



SEC Annual Report 2022 - 2023

Building
Business,
Enriching
Lives

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Strategic Highlights

This past year has been marked by a significant transition as we bid farewell to our long-time Chief Executive Officer (CEO), Pat Cousins. We are proud of our history and excited about the future as we continue to focus on fostering innovative solutions to address community needs.

Operational Highlights

We are proud of the achievements made during the fiscal year 2022-2023 and these operational highlights reflect our dedication to delivering value to our customers, employees, and the community we serve. As we look forward to the future, we remain committed to pursuing excellence and continued growth in the years to come.

Service Highlights

Accreditation Qualification Information Services (AQIS) success was reflected in performance under the Immigration, Refugees and Citizenship Canada (IRCC) agreement, where the program exceeded our targets for both one-on-one client services and group sessions. In total, the program met with 1,569 clients, surpassing the target of 269, and had 474 clients attend group sessions, exceeding our target of 400.

EarlyON Child & Family Programs served 47,833 participants through virtual, in-person on site and outdoor programs. Social media platforms experienced significant growth in followers as people from various locations, including York region, Toronto, Brampton, Simcoe, and even beyond Canada, such as the United States, Mexico, Ecuador, Indonesia, India, Turkey, and other places, joined these platforms.

Supervised Parenting Time Programs in York & Peel Regions maintained a 100% safety record and demonstrated exceptional program efficiency in providing arranged services. The program seamlessly continued to virtual platforms during the designated period and successfully resumed in-person services when appropriate.

SEC Multilingual Central Communication Centre also known as CommCentre is committed to delivering exceptional customer service with professionalism, empathy, and personalized attention, aiming to exceed clients' expectations on every call and building long-term relationships based on trust and reliability.

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Summary

We are pleased to present a comprehensive summary of our diverse range of programs and services, highlight their successful implementation and positive impacts.

Newcomer Services

- 20,000+ people visited the Newmarket Welcome Centre
- 24 information and orientation sessions delivered
- 14,000+ students attended language classes
- 2,000 clients attended appointments with Associate Partners

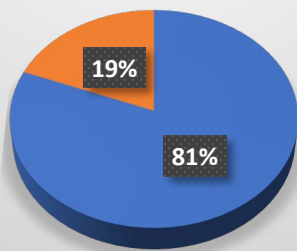
Mobile Unit

- 1,300+ contacts occurred
- 250+ New Clients Registered
- 100+ English Conversation Circle (ECC) sessions with 500+ participants

SEC Multilingual Central Communication Centre

- 27,257 calls answered
- 1,741 interpretations in more than 14 languages

Accreditation Program



- New Clients
- Repeat Clients

↑
269 clients served over the target

Bridge Translations

Experienced an impressive increase of 44.77% in sales from 2021-2022 to 2022-2023

EarlyON Child & Family Centres

April 1, 2022 – March 31, 2023

Total # of visits **47,833**

Social Media Data for all EarlyON Locations



Facebook Page Followers – 754

Instagram Followers – 1,253



People reached on Instagram – 5,892

People reached on Facebook 11,979

Newcomer Services

The social and cultural integration programming hosted and offered by the Newmarket Welcome Centre and partners allows clients to feel part of the community and includes education on their rights and responsibilities. Such connections mean clients gain greater knowledge of what is available and can make informed decisions about their lives in Canada.

Newmarket Welcome Centre - Highlights

The Newmarket Welcome Centre held 24 different information sessions for newcomer clients. The range of topics included: economic (income tax, employment workshops), safety (fraud awareness, fire safety), community integration (household waste & recycling, winter driving), and mental health (dealing with stress, purposeful parenting). Several all-centre events occurred that highlighted Canada's diversity with over 200 participants attending. Each occasion averaged over 70 participants, with the primary events including a centre open house to welcome back students in-person, a Canada Day celebration to highlight our country's history and a Lunar New Year event consisting of traditional singing, dancing and customs.

Mobile Unit - Highlights

To help newcomers practice their conversational English, the Mobile Unit team returned to in-person English Conversation Circle (ECC) having over 500 participants in the given fiscal year. The team also assisted over 250 new clients, determining their needs and referring them to appropriate resources.

