



ANNUAL REPORT 2021-2022

MONTAGE SUPPORT SERVICES

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





MONTAGE
SUPPORT SERVICES



A new shared office space as of May 30, 2021
1-130 North Queen Street, Etobicoke, ON M8Z 2E4

33 Locations throughout the GTA
80 People supported
Community supports
Respite Home



Agincourt	Emery
Bartel	Islington
Broadway	Marcella
Burnhamthorpe	Mississauga
Chester Le	Old Sheppard
Christie	Ossington
Coral Gable	Uphill
Cornelius	Silver Spear
Derrydown	Vena Way
Don Mills	Victoria Park
	Yonge



MONTAGE
SUPPORT SERVICES

Live your dream.

WELCOME TO MONTAGE SUPPORT SERVICES

If you require services in French, please contact
Developmental Services Ontario at 1-855-372-3858
or by visiting their webpage at dsontario.ca

**BIENVENUE AUX SERVICES D'ASSISTANCE AU
MONTAGE**

Merci pour avoir appelé les services de soutien de
Montage. Si vous avez besoin des services en
français, s'il te plaît appeler les services de l'Ontario
pour les personnes ayant une déficience
intellectuelle à 1-855-372-3858 ou en visitant leur
site web dsontario.ca pour plus d'information.

www.dsontario.ca

DSO
Developmental Services Ontario



President, Montage Board of Directors, Sandra Clarke
Montage CEO, Tullio Orlando

A Surreal Interlude

In Montage's 26-year history, there have been defining moments but perhaps none more so than what was experienced the past year. The global health scare of the coronavirus pandemic presented unprecedented impacts as we abruptly paused the familiarity of routines. The toll on mental health and the economic costs of social distancing and lockdowns have been immense but so have opportunities. Sustainable continuity of support services is predicated on optimism and planning and in this, Montage met the challenge of 'thinking and reaching outside the box' mantra proudly commemorated by our logo.

Most importantly this past year, we are thankful for the courage and commitment of our direct support staff and those who lead them. We pivoted quickly to address the challenges that suddenly lay before us and worked hard to maintain the high standards of care and support upon which our reputation is built.

Despite risk to themselves and their loved ones, our staff mitigated disruptions and safeguarded the endurance of care for the people supported. Thankfully, we were prepared ahead of the gathering coronavirus pandemic storm by having supplies of Personal Protective Equipment, training, health and safety updates, and coordination ready to go when needed. Against this backdrop of a dangerous and contagious virus, Montage showcased its intersecting of duty and professionalism to care for one of the most vulnerable and marginalized populations in our community.

The year was not easy, but we were able to remain relatively outbreak-free compared to spiking community spread trends; it was also one of Montage's proudest. We owe a debt of gratitude to our Montage heroes. Resilience is a virtue.

During the long periods of laser-focus on the health and safety of both people supported and staff, Montage was the recipient of five-year funding for an initiative to provide support for our survivors of human trafficking who have a developmental disability.

As part of our responsibilities to this initiative, we brought awareness to more than 400 people to date across the province via four virtual workshop sessions. Recently, Montage became an integral part of the National Registry for Human Trafficking, an information and statistical tracking resource. Our work represents the Toronto developmental services sector as we ramp up support for this under recognized segment of the population.

The details that follow will highlight a thriving organizational capacity to respond to extraordinary disruption. Our priority was for the people we support to be safe despite the uncertainty, ebb and flow of a fluctuating health crisis. While we continue to be in unfamiliar pandemic boundaries, we are working our way through to the other side of it. The surreal interlude depicting the past year was arduous on many levels, but we are grateful to have been able to keep relative normalcy throughout the chaotic progression of the pandemic. Our hope is that the surrealism is finally lifting, and clearer days are ahead.



OPERATIONS



**Director of Operations
Brian Woodman**

The Greek Philosopher Heraclitus is credited for the popular saying “Change is the only constant in life.” Although 2019 is not in the distant past, the enormity of the change that has taken place in our lives is unimaginable. Words like “pandemic” and “outbreak” have taken a common place in our daily conversations, and lives without masks and disinfectant within reach are a distant memory.

