

ANNUAL REPORT



MONTAGE
SUPPORT SERVICES

2022



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MONTAGE HEAD OFFICE



Tullio Orlando
Ph.D., MSW, RSW
Montage CEO

Micki Tiano
Director of
Administration

Brian Woodman
Director of
Special Projects

Alexandra Constantin
Director of
Services

Christian Kingsmill
Director of
Services

Iryna Kunets
Director of
Human Resources

Dena Amara
Community
Services Manager

Aliya Philip
Compliance
Specialist

Olivia Zhang
HR Assistant



Michael Mackenzie
Employment
Navigator



Laura Tonelli
Events & Public
Relations Specialist



Jackie Harris-Neale
Scheduling Specialist



Mari Shcherbakova
Services Support
Manager



Nick Viris
Senior Accountant



Kumar Soorler,
Accounts Payable
& Payroll
Specialist



Anva Biryukov
Office
Administrator



Arissa McLeod
Office Clerk

MONTAGE BOARD OF DIRECTORS



Sandra Clarke
President



Andrea Silman
Vice President



Marie Graneri
Secretary
Treasurer



Tullio Orlando
Montage CEO



Stasia Laptev
Director



Teresa Tedesco
Director



Joe Lanno
Director



Linda Mackintosh
Director

MONTAGE SUPPORT SERVICES (MONTAGE) BOARD OF DIRECTORS VACANCY

Montage is seeking to fill a vacancy on its Board of Directors. This is a volunteer position. Montage operates within the General Toronto Area and Mississauga. The focus is on individuals with financial and human resources backgrounds. Other professionals will be considered.

WHO WE ARE

Montage is a thriving community-based non-profit organization providing support for the social inclusion of people with developmental disabilities and complex medical needs. Our services include: 24-hour Community Homes, Community Engagement, and Respite. Montage has an annual operational budget of more than \$14 million operates from various funding sources including the Ministry of Children, Community and Social Services and alternate revenue streams.

From our person-centered grassroots beginning more than 25 years ago, Montage evolved into a streamlined and efficient community-driven organization that supports youths and adults, to live their best life. Today, Montage supports people in eight community homes, more than 15 apartments and condominiums, and more than 250 people in community engagement settings throughout the Greater Toronto Area and Mississauga.

The Board of Directors is the governing body of Montage.

THE OPPORTUNITY

Montage is seeking a passionate and motivated volunteer Board Director, with financial management expertise. This Board Director will also lead the Finance Sub Committee and engage in detailed reviews of the organization's financial matters, prior to presentation to the Board.

TIME COMMITMENT

- The Board meets virtually and/or in-person every six weeks throughout the calendar year (except August)
- Each Director must serve on at least one subcommittee
- Currently, the Finance Sub Committee meets at minimum four times per year
- Directors are expected to serve at least a three-year term

KEY RESPONSIBILITIES

- Provide strategic governance and fiduciary oversight to the organization, ensuring its mission, vision, and core values are upheld
- Attend all Board meetings and participate independently and knowledgeably in all deliberations of the Board
- Stay informed about committee matters, be well-prepared for meetings, review, and comment as needed on Minutes and Reports
- Contribute to the analysis of policies to guide the organization toward identified strategic goals

- Demonstrate integrity, credibility, and a passion for improving the lives of people with diverse abilities and complex medical needs
- Approve the annual budgets, audit reports, and review monthly activities as presented in monthly financial accounting
- Develop meaningful working relationships with other Directors and Subcommittee Members to contribute to productive and effective meetings and outcomes
- Review and contribute to annual operating plans through constructive input; participate in Montage fundraising and other special events
- Cultivate relationships with corporate and community partners

QUALIFICATIONS

- Savvy diplomatic skills and a natural affinity for cultivating natural relationships
- Ethical persuasion skills to nurture consensus amongst diverse individuals
- Excellent communication, organizational, and interpersonal skills
- Lived experience advocating for marginalized and vulnerable populations
- Professional and/or executive leadership experience and skills
- An understanding of board governance an asset
- Professional designation an asset
- A demonstrated passion for social change and justice

Montage endorses equal volunteer and employment opportunities and welcomes diversity of applicants. Our policies and procedures are intended to be non-discriminatory and barrier-free, in accordance with the Ontario Human Rights Code and the Accessibility for Ontarians with Disabilities Act. Please advise us of any accommodation measures you may require during our recruitment and selection process.