Success Story

A client recently relocated to Georgina with her grandparents and younger brother, facing financial struggles and the need for immediate employment. Additionally, she required English language improvement and assistance with applying for child tax benefits and OHIP cards. The client's medical concerns limited physically demanding job options, and her limited language skills hindered communication with service providers. Feeling isolated and lacking confidence, the client received support from the Mobile Unit team. She joined virtual English Conversation classes to enhance her language skills, connected with Job Skills for employment support, and attended workshops. The client also underwent a language assessment and expressed satisfaction with the provided support, experiencing increased confidence and a clearer path toward securing employment.

Accreditation & Qualification Information Services (AQIS)

The past year has been a busy and productive one for the AQIS program, as we have continued to work towards our goal of helping newcomers in Ontario to integrate into the workforce and achieve their career goals.

In the pursuit of delivering high-quality services, the AQIS program placed significant emphasis on keeping the AQIS facilitators up-to-date with the latest knowledge and industry trends. The program engaged in relevant sessions and webinars organized by community partners. Understanding the value of the collective knowledge and the power of collaboration, the team regularly conducts meetings where facilitators share insights, experience and updates.

The team also strengthened the partnership with community organizations such as the Durham Region Unemployed Help Centre (DRUHC) in Pickering and Community Development Council Durham (CDCD) in Ajax, and continued to collaborate with WES Gateway program and Seneca College Bridge Training programs, among others.

Success Story

In December 2021, a client arrived in Canada and went to one of the Durham Region Welcome Centres for help. The client is a doctor from Afghanistan and is widowed with four children. In April 2022, an employment counselor in Durham referred her to AQIS services to get assistance with career planning and accreditation requirements.

From the Client

Dear Dana,

Thank you for sharing this action plan. Our discussion and taking a look at an action plan suggested that I conduct a Pharma Medical Science College of Canada. Now, I am officially a student of PMS College. I will start Cardiac Sonography on April 10. Also I've applied for OSAP as financial support. The Medical Licensing pathway needs time and can be processed beside my education journey.

Thank you for all advices and guidance

Accreditation & Qualification Information Services (AQIS)



Outreach Sessions

of sessions: 5
of attendees: 157

Accreditation Forums

of sessions: 10
of attendees: 191

One-on-one Virtual and In-person Appointments

Total #:	1569
New Clients:	1238
Repeat Clients:	331

Portfolio Workshops

of workshops: 27
of attendees: 283



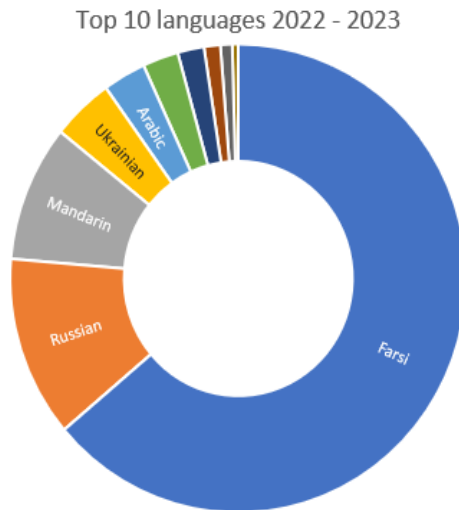
SEC Multilingual Central Communication Centre (CommCentre)

The SEC Multilingual Central Communication Centre (CommCentre) is dedicated to providing exceptional customer service with professionalism, empathy, and personalized attention, aiming to exceed clients' expectations and build long-term relationships based on trust and reliability.

In the second quarter, the CommCentre hired a Ukrainian-speaking agent who arrived in Canada as a refugee due to the ongoing war. This hire not only provided employment to someone in need but also brought valuable language skills and expertise to better serve the CommCentre's clients.

The accomplishments mentioned demonstrate the CommCentre team's commitment to constantly improving and innovating their services to better serve their communities. They are dedicated to meeting clients' needs efficiently and effectively.