Montage has always been an organization that values citizenship and belonging. The new public health realities have forced us to look at what these terms mean for people who are living in supported environments, often unable to safely gather with other members of the community. How does one build relationships within this changing context without looking inwardly?

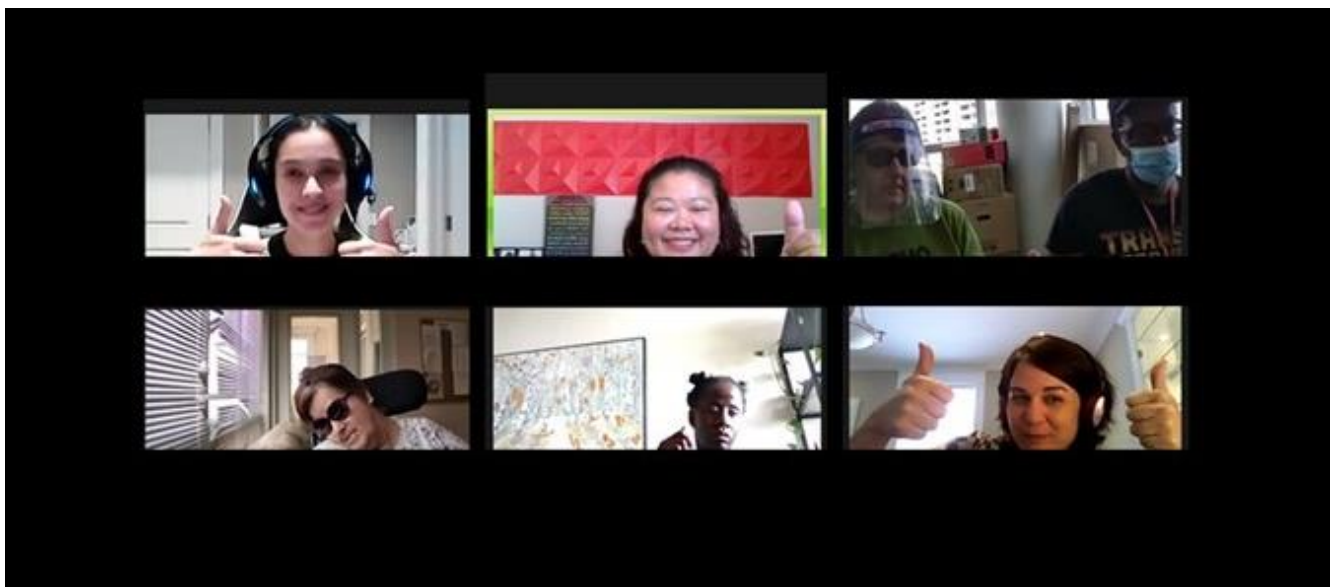
This important work of community building is challenging in ‘normal’ times. The complexities brought on by Covid-19 add many more layers to our work. The pandemic has given us pause to reflect on how this organization can achieve meaningful lives with the people we support. Many of these questions remain unanswered but the leadership at Montage remains committed to this important work.

Despite all the changes we've experienced, the staff at Montage Support Services continue to adapt and adjust at a very rapid pace and continue to provide a safe environment for the people they serve. This is evidenced by the relatively low number of Covid-19 cases in the organization. Montage has had only one home in a precautionary quarantine since May 2021.

Our vaccine rates are high, and our staff continue to follow public health recommendations closely.

In the past few months, Montage has welcomed some new people into some vacant spaces throughout the organization. Our management team has been planning with families who find themselves in urgent situations. This is a sign of growth and hopefulness as we build up our capacity to support new people.

We are thankful to everyone who has continued to support the work of Montage Support Services. The coming year will continue to challenge our resilience and commitment to our vision, and we will be more than ready for what is to come!



