



(April 2017 – March 2018)

OUR MISSION

Provide programs and services to promote the physical, emotional and social well-being of adults 55 years and older, living in our diverse community.

ABOUT THE COVER

Why 'Wayfinding'? If wayfinding is discovering the most efficient route to a destination by utilizing specific signs and markers, then "wayfinding" is an apt description of NYSC's experience especially in the last year.

When we look back at the last year, a number of milestones and markers stand out which have shown us how far we've come in our journey. It was the last year of our 4-Year Strategic Plan. It was also the same year that we embarked on defining new objectives with only one "destination" in mind: enhance the lives of adults 55+.

To achieve this we took directional cues from many sources. We asked NYSC volunteers for their honest, frank feedback. We spoke at length with NYSC front line employees who directly interact with our clients on a daily basis. And most of all, we asked our members and clients for their recommendations on how we could best serve them so they can have more opportunities to enjoy the best of what life has to offer.

This report covers the period from April 2017 through March 2018. It strives not just for financial transparency; it also shares how your donations help enhance—and in many cases, truly to move forward.

We are a not-for-profit organization started by a small group of seniors who wanted a place where they could play cards, have fun, and just hang out.

since then.

their homes.

North York SENIORS CENTRE

Enhancing Lives

9

ABOUT NYSC ENHANCING THE LIVES OF SENIORS

In 1974, the mayor of the then City of North York, Mel Lastman, granted us a storefront at Cummer Plaza. We have come a long way

We've grown into a multi-site organization, and expanded our services to meet the diverse and changing needs of the community we serve.

We provide programs and services to help adults 55+ stay active, healthy and socially connected. We also strive to enhance the lives of seniors who need assistance to live safely and independently in

A MESSAGE FROM THE CHAIRPERSON AND THE EXECUTIVE DIRECTOR

Against a backdrop of shifting tides, limited funding and changing needs in the community, NYSC proudly continues into our 45th year of service to our stakeholders.

We thank everyone involved in the organization for their dedication, enthusiasm and commitment. This includes the more than 360 people who volunteer their time, expertise and energy to keep our services responsive and exciting, and the more than 100 full- and part-time staff whose compassion and commitment to our clients, members, volunteers and services are second to none. It also includes the 14 dedicated volunteers who served on the Board of Directors this past year that kept our vision and mission foremost in our minds as we worked to achieve the highest level of care to those we serve.

The contributions of each and every one of our volunteers and staff that help us build a strong and vibrant community are truly an inspiration.

The past year at NYSC has been about wayfinding, as this annual report describes. We embarked on a journey, as we came to the end of our four-year strategic plan, to ensure NYSC is well positioned to continue to deliver high guality, meaningful service to the community we support. Critically, we achieved this in conjunction with input from our various stakeholders. These stakeholders included both those who interact directly with NYSC, such

as our clients, volunteers and staff, as well as those who support what we do, namely our funders and service partners.

Throughout the 2017-18 year, we worked closely with our major funder, the Central Local Health Integration Network, to ensure NYSC effectively delivers on the commitments outlined in our service agreement. It also brought us continued success in financial backing as we secured program stream funding from the United Way Toronto, continuing our long-standing partnership. The United Way Toronto will soon integrate with GTA United Ways including York and Peel Regions, so maintaining our current level of funding was a significant achievement.

We also celebrated our partnerships with other community agencies that help us to provide a wide array of services. In the current landscape, no single agency can do it all. We are proud to work with many respected organizations - big and small - to ensure our clients' needs are met, and we will continue to look for these opportunities.

Thanks to the input of our stakeholders, the Board is delighted to present our 2017-2021 Strategic Plan. The key priorities of that plan are:

- Put our clients' care and needs first
- Define and communicate our value





- Invest in those who provide service
- Create partnerships and integrated services
- Drive operational efficiency and organization sustainability

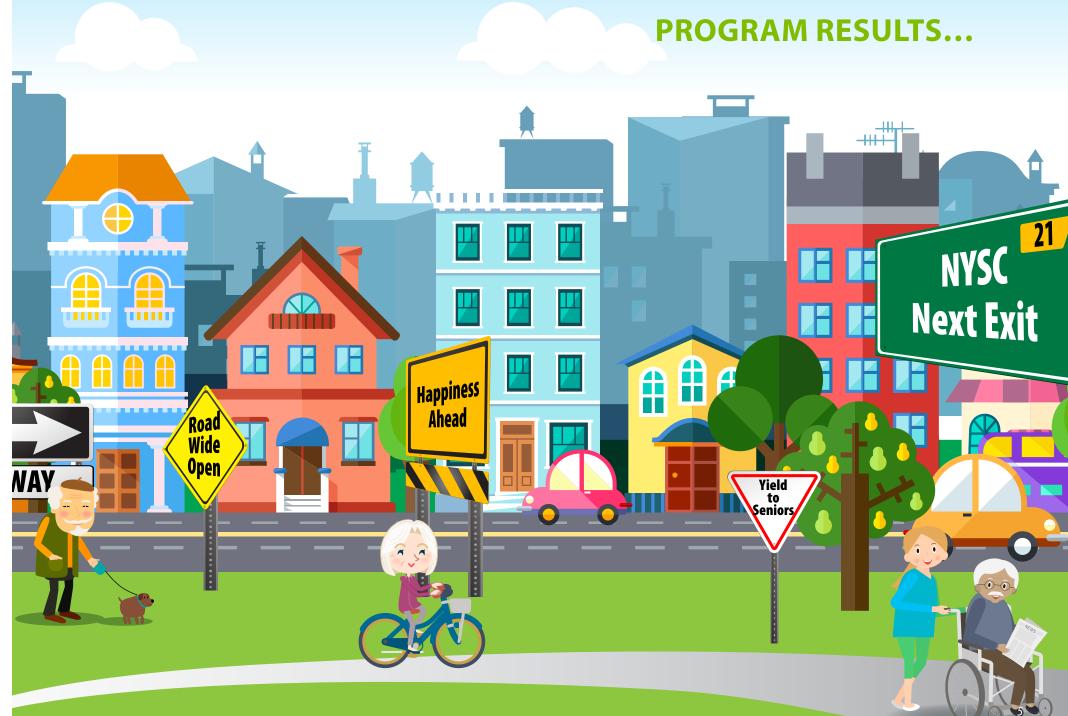
Over the next four years NYSC will be improving client flow through the organization; revisiting our mission vision and values to ensure they are meaningful and current; developing partnerships for efficient service delivery; developing our human capital, continuous quality improvement framework and financial sustainability; and reviewing our governance structure.