Top 10 languages for York and Durham Region	
1	Farsi
2	Russian
3	Mandarin
4	Ukrainian
5	Arabic
6	Cantonese
7	Spanish
8	Urdu
9	Turkish
10	Korean



27,257 Answered Calls surpassing the IRCC target by 11,219 calls

A total of 1741 interpretations in more than 14 languages, during business hours while answering the calls

Bridge Translation

In terms of on-site interpretations, the impact of the Covid-19 pandemic led to a remarkable increase in gross profit percentage from January-March 2022 to January-March 2023, with an astonishing growth of 5145.83%.

This surge can be attributed to the shift of many clients back to in-person appointments. Furthermore, there was a significant increase in on-site/in person interpretations from 2021-2022 to 2022-2023, with a percentage increase of 1036.36%.

To enhance our operational efficiency and improve customer satisfaction, we are currently in the process of acquiring a new booking and invoicing system. This system will streamline the handling of bookings and invoicing, creating efficiencies of the coordinator. Consequently, the coordinator will have more time to focus on other crucial tasks that were previously constrained by time limitations.

In the area of personal translations, we observed a healthy growth in sales, with an increase of 40.87% from 2021-2022 to 2022-2023. This indicates a positive trend and demand for this service.

However, we did experience a decrease in sales/gross profit of \$6,152.08 in corporate translations from 2021-2022 to 2022-2023.

EarlyON and Family Centres

Our EarlyON Child & Family Programs have established clear objectives and goals, with a focus on continuous quality improvement. Our main areas of emphasis include:

Engage Parents & Caregivers

- We empower families to support their child's learning through a strength-based approach. We use data to design inclusive programs that meet community needs. We maintain effective communication to keep families informed.

Support Early Learning and Development

- Our educators create responsive environments that foster play and inquiry-based learning. We prioritize authentic relationships and align with Ontario's "How Does Learning Happen?" pedagogy for high-quality experiences.

Connect Families

- We support conversations about developmental milestones using a family-centered approach. Our programs extend beyond the early years, providing access to community resources and assistance with service navigation. We collaborate with partners to build an integrated Ontario Early Years sector

During the reporting period, our EarlyON Child & Family Programs achieved significant milestones. Some key highlights include:

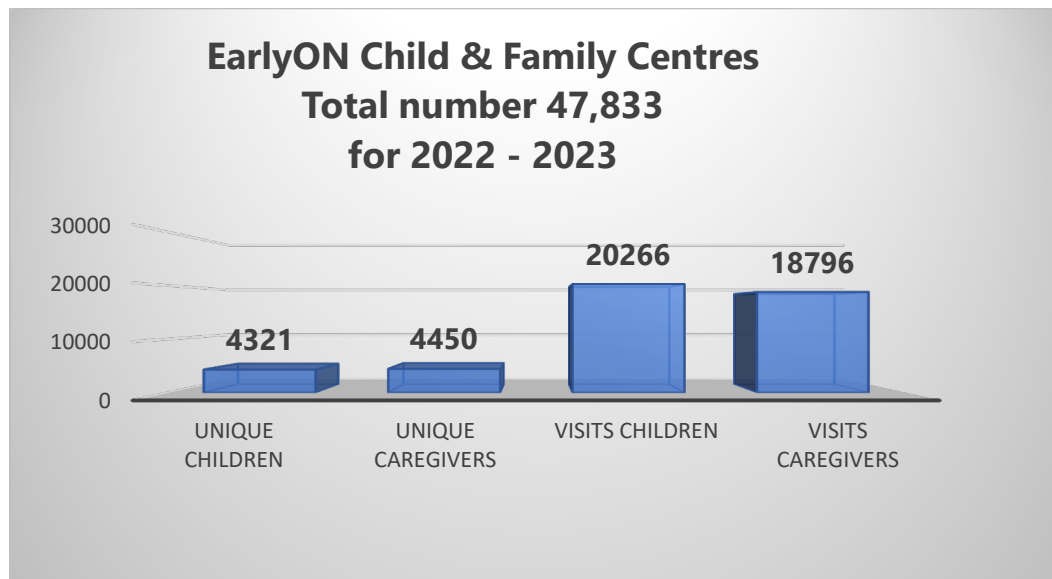
- **Responsive Communication:** We ensured responsive communication with families through our website, Facebook, and Instagram interactions. Our "Connect with Us" service enables families to directly connect with staff in their preferred language.
- **Children's Services Portal:** We developed a video and manual guide for caregivers to facilitate their understanding and access to York Region's online registration for EarlyON programs and services.
- **Outdoor Learning:** We implemented the York Region Four Seasons Outdoor Programming Framework, "Walking Through the Four Seasons," involving all EarlyON educators. This initiative aimed to increase outdoor learning opportunities, support changing demographics, build educators' confidence in