COMMUNITY SERVICES



**Director of Community Services
Alex Constantin**

This year has certainly been another unique one! I never imagined that in December 2021 I would be writing yet another annual report reflecting on a second pandemic year.

Over the past year, the entire Montage team have performed our roles under trying conditions. The COVID pandemic has completely disrupted our way of supporting people in the community by decreasing our social connections and affecting our professional and personal relationships. We have all made sacrifices over the past two years and despite the restrictions, fears of the unknown, PPE protocols, and all other aspects of these turbulent times, we managed to somehow recalibrate, unmask our resilience, and advance on our journey to belonging in community.

At Montage, we pride ourselves on the ability to adapt to the changing times and on our creativity, which enables us to achieve what we envision outside the box. Despite being isolated and burdened with the exceptional conditions, we have learned to use new tools and techniques to function effectively in the imperfect world and master our new virtual reality in order to stay connected and access our community. I would like to recognize the ongoing creativity that goes into planning and executing online opportunities. This ingenuity has provided people with opportunities to engage in yoga, mindfulness, meditation, dance and movement, music, game and movie nights, sign language and cooking classes, comedy, sporting events, just to name a few.

In the first half of the year, Montage expanded our capacity within our community supports by applying our 'Ossington Model' to other areas of the GTA, starting with our two recently added locations: three units at the Silver Spear location in Mississauga and three units at the Quebec Avenue location, right across from High Park. Under circumstances that led most agencies to stagnate or reduce their support capacity, Montage grew to meet the demands of our community.

Another major development for Montage is the implementation of a provincially funded program supporting victims/survivors of human trafficking. One outcome we seek from this project is to create knowledge, mobilization, and materials other organizations can use to help identify victims, address gaps in care, and ultimately better support survivors of human trafficking within the developmental disability sector. To help achieve this goal, we have developed and offered a Domestic Human Trafficking workshop to over three hundred people in the sector. Mentorship is only one aspect of our community building and speaks to our dedication to improving supports throughout the sector.

In my report last year, I wrote about the resilience of people at Montage, and the importance of staying connected and involved. This year, we continued to look for creative ways to stay connected and enrich the experiences of people we support. I want to acknowledge everyone I work alongside of and all the people we have the pleasure of supporting. I am very appreciative of my role at Montage and am humbled to work with such amazing people.

HUMAN RESOURCES



Iryna Kunets, Director of Human Resources Montage Support Services Annual Report 2020/2021

The past year was one of remarkable resilience at Montage Support Services, as we, along with every sector and industry, faced significant challenges brought on by the COVID-19 Pandemic. We harnessed our collective energy and optimism, rose to the challenge and found new creative ways to continue to work productively and provide reliable and quality service to people supported at Montage.

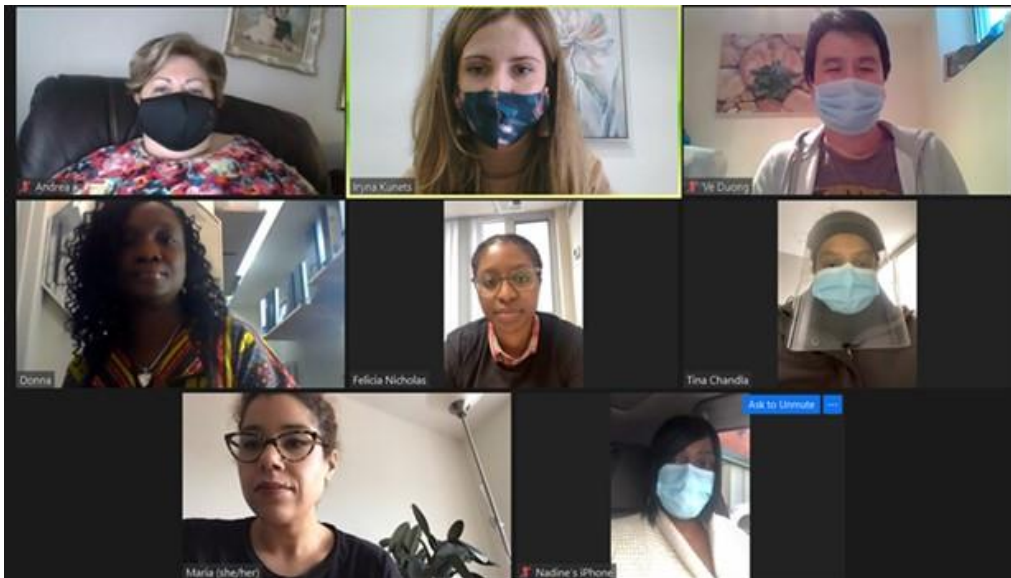
Health and Safety remains the priority of our operations. Immunization against COVID-19 was implemented early 2021 as per Health Canada guidelines and the corresponding policies were implemented in summer 2021 – The Immunization Policy and Antigen Testing Policy. Montage has achieved 93% vaccination rate among the employees so far. The Excess Hours of Work Agreement signed in May 2020 between Montage and OPSEU remained in effect for the duration of 2021. The agreement helped to ensure that sufficient staffing levels were maintained at all our locations.

