advisory committees, who gave generously of their time and expertise to help make this year a success. |
| Ministry of Tourism, Culture & Sports | A special thank you to our Regional Champions for Positive Spaces Initiative (PSI) and Accessibility Initiative, who worked tirelessly to ensure welcoming, inclusive and accessible spaces for all. |
| Ministry of Status of Women | A special thank you to the Peer Champions who volunteered their time and effort to the Immigrant and Refugee Communities - Neighbours, Friends and Families Campaign. |
| Immigration, Refugees and Citizenship Canada | A special thank you to Mass Minority for their creative work on our Ontario BreakTheBehaviour Anti-Islamophobia public service ad campaign. |
| Canadian Heritage | A special thank you to Public Inc. for their creative work on our Toronto anti-Islamophobia and anti-Black racism poster campaigns. |
| Employment and Social Development, Canada | A special thank you to our valued member agencies who contribute in so many ways to support our role as their collective voice. |
| United Way of Greater Toronto and York Region | |
| Ontario Trillium Foundation | |
| City of Toronto | |
| The Canadian Red Cross Society | |