EarlyON and Family Centres

teaching outdoors, and align with the Ministry of Education's objectives. Inspired by the forest school teaching/learning model and Anishinaabe/Indigenous Seasonal Pedagogy, this program emphasizes unstructured child-led outdoor play.

- **Programs and Workshops:** Our diverse range of programs and workshops, offered in person, virtually, in multiple languages, and outdoors, provide children with enriching experiences. We also support parents in acquiring skills related to child development, resilience, and fostering healthy relationships.

The report acknowledges challenges faced during the reporting period, which provided valuable insights for program improvement. Looking ahead, the EarlyON Child & Family Programs aim to evolve and expand to meet the changing needs of families, while remaining committed to providing high-quality services and promoting family well-being.



Licensed & Regulated Child Care Programs

In our Licensed and Regulated Child Care Programs, success is achieved through various factors that contribute to the overall quality and effectiveness of our services. One of the key elements of our success is our unwavering commitment to adhere to Ministry, Federal, and Municipal Government requirements and standards. We are proud to report that in the 2022/2023 period, all of our Before and After School Programs successfully passed the required inspections, showcasing our ability to meet and exceed these standards.

Collaboration plays a crucial role in our success as well. Our Before and After School programs have established strong partnerships with the Region, working closely together to secure funding through multiple applications and grants. Funding sources such as R.I.S.E, CWELCC, and workforce funding have been instrumental in supporting our programs. Additionally, we have actively collaborated with community partners, including organizations like Kinark and Early Intervention. These collaborations have allowed us to obtain classroom supports and create inclusive environments that cater to the needs of all children in our care.

Our commitment to family engagement is another key aspect of our success. We strive to maintain open lines of communication with families, keeping them informed and involved in their child's experience in our programs. We utilize various channels, such as emails, newsletters, and ongoing conversations, to ensure families are kept up to date with program information and activities.



Licensed & Regulated Child Care Programs

The happiness and engagement of the children we serve are paramount to us, as they serve as clear indicators of the success of our programs. By tailoring our programming to their needs and interests, we create an environment that fosters their growth, learning, and enjoyment.

In addition to our Before and After School Programs, our Care for Newcomer Children (CNC) programs, which operate at the Newmarket and Vaughan Welcome Centres, have been instrumental in supporting newcomer families. These programs provide a stimulating and safe environment for children while their parents participate in the Language Instruction for Newcomers to Canada (LINC) program. Our CNC classrooms are thoughtfully designed with age-appropriate toys and materials that promote learning through play, preparing children for their educational journey ahead. Through play, songs, and stories, we help children develop their confidence and facilitate their acquisition of the English language.

Behind our successful programs is a dedicated and knowledgeable staff team. We recognize the importance of investing in our staff's professional development, ensuring they stay up to date with the latest trends, ideas, and standards in the field. Staff members actively participate in various workshops and trainings to enhance their expertise.

Our commitment to quality, collaboration, family engagement, and staff development has propelled the success of our Licensed and Regulated Child Care Programs. The growing enrollment in our programs is a testament to the positive impact we have on children and families. We remain dedicated to providing exceptional care, inclusive environments, and ongoing improvements, ensuring that each child in our programs thrives and reaches their full potential.

Supervised Parenting Time Programs

York Region Supervised Parenting Time Programs

The program in York Region has effectively managed the demand for services by balancing the needs of clients. They have successfully offered virtual visitation services to ensure families can maintain contact even when physical meetings are not possible. This virtual option has made the program more accessible and flexible, allowing for alternative arrangements in case of last-minute cancellations. Further more, the York program has taken on the responsibility of facilitating virtual services in both York and Peel Region, supporting the Peel Program in managing their caseloads.