Diversity and Inclusion Committee (the former Select Committee on Racial Understanding) continued working on inclusive, diverse and equitable workplace. There were a number of initiatives discussed and approved by the committee: Diversity and Inclusion Education, Policy and Demographic Survey. Some of these initiatives should be realized early 2022. The committee is dedicated to building awareness, promoting and celebrating cultural differences.

The Remote Work policy has been developed as well. The policy's purpose is to establish clear expectations for employees working remotely, health and safety aspects, data security and other considerations.

Montage continued addressing Pay Equity and kept closing outstanding wage gaps for the specified job classifications. The appropriate wage rate adjustments were applied in November 2021.

Talent Attraction and Retention continues to be one of our strategic priorities. We were happy to welcome back the employees who were off work since April 2020 as the result of Single Employer Order amendment last September. More than 30 candidates were successful in recruitment process and joined Montage in various capacities in 2021. We continue to utilize customized recruitment process that integrates online structured interviewing with psychometric profiling to produce a well-rounded, consistent approach to each candidate.

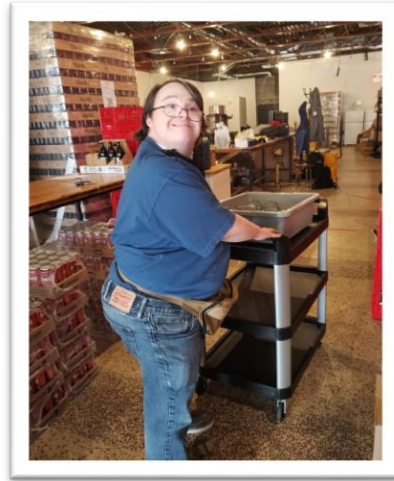


Select Committee Virtual Meeting 2021

MAKING WORK WORK



Michael Mackenzie
Discovery – Making Work Work



JM at the Brewery

As we moved into the second year of Covid and intermittent lockdowns, it became clear that any opportunities for volunteering at art, theatre, music and GTA gatherings were on hold indefinitely and that the collaborations we had built over so many years with TIFF, LUMINATO, DOORS OPEN, TAFILMUSIK and WOOFSTOCK would be affected. So many of those we support in the community and from our locations, look forward, not only to the role of volunteer ambassadors, but also to the annual connections with the other volunteers, team leaders, the public, and of course the perk of free admission and T-shirts!

The other network of volunteer options at medical facilities, daycares and nursing homes, were stopped due to the very real concern of health and safety within vulnerable populations. How volunteer roles in these settings will look in the future, remains to be determined.

We also had to navigate how to keep our Making Work Work working! Those who had jobs, and made the choice to stay, complied with all PPE requirements at their work place and took precautions at all times. Some chose to stop working, and others were laid off. Continued conversations with employers ensured that jobs would still be there when we had the soft re-opening in the summer of 2021.