HOW TO APPLY

Please forward a letter of interest and/or resume to be considered as a Montage Board Member, highlighting relevant qualifications and experience, to torlando@montagesupport.ca.

We thank applicants in advance. Those invited to an interview with the Montage Board Executive Committee and the CEO, will be contacted.



MESSAGE FROM MONTAGE BOARD OF DIRECTORS PRESIDENT, SANDRA CLARKE & MONTAGE CEO, TULLIO ORLANDO

The Year that Was: Annual Report 2022

The past year was another test of resiliency and getting right the steps required to protect the health of the people we support and our staff.

Throughout it all, our team demonstrated steadfastness, courage, and the ability to pivot on the fly and in tight timelines. Despite the disruptions to routines and sense of certainty, we worked hard to keep focused on key strategic priorities in the final year of our current strategic plan.

We are extremely proud of the impact of our supports' delivery and outcomes despite the tumultuous times. To continue with progress and the relevancy of our services, we recognize the importance of embracing

change and diversity. Our fundamental strengths will always lie in reaching outside the box. Our critical aim in the coming year is to redefine how we will do exactly that.

In this iteration of our Annual Report, we share highlights of the year which articulate the hopes and aspirations we seek for the future. It has been another remarkable year—one filled with challenges and opportunities. As the report's pages will show, we are strongly entrenched in the notion of community for all.

Many people think services like Montage's are mostly about providing practical care, which of course is important.

However, we at Montage realize That quality of care must also include having a home, creating friendships and social connections to allow people to live their lives to their full potential.

We do these things not because they are easy but because we must. It is our commitment to the people we support. This has been Montage's badge of honour for almost 30 years, and it will endure into the distant future.

On behalf of the Senior Management Team and Board of Directors, we wish to thank the Montage staff for creating settings which encourage the conceivable and consistently raising the bar on the level of care we provide.





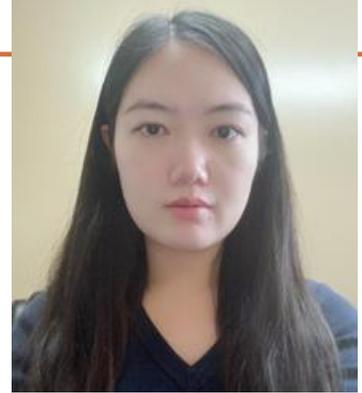
HUMAN RESOURCES

**Iryna Kunets
HR Director**



SCHEDULING SPECIALIST

**Jackie Harris-Neale
Scheduling Specialist**



HUMAN RESOURCES

**Olivia Zhang
HR Assistant**

The past year was challenging and fulfilling at the same time. We are now many months into this pandemic, however, we continue to find ways to keep people supported, safe and healthy and continue to find creative ways to stay connected to our community, be engaged and active.

Health and Safety remains the priority of our operations. The Immunization Policy and Antigen Testing Policy have been updated based on recommendations from Toronto Public Health and directions from Ministry of Children, Community and Social Services. Our direct support teams endured several outbreaks, where they had to use full personal protective equipment and to support people to isolate for weeks,

ensuring that people supported could enjoy as much quality of life as possible.

They demonstrated tremendous resilience to keep people supported safe and engaged.

The Connie Cerdan Professional Development program was created to assist employees currently engaged in continuing studies to overcome temporary financial tuition needs. This program was developed in partnership with our Diversity and Inclusion Committee.

Right to Disconnect Policy was developed and introduced in 2022 in response to the update of the Employment Standards Act, 2020. This policy applies to all employees of Montage, whether in direct

support, administrative or management roles.

The area of Labour Relations was very active during 2021-2022. The bargaining teams representing Management and OPSEU/Local 597 had multiple meetings and achieved the new Collective Bargaining Agreement for 2020-2023. The agreement was ratified by the members and the Board of Directors in May 2022.

Talent Attraction and Retention continues to be one of our strategic priorities. We were happy to welcome more than 50 candidates to Montage's team in various roles and capacities in 2021-2022, and we continue to utilize customized recruitment process to have a well-rounded, consistent approach to each candidate.