Peel Region Supervised Parenting Time Programs

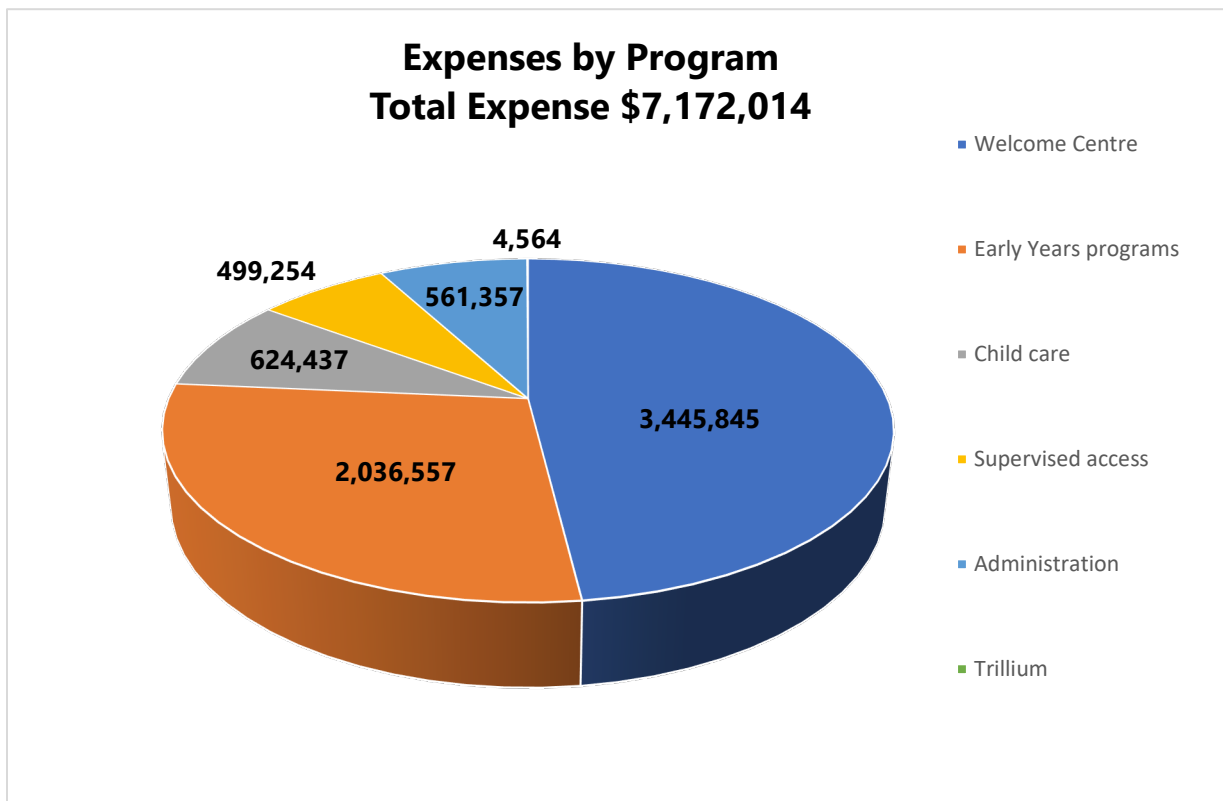
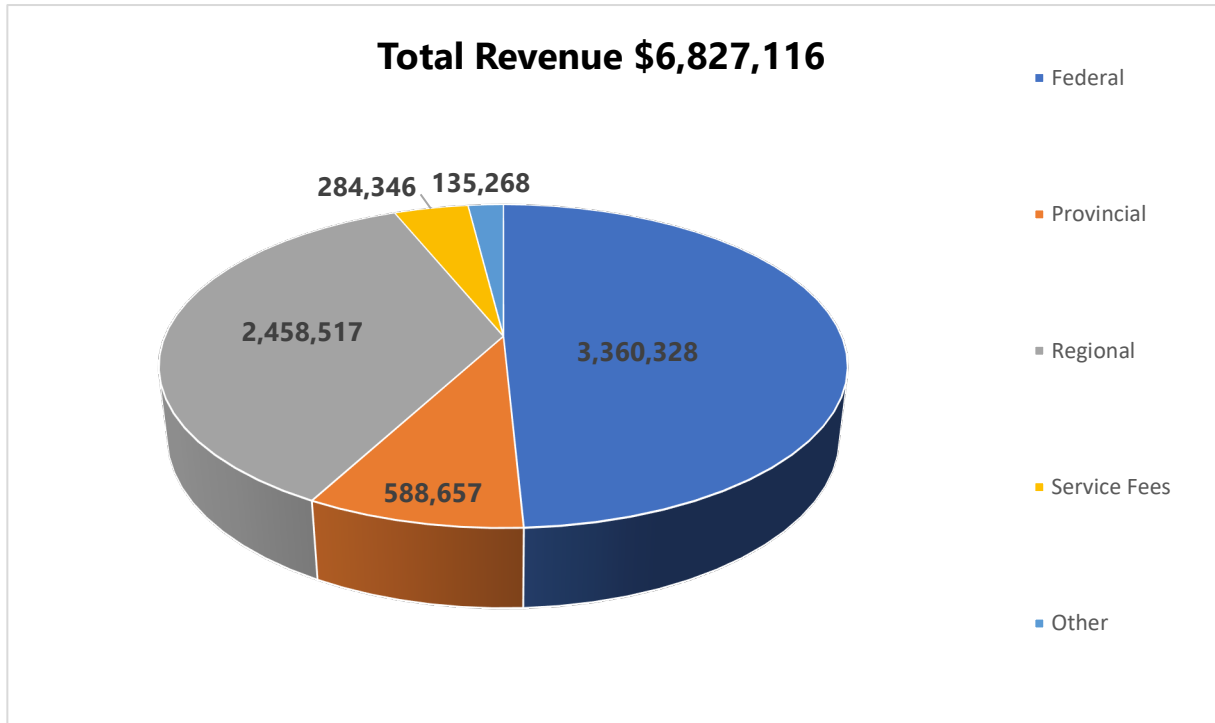
Since its resumption of in-person visitation and exchange services in May 2022, the Peel Program has successfully welcomed 25 new families into its services. Additionally, the program has secured a new site at Peel Children's Aid Society, becoming a pioneering example in the sector by highlighting the significance of intersectionality in addressing community needs.

