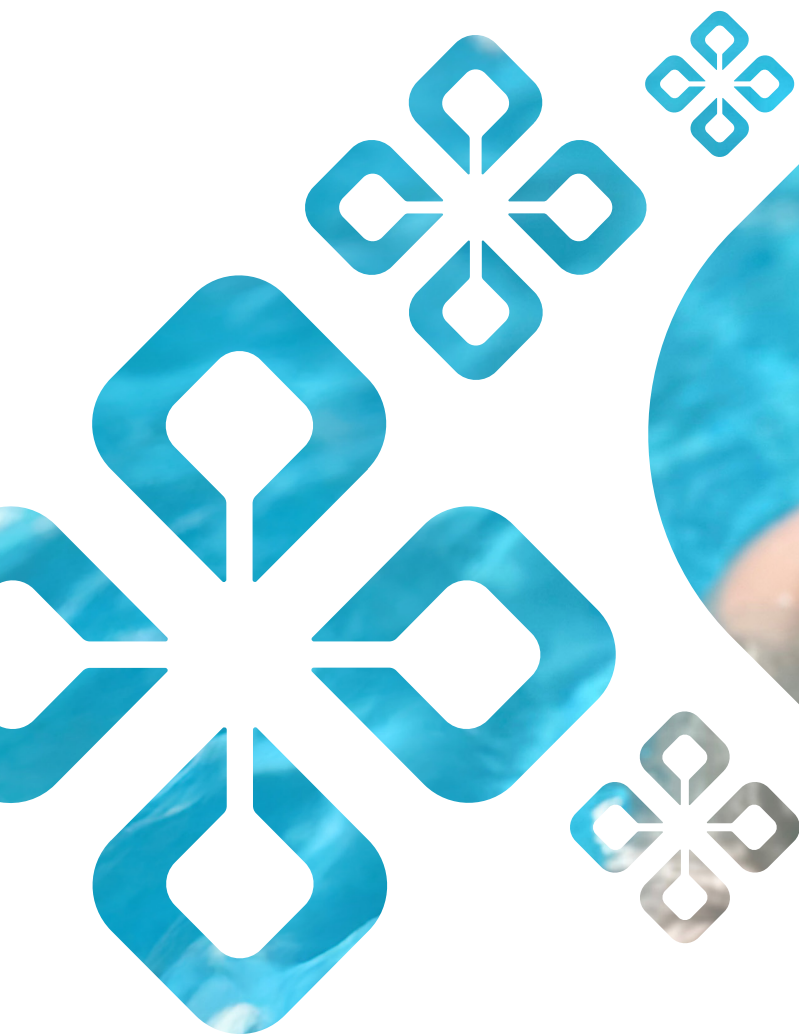


2024-2025

# *Annual Report*

SUPPORT, RESPECT, CHOICES



**Ongwanada**

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# *Chair's Message*

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On behalf of the Board of Directors, I would like to acknowledge the dedication of all the staff and managers who continue to make Ongwanada a respected leader in Developmental Services. The expertise at Ongwanada is recognized in Eastern Ontario, other areas of the province, and beyond.

This past year, probably more than ever, Ongwanada has made and adjusted to significant changes to allow the organization to remain current and continue to be a vital resource to the community.

The Board has undertaken a detailed review of our processes and programs in collaboration with our funding ministry, MCCSS (Ministry of Children, Community and Social Services). The Ministry representatives made a verbal presentation of the draft report (the written report is expected later this year), which, along with our own research, gave us a guideline for adjustments to make. We have started to implement changes.

The new by-laws to comply with ONCA (Ontario Not-for-Profit Corporations Act) regulations have been accepted and approved by the Canada Revenue Agency (CRA). Minor adjustments will continue, but the heavy lifting is now completed. These amended by-laws reflect the evolution of Ongwanada and the services the organization provides.

Our well-established and dedicated volunteer Board members continue to contribute their varied backgrounds to provide guidance, oversight, and support to Ongwanada. We have been fortunate to have many new Board members' contributions, and we appreciate their energies and ideas. While we celebrate the retirements of several Board members, we are also excited to welcome new members who will continue to lead in our governance initiatives.

The last Strategic Plan was approved in 2021 and completed in 2024. We have started work on our new Strategic Plan, which will guide the Governance of Ongwanada for the next 3 years. This has involved the participation of many staff, supported individuals and families, professionals, community partners, board members, and others. We thank everyone who contributed their time to document the current pulse of Ongwanada. The Board recognizes that the participants expressed positive and negative opinions, and we are listening.

Several popular initiatives, including the New Beginnings Furniture initiative, continue to be successful and popular in the Community and provide the individuals we support with employment skills and opportunities moving forward. We had some program participants starring in Footloose: Youth Edition in a sold-out performance at the Isabel Bader Centre. These examples of meaningful activities help our supported individuals live their best lives.



We appreciate all the work our CEO, Management, staff, families, community partners, and Board members continue to provide. We are excited about the future as Ongwanada continues evolving into a sustainable Developmental Services leader in Eastern Ontario.

Respectfully,

*David Ariss*

CHAIR, ONGWANADA BOARD OF DIRECTORS



# *CEO's Message*

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Dear Friends and Colleagues,

As we reflect on the past year, I want to acknowledge that this year has been both busy and challenging, marked by significant milestones. With great pleasure, I share with you the key strides we have made over the last year. As we continue our journey.