Our engagement with the Youth Employment Partnership, as well as the Supported Employment Alliance acted as a resource sharing network as employment services were adapting and modifying as we went along. On line, we facilitated two sessions of the Core Gifts as a Navigation Tool towards Employment workshop to Eva's Centre for Youth. We were also invited to present at the employment navigators table for Western Ontario.

One of the few good things that came out of lockdown was the gift of time. Although our Discovery process, for new work navigation plans, relied on virtual social platforms, it offered times of 1:1 connection. Just before lockdown, a young man, new to Montage, had identified his dream job was to work in a craft brewery.

Together we got access to Prud'homme level one training, and when it was explained to the instructor that the participant had a grade four reading level, we were given six months to complete it, including learning a whole new vocabulary behind the science, safety, history, techniques and temperatures. He completed the course and did a video exam, passed it and has now been working at High Park/Lost Craft Brewery, for nine months. Now if that isn't enough to toast a new year and new beginnings, I don't know what is!

PUBLIC RELATIONS



Laura Tonelli
Events and Public Relations

The only thing constant is change I've learned to live by that motto to adapt to circumstances that are beyond anyone's control. This year has been a continuing segue into what has become a new unpredictable normal.

With a new office setting, working from home and communicating, virtual meetings and meetups have become mainstream. Missing the physical of working with a team has only made coming together more meaningful, and much more than just social.

Although our annual events have had to be cancelled due to continued restrictions for gathering. We hosted an evening that not only raised funds, brought guests to learn more of our cause from our social media platforms, it also offered a sense of normalcy for the time spent together; and it was wonderful to feel the excitement of the energy in the room.

This year we are also working collaboratively with members on our Board of Directors and in the community to create social events to benefit our cause – building relationships to extend our reach will be something PR will continue to nurture for increased awareness as well as fundraising.

I was thrilled to have met with a Board member who has consistently offered to volunteer for our events. Our meeting provided an opportunity to discuss perceptions on strategizing awareness campaigns for our cause and utilizing the expertise of our board members can only empower our ability to continue to be the kind of leaders in our sector that are making a difference for people who come to us for our services.

Our digital newsletter DREAMWEAVER EXPRESS continues to be a welcomed source of information. Recently, a supporting organization asked to have all its members included in the circulation after reading a real-life story of someone we support that offered invaluable insight into people's challenges and how coming to Montage is a life changing experience that cannot be compared.

PR will continue its strategy to build relationships where possible, encourage public investment in our cause, and create meaningful opportunities to come together to celebrate whenever possible.



FINANCIAL

STATEMENT OF OPERATIONS & CHANGES IN NET ASSETS FOR THE YEAR ENDED MARCH 31, 2020

CHARITABLE NO. 896765591RR0001

REVENUE	2021	2020
Ministry of Children, Community and Social Services	\$ 14,336,177	\$ 12,951,299
Ontario Disability Support Program	\$ 747,204	\$ 807,520
Other Operating Revenue	\$ 2,544,413	\$ 2,130,153
Deferred Revenue	\$ 127,806	\$ 127,807
TOTAL REVENUE	\$ 17,755,600	\$ 16,016,779
EXPENSE		
Salaries and Benefits	\$ 13,478,075	\$ 11,164,223
Services	\$ 2,863,251	\$ 3,457,399
Supplies and equipment	\$ 855,608	\$ 568,048
Transportation and communication	\$ 182,555	\$ 277,855
Other	\$ 45,227	\$ 11,726
Amortization	\$ 245,936	\$ 236,896
Bad Debts	\$ 43,967	\$ 42,027
Mortgage Interest	\$ 8,395	\$ 8,343
TOTAL EXPENSES	\$ 17,723,014	\$ 15,766,517
Net Revenue for the year	\$ 32,586	\$ 250,262
NET ASSETS, beginning of the year	\$ 278,756	\$ 28,494
NET ASSETS, end of the year	\$ 311,342	\$ 278,756