The program has received commendable feedback from the Peel courts, recognizing the value of their services and the observation notes provided. These contributions have proven instrumental in expediting cases within the court system.

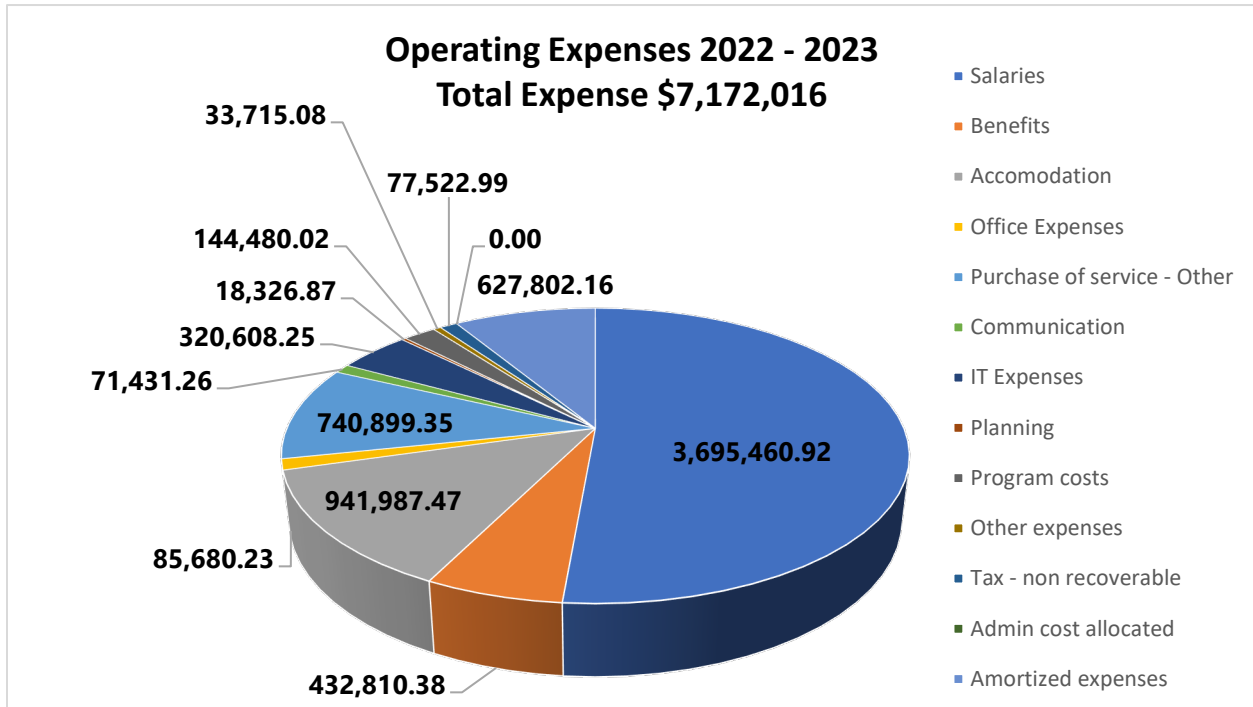
To address front-line staffing shortage, the Peel program has launched a pilot staff model that includes a Team lead position. This initiative aims to alleviate staffing challenges and enhance overall operational efficiency.