SERVICES & DEVELOPMENT

Alexandra Constantin
Director of Services & Development



COMMUNITY SERVICES

Dena Amara
Community Services Manager



Person-Inspired Planning

As we near the end of 2022 and prepare to start the new year, I find myself reflecting on the past three years, the challenges and changes that they have brought.

This COVID-19 pandemic shook our foundations, testing all of our resources, challenging our strengths, and driving us to discover new reservoirs of endurance. We have proven our resilience and demonstrated that we can quickly pivot our work to respond to emergent change. In addition to persevering, in the midst of chaos, we sought out opportunities to make things better, to revive our journey to building communities, and to help everyone to live their lives the way they want to.

Emerging on the other side of this historical challenge, why would we settle on returning to NORMAL? Why settle for the pre-COVID state? Instead, this year our goal was to harness the opportunities to form new connections in the community with intentionality and changing mindsets.

Out of the disruption of the pandemic, we sought to develop a new equilibrium with stronger interconnectedness and a focus on supportive communities.

We were eager to say farewell to online opportunities and hello to community based opportunities. The mantra at Montage has always been 'Community is our first resource', so how could we reset what we value most as a marker for success and get back to community and person-centered practices?

We believe that person-centered approaches are more important now than ever before because these past three years have been especially challenging for people with disabilities.

Over the past year we looked at new ways of doing person-directed planning with the people we support. We are thrilled to return to in-person meetings whenever possible.





In-person engagement restarts the important work of developing relationships and growing communities based on each person's interests, needs and wants. We want to hear each story and experience that will enlighten us about current realities while simultaneously informing our planning for the path forward.

This year, we have continued to offer our support as a transfer payment agency to individuals receiving passport funding who need assistance to access funds. We have grown in this capacity by 75% and as a result supported people to participate in community by assisting with payments towards events, services, technology, transportation, staffing supports, etc. This provided a great opportunity for people to stay connected and be able to access their community during trying times.

This provided a great opportunity for people to stay connected and be able to access their community during trying times.

Three years ago, we began our journey of supporting survivors of Domestic Human Trafficking with developmental disabilities. Today, we continue to expand on our offerings while we collaborate with other experts and service providers. We continue to create knowledge, mobilize resources, and develop materials other organizations can use to identify victims, address gaps in supports, and ultimately better support survivors of human trafficking within the developmental disability sector. We have more than doubled our projected number of people supported in this area.

With these and other initiatives currently in development at Montage, we hope to establish a new post-COVID equilibrium based on strong community connects. In our pursuit, we are inspired and owe deep gratitude to all the people we support and their families. The work of the past years would not be possible without the dedication and efforts of person-directed planners and managers and direct support staff.



SERVICES

Christian Kingsmill
Director of Services & Development



The language we use is a reflection of what we value. Words are important, they define us. I mention this because the MCCSS has opted to, quite rightly, change our titles, and our program names, from residential managers, residential services, and residential programs. The history that is connected to that word “residential”, both in the Indigenous communities and other marginalized groups, including our own, do not reflect our values today. As a sector we have a mixed history, which must be acknowledged, and which is why we are evolving.

The people we work with and for, we recognize as providing “Supported Living Services”. This is a fundamental change in not just language but philosophy across the sector. It is how we view our role in the lives of others and a reminder that we must constantly question our delivery of services and improve.

Montage has been a leader in providing unique and individualized service. We have been challenged during COVID to balance the safety of everyone and maintain that human need for nurturing relationships and engaging experiences.

It is the mainstay of our philosophy and the lens we use to make our decisions. The challenge in addressing the risks of COVID and building those community connections and growth experiences is where we continue to re-invent ourselves to “think outside of the box”.

Over the last year, as we have cautiously moved out of restrictions, the teams have continued to create safe environments at home. Each person’s unique goals and unique support of assisting with the tasks of everyday life, as well as support to connect with others.