## **Organizational Development**

Throughout the year, we invested in leadership training for our management team, ensuring that our leaders are equipped to guide our organization with vision and integrity. We redeveloped our employee relations committee, have increased our occupational health and safety education and training, launched the Risk Registry Framework, and reinstated our quality dashboard, which are testaments to our dedication to compliance, the safety of our supported individuals, and the wellness of our staff. We have also made significant progress in staffing, filling direct service positions incrementally to bring stability and consistency to our operations.

## **Financial Management**

This year, we successfully reconciled prior-year financial arrears related to passport services and achieved a balanced budget for 2025–2026. Completing departmental budgets for 2025–2026 reflects our fiscal responsibility and commitment to transparency. We have established robust financial monitoring systems for operational, capital, and individual budgets, ensuring that every resource is utilized effectively.

In our pursuit of risk management, we undertook our Cybersecurity Risk and response plan for the first time, safeguarding our data and enhancing our operational resilience. Additionally, we deployed Fleet Management Software across 40 vehicles, streamlining our operations and improving service delivery.

## **Compliance and Reviews**

The comprehensive risk assessment conducted for the Outside Paid Resources (OPR) exemplified our commitment to compliance and quality assurance. Engaging with families, supported individuals, and staff has enriched our understanding and strengthened our practices. The successful conclusion of the MCCSS Operational and Compliance Review, involving over 90 staff members, has provided valuable insights into our organization's history, philosophy, and future directions.

## Strategic Planning

This year marked the beginning of an exciting three-year strategic planning process, engaging over 200 stakeholders in shaping our vision for the future. We look forward to unveiling our strategic plan, a roadmap that will guide us toward long-term sustainability and impact.

## Community Initiatives

Ongwanada celebrated the success of Footloose: Youth Edition, which was hosted at the Isabel Bader Centre for the Performing Arts. The sold-out event showcased the incredible talent of our supported individuals and staff, and due to popular demand, the cast and crew put on a second performance in the ORC auditorium. This event exemplifies the creativity and dedication of our staff and supported individuals.

We also proudly celebrated 50 years of rehabilitation services at the Kinsmen Rehabilitation Clinic, a milestone that underscores our mission to empower individuals to live their best lives.

In our commitment to social justice, Ongwanada participated in a new anti-racism campaign in Kingston, led by the Anti-Racism Working Group and the office of the Mayor. This initiative aims to raise awareness about racism, provide tools to support victims and educate bystanders, reinforcing our commitment to inclusivity and equity.

## Conclusion

As we close this chapter and look forward to the next, I want to extend my thanks to each of you—our dedicated staff, clinicians, management, volunteers, families, supported individuals, MCCSS, donors, foundations, and community partners. Your support, resilience, and commitment to our mission have made this year successful.

Together, we navigated challenges, celebrated achievements, and laid the groundwork for a brighter future. I am confident that, united in our purpose, we will continue to make a meaningful impact in the lives of those we serve, as we forge ahead.

Sincerely,

*Dr. Lak Chinta*  
CEO, ONGWANADA





# Spotlight

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## VOLUNTEER SERVICES

### Bringing Comfort and Connection: Cindy and Her Canine Companions

Since November 2022, Cindy has been a devoted Dog Therapy Volunteer, bringing warmth, companionship, and a few wagging tails to individuals supported through Ongwanada's Community Participation Supports at the Resource Centre. With the help of her four-legged partners, Cindy has created moments of joy, calm, and connection that have become a much-loved part of the weekly routine.

Before stepping into her volunteer role, Cindy worked as a trusted dental hygienist for many years, supporting individuals across Ongwanada's community settings. Upon retiring, she chose to stay connected with the people she had come to know and care about, a decision for which we are incredibly thankful.

Cindy's current canine companion is Bruce, a handsome young pup in training with **Kingston 4Paws Service Dogs**. Bruce is preparing to become an official Therapy Support Dog, helping individuals with physical and emotional challenges gain greater independence in their communities. Cindy's previous furry partner, Arthur, was also a cherished visitor at Ongwanada.

We are deeply grateful to Cindy for her continued dedication and to Kingston 4Paws for supporting these meaningful visits. Cindy's kindness, time, and the lasting relationships she has built with the people we support are truly valued, and her impact is felt with every tail wag and happy smile.



# Spotlight

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## GIVING BACK

### New Beginnings Furniture Program Expands Its Reach Across Kingston

Over the past year, the **New Beginnings Furniture Program** at Crescent has grown far beyond its original mission of furnishing homes. Thanks to the unwavering support of the community and the dedication of volunteers, the program has become a vital conduit of practical compassion—meeting real and pressing needs across Kingston.

### New Beginnings Furniture Program Helps out in the Community in 2024–2025

#### Care Hub (Montreal Street):

Recognizing the urgent need for hydration among vulnerable individuals, **New Beginnings** donated 80 refillable water bottles and several water jugs to support the Care Hub's essential services.

#### Kingston Youth Shelter:

**"The program"** provided much-needed food and essential supplies to youth experiencing homelessness, helping to ensure that young people in crisis have access to basic necessities.

#### St. Vincent de Paul Society:

To support their community meal program, **New Beginnings** donated nine large containers of pasta with meat sauce, helping feed individuals and families facing food insecurity.