Overall, the Peel program has made significant progress in expanding its reach, delivering valuable services, and fostering positive collaborations within the community.

Financial Report



Financial Report



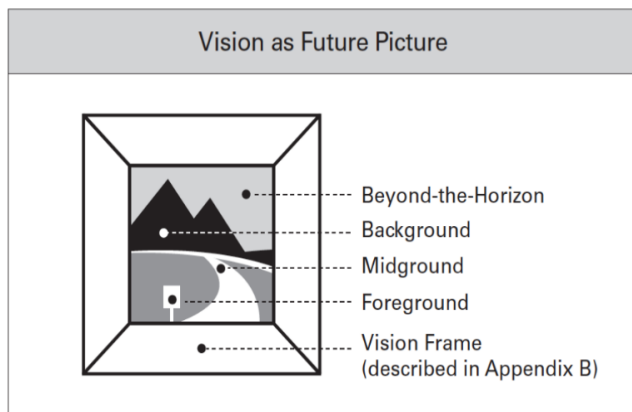
SEC incurred a number of unique one-time costs in 22-23, from needing to relocate the head office due to a significant rental increase, to bidding farewell to Pat Cousins after 30 years of incredible service to the organization and community. For additional details related to the finances, please consult the audited financial statements.

SEC is grateful for ongoing belief in SEC that our funders demonstrate through their year-over-year commitment to our programs and services as well as their responsiveness to our development and growth. In particular, we appreciate their support in enabling SEC to implement salary increases across the agency as well as the creation of a retirement plan for staff—both being implemented in the coming 2023-2024 fiscal year. We are also honoured to have received funding to secure a project to explore the potential of artificial intelligence (AI) in the settlement sector, a project that will be reported on in 2023-2024.

CEO Report

Looking back on the first few months of my tenure as CEO, one of the words I use to describe my experience is joy. The joy of a dynamic leadership team that is coming together to creatively and courageously address the changes that are necessary for SEC to achieve the growth potential that stands before us. The joy of Mondays-yes, Mondays-when this team comes together to calibrate each week and collectively move forward to achieve our goals. The joy of seeing staff experiencing the appreciation and recognition of the excellence with which they fulfill their roles and provide our services in the multiple locations in which SEC operates.

Another key word is journey.

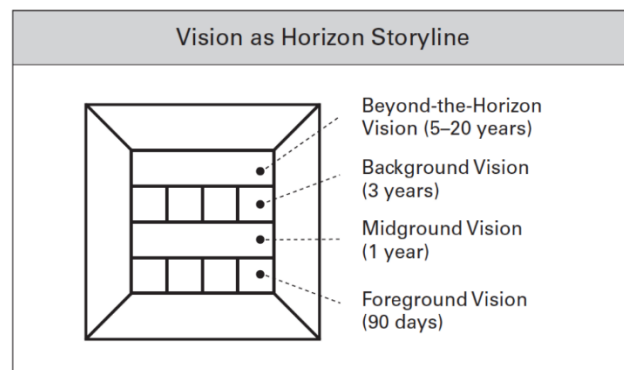


We utilize a horizon approach to strategic planning that envisions the mission of the organization as a journey toward a destination.¹ If we understand vision as a picture of the future, we can identify four dimensions. Beyond the horizon is the larger vision of the organization - where it is heading in 5-20 years. The background image represents the