We are eighty-seven people within Supported Living at Montage with more coming with the opening of a new location, Tretti Way, and six apartments. Expansions at Vena Way, openings at Emery, Yonge, Victoria Park, and Bartel. Also working with The University Health Network to match our Uphill location. Through all this Montage has developed the reputation as providing possibilities for people, empowerment and opportunities for building inclusive lives. A reflection on Montage’s reputation and the work of direct support staff, managers and planning teams. We have become the provider of choice that families come to.

SUPPORTED LIVING SERVICES



SPECIAL PROJECTS

Brian Woodman,
Director of Special Projects

Despite the challenges that we have experienced in 2021-2022, the past year at Montage has had many silver linings. As an organization, we have been able to respond to a number of people needing adult services. In 2019, Montage entered a partnership with a property developer, other Developmental Service agencies, and the City of Toronto to secure six new apartments at the Tretti Way development site.

In September of 2022, Montage accepted nine new people into these units: the culmination of over two years of planning! This project has built our capacity, increased our staffing numbers, and provides individualized service to the people in these brand new apartments.

Another silver lining that this year has brought Montage is the opportunity to focus time and energy on many important areas to sustain the good work Montage does

well into the future. The Director of Special Projects role has been designed to focus on quality improvement, growth, training, and succession within the management team. With growth comes challenges. This brand-new role will look at opportunities to address those challenges and continue Montage on its path to be the provider of choice in Toronto. We are well-positioned to achieve that goal and to continue supporting people well.



MAKING WORK WORK

Michael Mackenzie
Lead Employment Navigator



With the 'tease' of a soft re-opening of Toronto Events in the spring/summer of 2022, there was great anticipation, once again, around the possibility of offering our network of Montage volunteers to the arts, and other citywide gatherings. We were able to bring together a modest crew who trained for roles at Harbourfront in the Co-motion installation that focused on accessibility' in' and 'through' the arts. The Kids Fest weekend was also popular. Our seasoned volunteer at Comic FanFest enjoyed his return to this huge.

Many of our location teams, as well as those we support, were still wary of larger crowds, so the emphasis remained on smaller events or volunteering at other non-profit organizations.

With so many COVID pets being abandoned, our relationship with the Humane Society led to some nice points of collaboration.

Smaller gatherings was the best approach when it came time to film our submission to the PEGASUS Incredible Film Festival 2022. This was a great example of how work/volunteering naturally intersect creating social connections. I was thrilled to film, edit and incorporate special effects, with Abdullah into the story line creatively put together on the spot by each duo or trio in our ME MY SELFIE AND I short.

We worked closely with employers and those returning to work or starting a job, ensuring that PPE guidelines were understood. This meant many hours of on-line training with each person including WHMIS (Health and Safety) Protection at work, and A.O.D.A. Online platforms for job interviews and onboarding; a skill in itself. One of the highlights this year was having Miracle, Jamie and Brandon participate in a National Co-Design Task force for Inclusive Design Technology in the work place as part of an OCAD project.

In April, May and November, small groups across Canada met to discuss the good and bad experiences with technology at home, in the neighbourhood and at work. The intention is that the final report will be submitted to the Federal Government. In speaking of technology we currently have someone working at the Toronto creative hub of TikTok.

Ian, after waiting out lockdown was able to live one of his biggest dreams, to have an ROM I.D. badge as a way-finder for visitors. You can find him at the front desk every Saturday afternoon in his official capacity.



MAKING
DISCOVERING OPPORTUNITIES
WORK
BY BRINGING PEOPLE TOGETHER
WORK



The **Discovery** stream of **Making Work Work** has welcomed a new employment navigator, made possible through a new joint venture with Sonderbloom.

Life Course is an online platform that will bring together the learnings from our Discovery process with a portal that houses planning and other integral components of a person's life journey.

It goes without saying that navigating towards employment isn't always easy. This story is worth sharing.

A woman participating in the Discovery process, who wants to become a TTC driver, did not get past the first obstacle when previously applying. After learning the obstacle was a psycho-analytical exam, we found a site that offered tutorials on how to navigate the exam, and this time she was successful.

The next stage was the interview and conditional job offer, that included medicals and a labyrinth of documentation. We knew going in, that the biggest hurdle would be the classroom accommodation and creating a space that would be sensitive to her way of learning and retaining information.