#### Anti-Human Trafficking Support:

In a deeply meaningful collaboration with local volunteers, more than 20 hand-knit blankets were collected to bring warmth and comfort to young women transitioning out of trafficking. Additionally, **"the program"** donated 2.5 FAST 101 bags—each valued at \$250—containing vital essentials to help survivors begin a new chapter with dignity and hope.

#### Ongwanada Transitional & Independent Living Programs:

The spirit of the season was brought to life with personalized Christmas gifts and stockings for three children in transitional housing. **"The program"** also purchased holiday presents for five children and contributed \$100 toward a turkey dinner that fed 11 individuals in the Supportive Independent Living (SIL) program. When one SIL participant lost their home to a fire, **New Beginnings** responded swiftly, providing groceries, clothing, and personal essentials to support their recovery.

#### Warming Shelter (Concession Street):

Understanding the harsh realities of winter for those without shelter, the program donated 20 gloves and ponchos and gathered jackets and warm clothing to help those braving the cold.

Each act—whether a warm coat, a hot meal, or a handmade blanket—echoes the core belief behind **New Beginnings**: that change starts with kindness.

**The New Beginnings Furniture Program** continues to be a bridge between surplus and need, furnishing more than homes—filling bellies, wrapping individuals in care, and restoring dignity across our community.



# Spotlight

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## GIVING BACK CONTINUED

### Community Partnership in Action: Westdale Park Church Supports Napanee CPS

Every Monday throughout the winter, a dedicated team from Napanee Community Participation Supports (CPS) rolls up their sleeves to help stock and sort donations at the Westdale Park Free Methodist Church food bank. This ongoing partnership is more than just a weekly task; it's a shared commitment to supporting those in need across the Napanee community.

In January, that partnership was honoured in a truly touching way. Pastor Will and the congregation at Westdale Park Church surprised the Napanee CPS team with a generous donation of \$1,480.00. The church raised the funds during the holiday season as a heartfelt thank-you for the CPS team's hard work and dedication. We are incredibly grateful for this act of kindness and the meaningful connection we share with Westdale Park Church, proof that when communities come together, everyone benefits.

### Crafting for a Cause: Elana's Holiday Sale Supports United Way

This past December, Elana brought holiday cheer and creativity to the Ongwanada Resource Centre (ORC) by hosting a festive craft sale that showcased her incredible artistic talents. Her table featured a vibrant mix of handmade items, including Cricut creations, resin art, paintings, and cozy knitted goods—each crafted with care and personality.

The event was a great success, netting over \$300 in sales. In a generous show of community spirit, Elana donated half of her earnings, \$185.00, to the United Way of KFL&A. Her thoughtful contribution supports vital programs in the Kingston area, demonstrating how passion and creativity can spark meaningful impact. Elana's generosity is a true reflection of the giving spirit that makes the season bright.



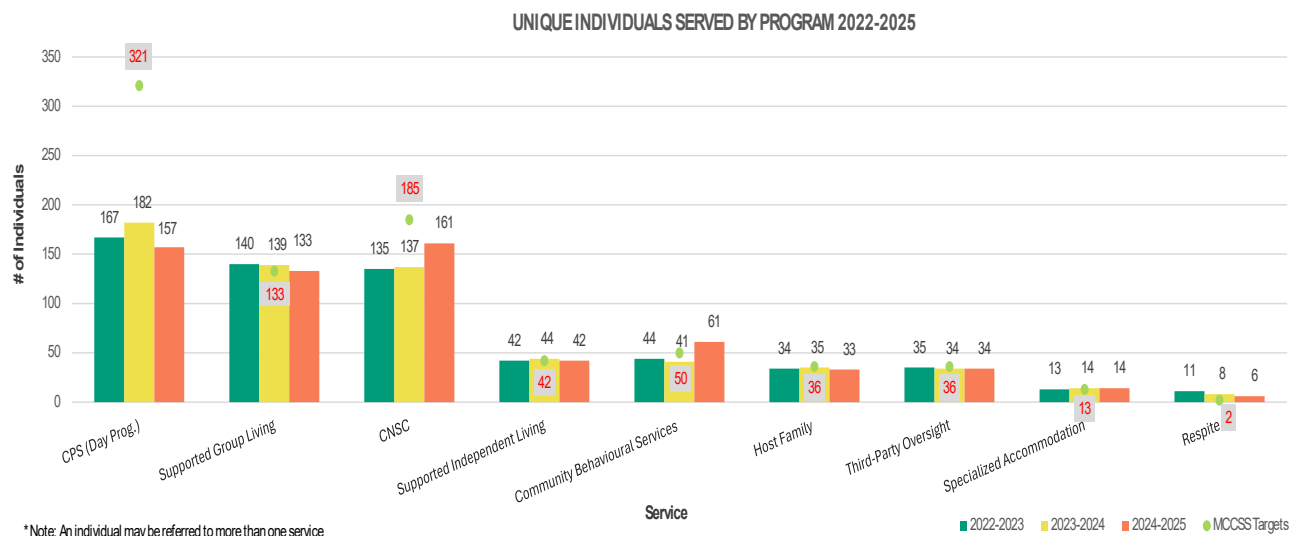
# The Overview

## PROGRAMS AND SERVICES

Our programs and services are rooted in a person-centered approach, prioritizing the unique needs and goals of each individual we support. Ongwanada is privileged to serve and support nearly 560 individuals during the 2024–2025 fiscal year. Our dedicated team of direct support and clinical staff provides essential day-to-day assistance to ensure the well-being and quality of life of those we serve.