achievements that it seeks to tackle in 3-5 years. In the midground is the pathway (or highway) it traverses, one year at a time, in the pursuit of the larger objectives and vision. And, in the foreground are the mile markers and signs of progress (3-month intervals).

One of the first activities the leadership team undertook was to explore what we felt SEC's top priorities need to be—four objectives that form the 3–5-year portion of our vision. Through an open, collaborative process, we settled on the following:

- Coordinated systems and structures



¹ The horizon storyline is built around the model outlined by Will Mancini (<https://www.willmancini.com>)

CEO Report

- Positive culture and perception
- Flexible and adaptable infrastructure (including finance and IT)
- Clear and compelling vision and purpose

Everything we do addresses one or more of these four priority areas.

We also came to understand that, in year one, our top priority needs to be organizational health. To achieve these goals, every three months we identify four specific objectives.

In my first full quarter (Q4 of the 2022-2023 fiscal year) we achieved the following:

1. Established weekly director meeting to promote greater coordination and collaboration across the agency
2. Secured pay increases and funding for a retirement program to improve our employee experience
3. Secured funding to invest in leadership development to improve the functioning of each team across SEC and SECC
4. Filled core positions to strengthen the functioning of the agency: Manager of Strategic Human Resources and Executive Assistant/Projects Coordinator

Some of our priorities for the coming year include implementing automations in finance, HR, IT and our social enterprise, each aimed at improving the work flow of key staff, strengthening outcomes and building the capacity of our social enterprise to grow and expand.

I am thrilled to be part of such a diverse and dynamic team, working together toward a common goal as we journey toward increasing the impact SEC has on the communities we serve. The reports contained in this report reflect the impact experienced in 2022-2023 as we transitioned out of COVID and bid farewell to our CEO of 30 years, Pat Cousins, and our vice-president, Darlene Brown. Together they successfully led SEC and SECC to be an innovative, people-centered social purpose organization that is ready to grow into the amazing future ahead of us.

I believe the mantle of leadership is both an honour and a profound mandate: one that is inherently connected to the wellbeing and development not only of the organization itself, but also of the people who work for the organization. There is a deep interconnectedness between the success of an organization and the success of its staff—between the experience of people using our services and the experience of our staff. This is a reality we seek to live into every day at SEC.

Creating Shared Values

The concept of Creating Shared Value holds great significance. It reminds us that by aligning business goals with societal needs, we can foster sustainable development and inclusive prosperity for all. It is a reminder that success is not measured solely by financial gains, but also by the positive impact we have on people's lives and the environment.

During our Holiday Hamper, SEC matched 45 sponsors to 45 families in need. All together we were able to provide over \$40,000 in gifts and gift cards to families in need in our community.



Holiday Hamper



Black History Month Exhibition



Table for Nowruz Celebration March 2023

Creating Shared Values



Celebrating Lunar New Year 2023

Being a part of diversity events as a team can be a rewarding and impactful experience. Diversity events aim to celebrate and promote inclusivity, bringing together people from different backgrounds, cultures, and perspectives. When a team actively participates in these events, it not only fosters a sense of unity within the team but also contributes to creating a more inclusive and diverse community.

Open House
Newmarket Welcome Centre



National Day of Truth and Reconciliation

Sponsors and Funders

We would like to extend our heartfelt gratitude and appreciation for your unwavering support throughout our journey. Your commitment and trust have played a pivotal role in enabling us to effectively serve and make a positive impact in our communities. As we continue on this shared journey, we look forward to the future with great enthusiasm, bolstered by your unwavering support. Together, we will forge ahead, confident in our ability to overcome challenges and seize opportunities, all while staying true to our mission and values.



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Employment and
Social Development Canada



Ontario
Trillium
Foundation



Fondation
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Thank you for your support.