It was encouraging to note, that TTC was offering a more inclusive approach to hiring as well as hiring more women drivers. We approached the Accessibility HR Accommodations Department, a number of times, to set up a face to face for her to say more about what type of learning environment she would thrive in.

This did not happen.

Needless to say it sparked a nerve in me, which prompted a heated, yet productive conversation with TTC and all levels of their hiring/training team around their 'good-intentions', but not 'ready' to support initiatives.

As she is still interested in the job, she will be able to re-apply in a year's time, and we have a plan. Stay tuned.

We are on a learning curve together, but as I always say, small steps forward are always a good thing. Even if the dance leads us into a side step, we always find a way to keep the rhythm.





PUBLIC RELATIONS

Laura Tonelli, Events & Public Relations Specialist

Public Relations is just that; connecting, acquainting, and nurturing relationships with the public, business partners, employees, supporters, investors (donors), media, people supported and their families. Strategically it is about how our supports not only enhance the quality of life of people with diverse needs. It also champions a community by engaging the reality that our differences should not separate our similarities; and in real life what we do in making a difference in the lives of people who do not have a disability is just as important.

How does one speak of success with a real-life story that includes challenges without further stigmatizing a marginalized society? Will the success story be viewed as someone equal to that of one without a disability? Or will the person be viewed as successful in challenging their disability? There is a difference. This past year in addressing an audience as one of seven **WOMEN OF INFLUENCE** which was an absolute honour, the topic of address was to tell my story; which I did. However, I concluded it with a comparison to what I have come to learn and understand about disability in my role at Montage.

I knew that telling of what we do, would soon be forgotten if not affiliated with our cause. So, I set out to personalize it with a dramatic visualization that everyone could relate to and asked that the next time one looks in the mirror, imagine this. You are not able to wash your face, brush your teeth, or even bathe; without the help of someone who can. Now, hope that the person who can, cares enough to take the time to know that you have aspirations for life. Doing things, seeing things; and some things like each us, you may need help in discovering because you don't see them in yourself.

How does that feel? Now go back to being able to do everything and the next time you are in the company of someone with a disability see the person first, as you would anyone else. Take a moment to appreciate that this person lives the best life they know and that they are equal to you in every respect.” My goal for the year will continue to tell success stories of people with diverse needs as well as people without to realize what it means to understand how changing their perception and awareness only makes us better.

PUBLIC RELATIONS Perception the sequel



THE FINANCIALS

Nick Viris, CPA, CA, Senior Accountant

STATEMENT OF OPERATIONS & CHANGES IN NET ASSETS FOR THE YEAR ENDED MARCH 31, 2022

CHARITABLE NO. 896765591RR0001

	2022	2021
REVENUE		
Ministry of Children, Community and Social Services	\$ 15,462,484	\$ 14,336,177
Ontario Disability Support Program	\$ 716,011	\$ 747,204
Other Operating Revenue	\$ 2,389,165	\$ 2,544,413
Deferred Revenue	\$ 102,230	\$ 127,806
TOTAL REVENUE	\$ 18,669,890	\$ 17,755,600
EXPENSE		
Salaries and Benefits	\$ 13,469,628	\$ 13,478,075
Services	\$ 3,800,048	\$ 2,863,251
Supplies and equipment	\$ 787,573	\$ 855,608
Transportation and communication	\$ 321,576	\$ 182,555
Other	\$ 58,135	\$ 45,227
Amortization	\$ 226,032	\$ 245,936
Bad Debts	\$ 19,278	\$ 43,967
Mortgage Interest	\$ 7,890	\$ 8,395
TOTAL EXPENSES	\$ 18,690,160	\$ 17,723,014
Net Revenue for the year	\$ (20,270)	\$ 32,586
NET ASSETS, beginning of the year	\$ 311,342	\$ 278,756
NET ASSETS, end of the year	\$ 291,072	\$ 311,342



MONTAGE

SUPPORT SERVICES



MISSION

Montage delivers person-inspired services to people who require diverse supports.

VISION

All persons thrive as full citizens in their communities of choice.

CORE VALUES

Montage is guided in all we do by our core values

INCLUSION • EMPATHY • CHOICE
AWARENESS • CREATIVITY

“There is no greater disability in society, than the inability to see a person as more.” ~ Robert M. Hensel