These services are made possible through the collaborative efforts of our planning and clinical information systems teams, as well as our information technology, facilities, finance, human resources, scheduling, administration, coordinators, project management, supervisory, and management staff. We also extend our gratitude to our consultants in the fields of medicine, psychiatry, fire safety, and other specialized areas for their valuable contributions and support over the past year.

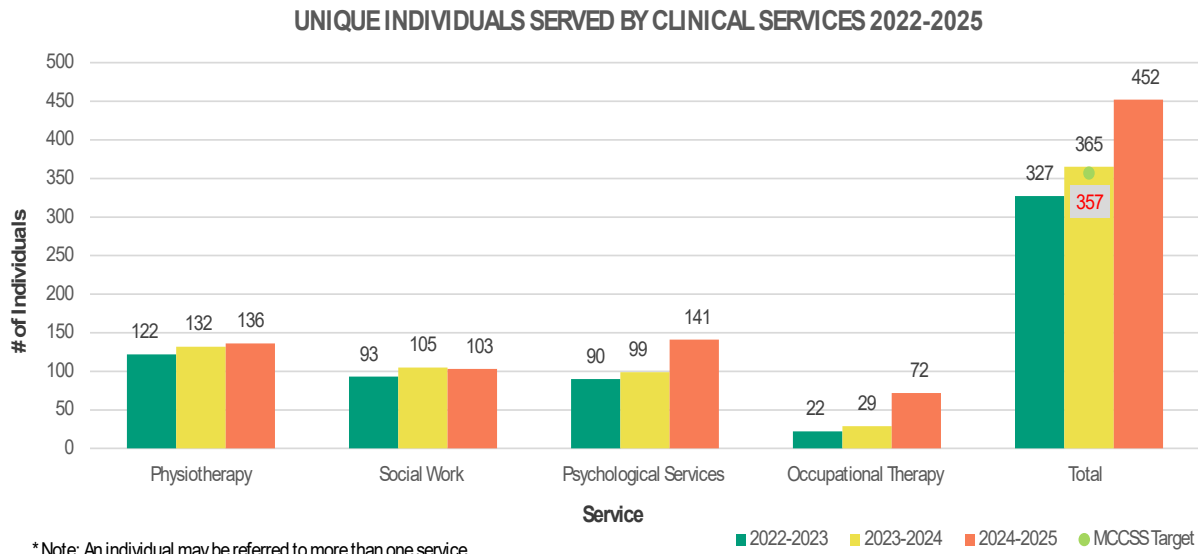
The following are highlights of our programs and services delivered during the 2024–2025 fiscal year:



Ongwanada is mandated by the Ministry of Children, Community and Social Services (MCCSS) to deliver a range of programs, including: Community Participation Supports (day program), Supported Group Living, Community Networks of Specialized Care (CNSC), Supported Independent Living, Community Behavioural Services, Host Families, Third Party or Outside Paid Resources (OPRs), Specialized Accommodations, and Respite Services. The MCCSS Service Targets are indicated in red.

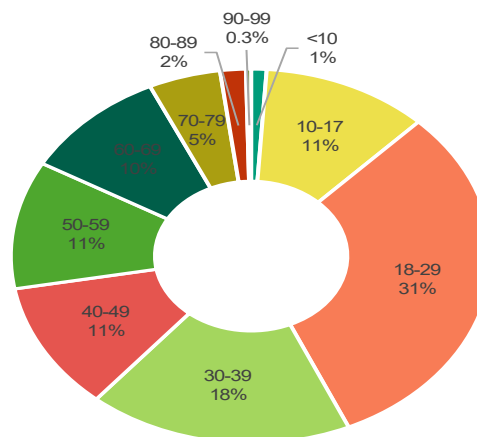
# The Overview Continued

## PROGRAMS AND SERVICES



Ongwanada delivers professional and specialized services funded by the Ministry of Children, Community and Social Services (MCCSS). In 2024-2025, we surpassed the service targets in all areas of specialized service delivery.

### UNIQUE INDIVIDUALS SERVED BY AGE GROUP 2023-2024

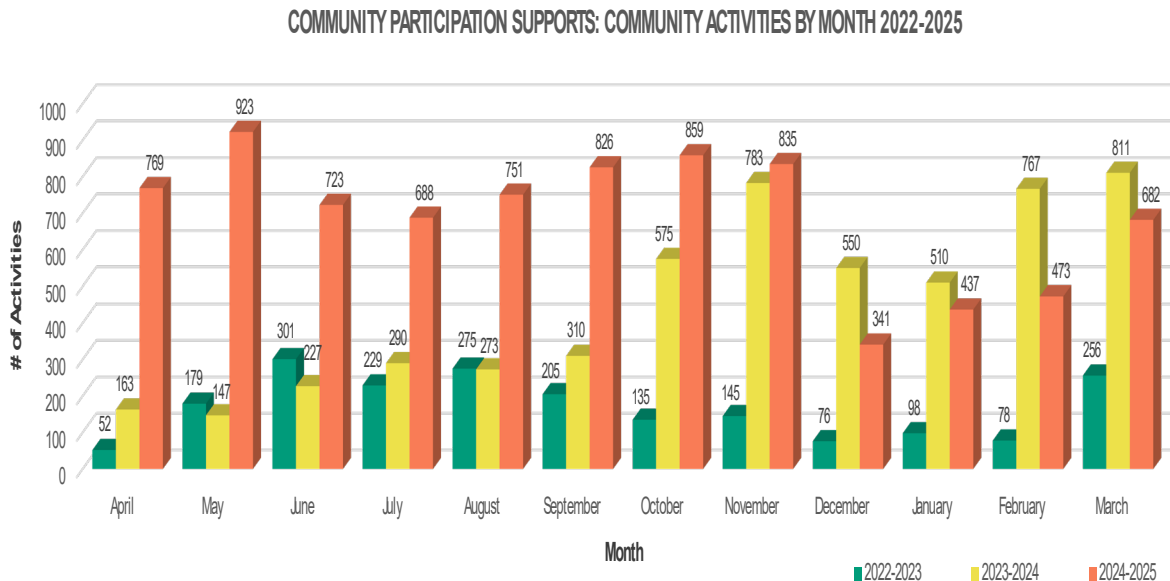


Ongwanada is honoured to support individuals throughout all stages of life. Currently, approximately 57% of the individuals we serve are over the age of 29.

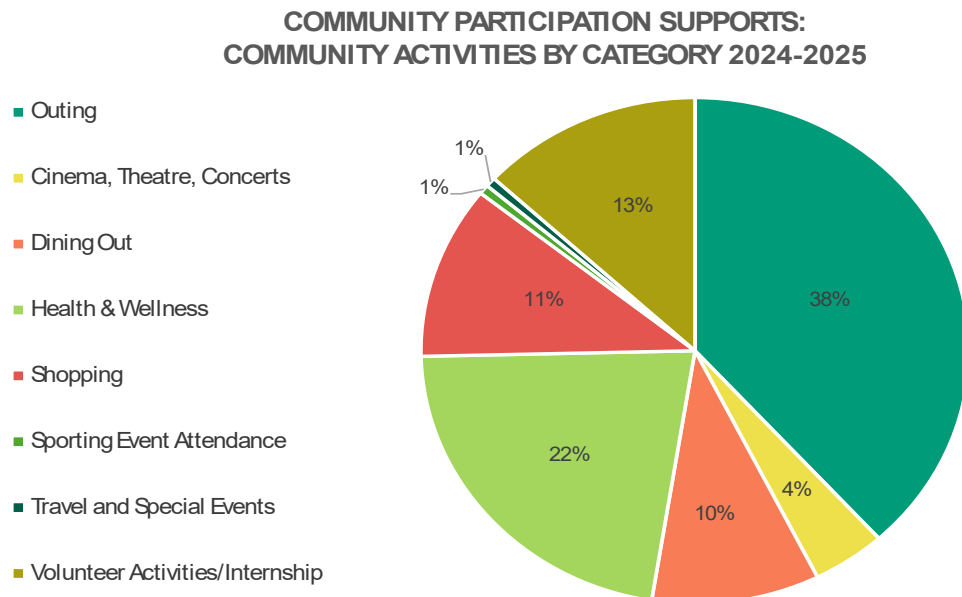


# The Overview Continued

## PROGRAMS AND SERVICES



In 2024–2025, Community Participation Supports delivered 8,307 activities—a 54% increase in community-based programming compared to the previous year.

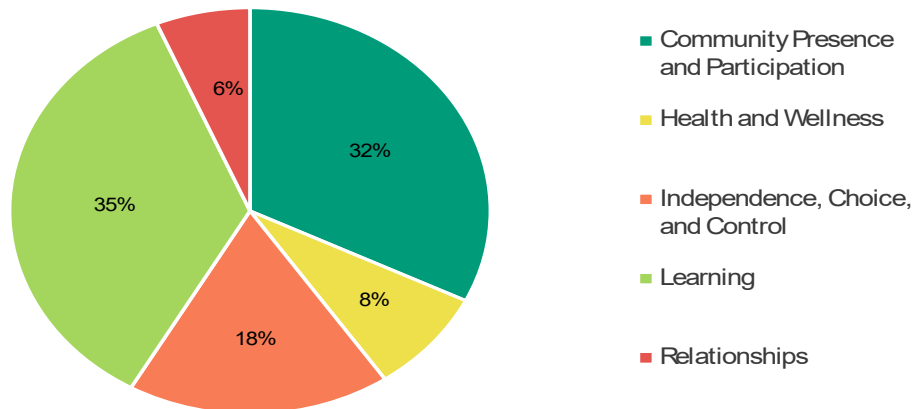


The figure above highlights the types of activities chosen by supported individuals in 2024–2025. Community outings such as dining out, attending movies, theatre performances, concerts, sporting events, and shopping were among the most popular choices.

# The Overview Continued

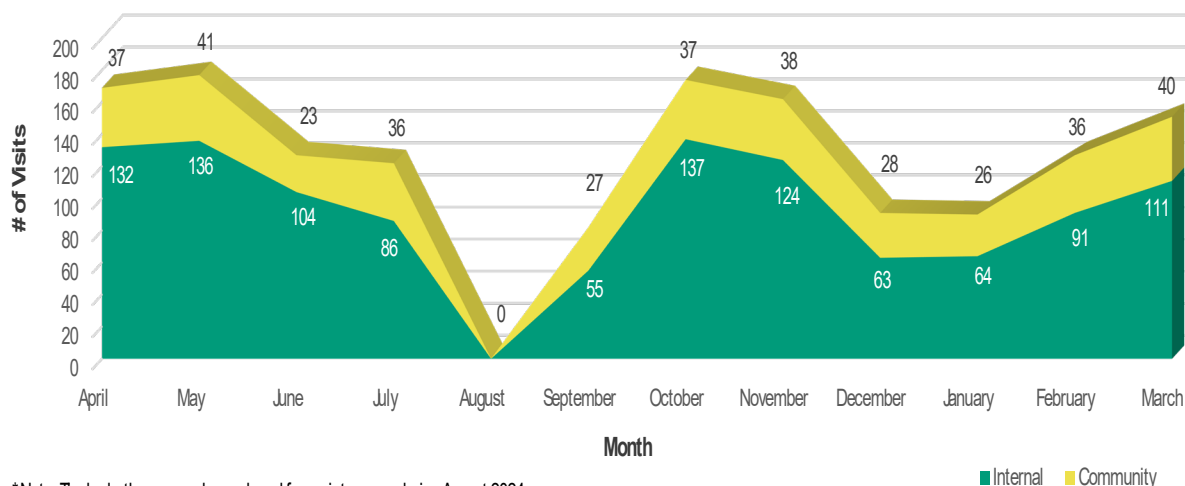
## PROGRAMS AND SERVICES

INDIVIDUAL GOALS BY CATEGORY 2024-2025



In 2024–2025, our person-centered planning for supported individuals most frequently prioritized goals related to community presence and participation, fostering learning and independence, and enhancing choice and control.

HYDROTHERAPY VISITS BY MONTH 2024-2025

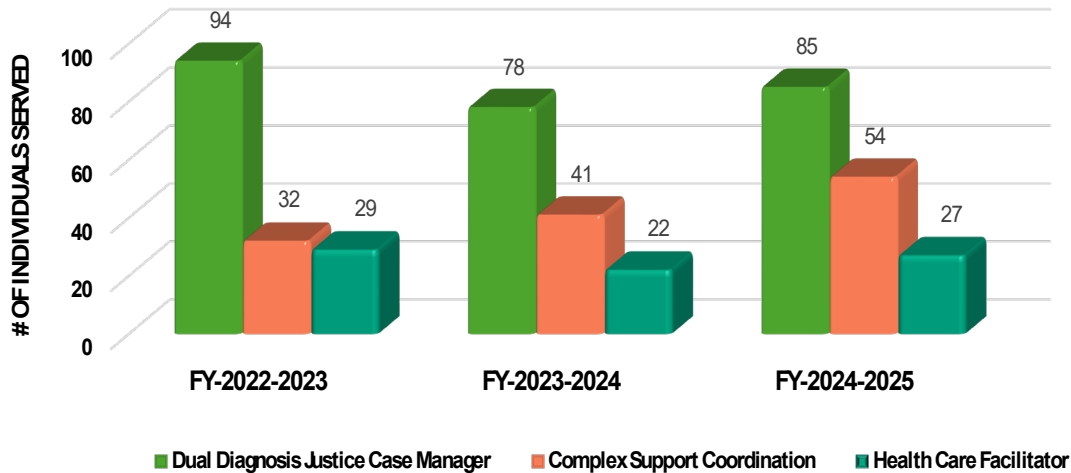


Ongwanada boasts a state-of-the-art hydrotherapy pool that is enjoyed by both our community and supported individuals. During the period from 2024-2025, the hydrotherapy pool facilitated a total of 1,472 visits. The hydrotherapy pool undergoes a thorough maintenance annually in August.

# *The Overview Continued*

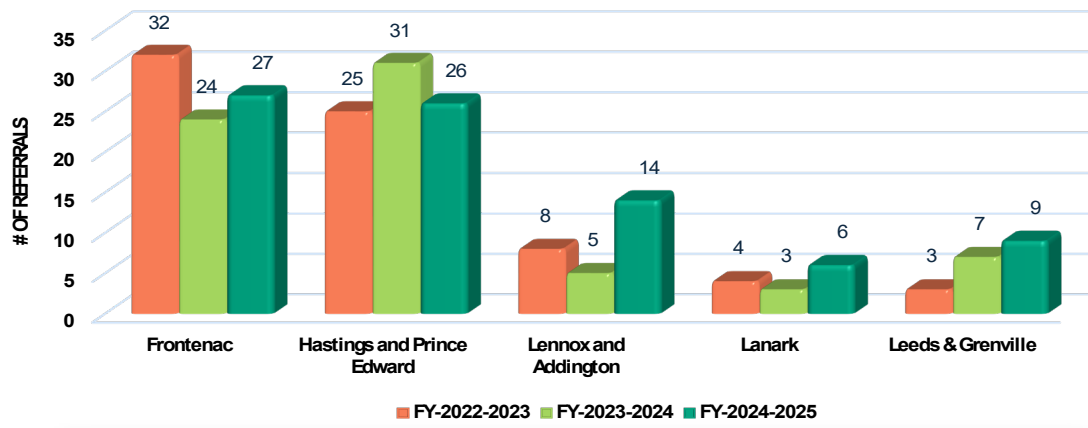
## COMMUNITY NETWORKS OF SPECIALIZED CARE- SOUTH EAST REGION

### CNSC INDIVIDUALS SERVED BY SERVICE



Dual diagnosis Justice Case Management of individuals continues to be the most popular services in the region, followed by complex support coordination which has shown year- over- year growth in individuals served.

### CNSC REFERRALS BY REGION



We continue to receive strong referrals for CNSC from Frontenac as well as Hastings and Prince Edward Counties. In 2024-2025, referrals have also increased in other regions, including Lennox & Addington, Lanark, and Leeds & Grenville.



# The Overview Continued

## VOLUNTEER SERVICES

Our volunteer base continues to grow post-pandemic. In 2024-2025, we had a 51% increase in volunteers compared to 2023-2024.

Types of volunteer activities represented	# of volunteers involved in various activities
Best Buddy volunteers working 1:1 with supported individuals	20
Napanee *CPS Volunteer Driver	1
ORC Pool	4
Crescent *CPS	8
ORC *CPS	5
Dog Therapy	1
Community Settings/Homes - 1: 1 Befriending & Grp Support/Activities	17
Community-based at Host Family sites & **SIL settings	7
<b>Total Active Volunteers represented</b>	<b>63</b>
*CPS (Community Participation Supports)	
** Supported Independent Living	

## PASSPORT SERVICES

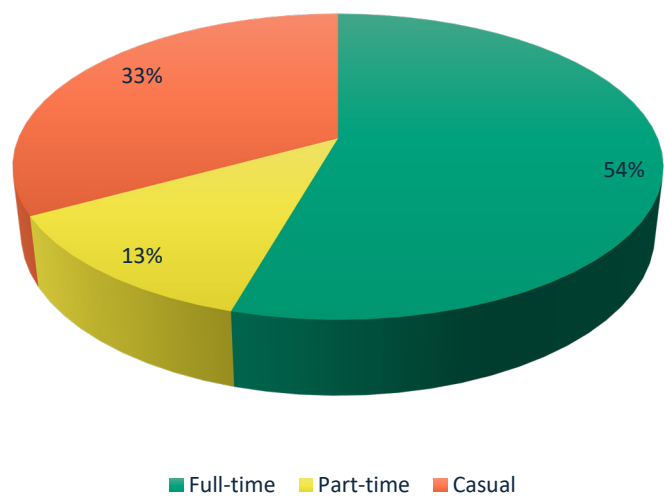
During 2024-2025, the Passport utilization rate stands at 49%, reflecting a moderate increase in utilization compared to the past couple of years. Ongwanada supports 231 individuals with their Passport funding, operating with a total passport funding of \$2.3 million. This year, we have also recruited a Passport Services Co-ordinator to enhance our support in this area. In alignment with sector trends for 2024-2025, the preferences of our supported individuals for spending their Passport funding are as follows: 52% on support workers and 25% on community programs.



# Human Resources Highlights

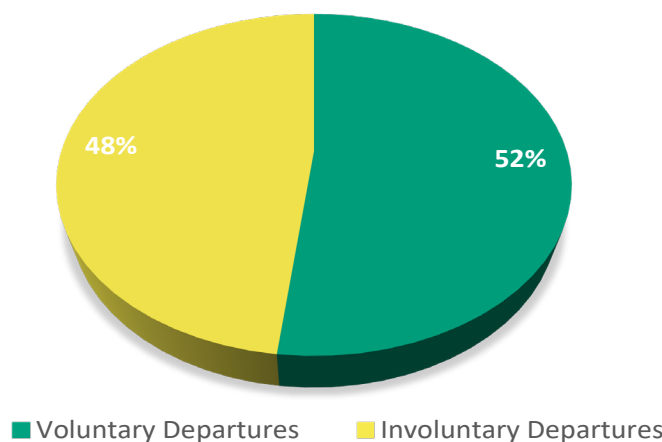
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**Ongwanada Staff**  
**April 1, 2024 - March 31, 2025**



As of 2024–2025, Ongwanada employs a total of 566 staff members. Full-time staffing saw a 14% increase from the prior year, while the annual staff turnover rate remained at approximately 19%.

**Ongwanada Staff Departures**  
**April 1, 2024 - March 31, 2025**

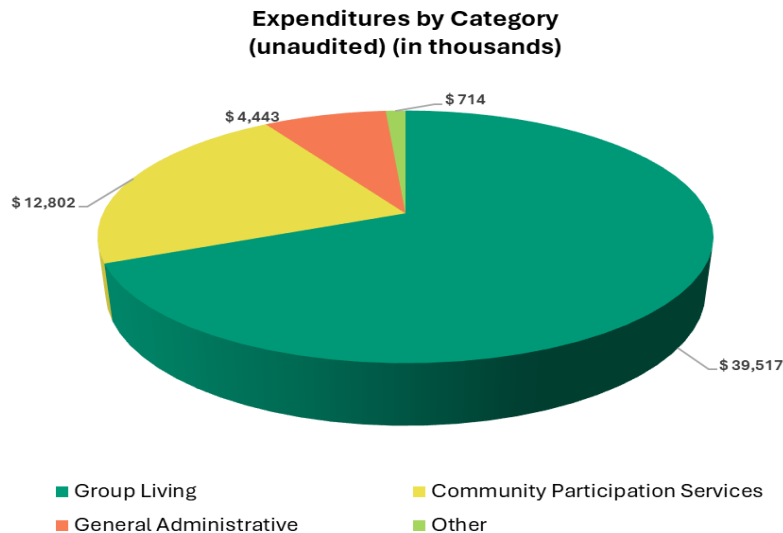
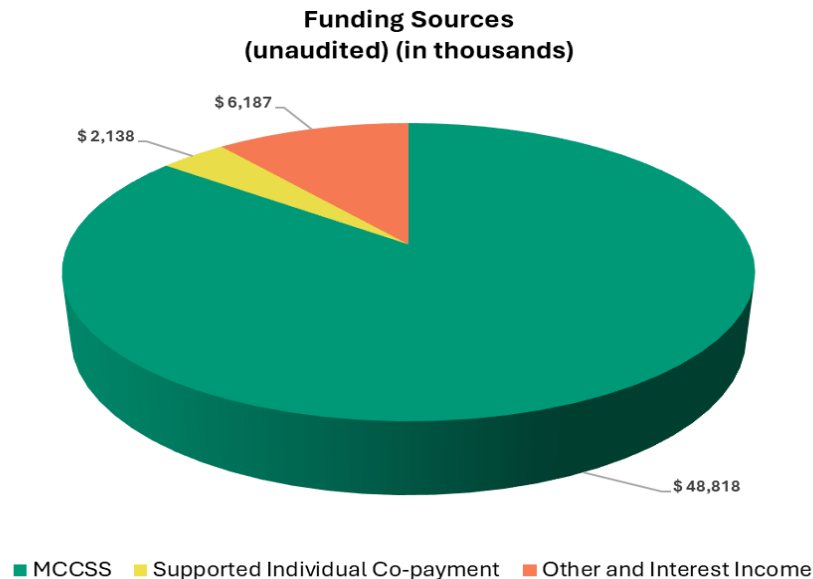


# Financial Highlights

## UNAUDITED 2024-2025

Ongwanada's focus remains on offering high quality, individualized, and community-based supports and services, while responsibly managing public and donated funds. Financial results for Ongwanada are prepared by our Finance department in accordance with Canadian accounting standards for not-for-profit organizations. These financial results will be audited by our external auditors at KPMG. Audited financial statements, accompanying financial statement notes and KPMG's audit report are available upon request through the Ongwanada Executive Office or on our website.

For the year 2024-2025, total revenue was \$57.2 million, with fiscal funding from the MCCSS increasing by 2.6%. Our total expenses amounted to \$57.5 million, resulting in a deficit of \$0.3 million for the 2024-2025 fiscal year. At this time, funding levels from MCCSS for 2025-2026 are anticipated to remain unchanged.

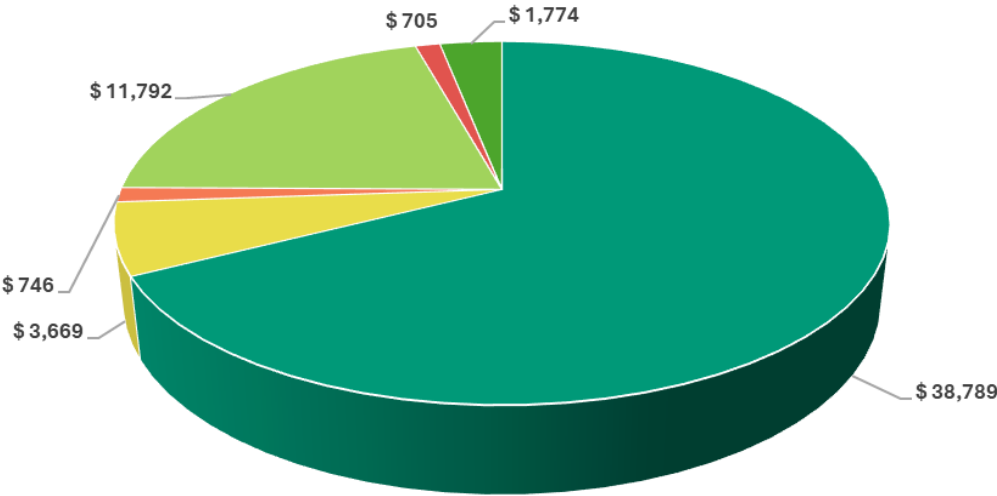




# Financial Highlights Continued

UNAUDITED 2024-2025

Functional Breakdown of Expenditures  
(unaudited) (in thousands)



- Wages & Benefits
- Food & Supplies
- Transportation & Travel
- Accommodation & Replacements
- Amortization
- Other



# Acknowledgments

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## BOARD OF DIRECTORS

Mr. David Ariss – Chair  
Mr. Michael Dominik – Vice Chair  
Mr. Glen Cavanagh – Treasurer  
Dr. Lak Chinta – CEO/Secretary  
Dr. Liz Grier – Medical Director  
Mr. Jack Thompson – Honorary Member  
Mr. Dwight Boyce - Director  
Ms Carol Cartier - Director  
Ms Jennifer Gilmour – Director  
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Ms Amanda McCauley – Director  
Ms Jill McCreary - Director  
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Ms Kathy Pringle – Director  
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Westdale Park Free Methodist Church