NYSC has successfully navigated another complex and challenging year. We look forward to providing spectacular care in 2018-2019.

Respectfully submitted,

Peter Fuchs Chairperson, Board of Directors

Candace Thomson Executive Director



ACTIVE LIVING CENTRE

A Place for Energy, Creativity and Community

Located at 21 Hendon Ave, our Active Living Centre (ALC) encourages adults 55 and older to stay active and socially engaged during their retirement.

Programs at ALC include arts and crafts, exercise classes, health and wellness services, lifelong learning classes, multicultural social clubs, recreation and leisure activities, special events, and opportunities for travel.

ALC includes a well-equipped fitness centre, and a café, which is open for breakfast and lunch from Monday to Friday, and serves up hot meals throughout the year.



FACTS AND FIGURES

- Offered 86 distinct programs, health and wellness services
- 2,465 adults 55+ were served; 70% were ALC members
- 90,950 hours of programs and services were delivered
- 9,730 meals were served at The Café
- 87% of members were 65+ and 76% were women
- The majority of members were from these cultural communities: Canadian, Chinese, Korean, Jewish, and Persian.

SURVEY HIGHLIGHTS

At the end of each year, we conduct a Client/ Member Satisfaction Survey to find out how well we are doing our work.

- 97% of members felt that their instructors were friendly, courteous, professional, and respectful.
- 93% of members who accessed registered programs shared that their needs and expectations were met—a 23% increase from last year.

Client Stories

Jane first found out about the ALC through her daughter when they took a class together two years ago.

She has been a member ever since and now even regularly volunteers at the Centre you'll find her at Reception on Tuesday mornings, and at the travel desk on Fridays. She recently joined the members' council as the Reception and Wellness representative.

When asked what she likes about the Centre, she shared, 'I like coming to the Centre because of the welcoming environment, the variety of services and programs offered, and all the great people here. I also made new friends with some of the volunteers!'



A DAY AWAY CLUB

For the Mind, Body and Soul

Located at 80 Sheppard Ave W, A Day Away Club (ADA) caters to seniors dealing with physical frailty or cognitive impairment, including Alzheimer's disease and other forms of dementia.

We provide them an opportunity to spend a day in a safe and caring environment participating in activities tailored to their needs.

A team of trained and caring staff supervise their daily activities, which include lively group activities, exercises, group dining, arts and crafts, and special events.

ADA also benefits caregivers, as it gives them a chance to catch up on errands, meet with friends, or enjoy some much deserved "me" time.



FACTS AND FIGURES

- 79 clients were served; the majority of them were 75+
- 6,744 days of programs were delivered, which means that, on average, each client spent 85 days in ADA enjoying activities of their choice.
- New types of programs were launched which encourage clients to paint and dance when they want, and use technology at their leisure.
- A Snoezelen cart was also introduced, a mobile device which helps ADA clients to engage and communicate.
- Younger clients who wanted to feel productive were encouraged to assist program staff; this gave them a new sense of purpose.

SURVEY HIGHLIGHT

100% of clients' caregivers rated the program as excellent or very good.

Client Stories

'Kathy's smile and laughter upon arriving and departing the program is a tribute to NYSC for the care and devotion you all show.

'Seeing Kathy's smile, in reaction to ADA, makes these otherwise challenging times much easier to manage. From the great welcoming reception to not making me feel guilty when I'm the last one to pick up. 'For all the above and much, much more. Thank you.'- Les // husband



CLIENT SERVICES

Supporting Seniors and Their Families

Our Client Services team makes it easier and safer for seniors to stay in their homes and maintain their independence.

They provide a variety of services: friendly visiting; information and referral; security check, and transportation. Seniors who would benefit from social interaction can sign up for the Social Club and spend an afternoon of exercise, discussion, and special events with friends.

We recognize that caring for aging family members can be overwhelming. For those caring for seniors, we offer day and evening caregiver support groups. These sessions help caregivers manage stress and provide professional and peer support.

FACTS AND FIGURES

- 1,354 seniors served; most clients lived alone, followed by those who lived with their spouse.
- 434 caregivers were supported; delivering 5,896 hours of counselling, education, workshops, and other services.
- 11,743 trips were made bringing clients to their medical appointments, social events, and adult day program.
- 12,022 friendly visits, security check, information and referral were completed.

SURVEY HIGHLIGHT

92% of clients who participated in the survey shared that their case coordinators were helpful, knowledgeable, and approachable.

Client Stories

'I have been coming to the [caregiver support] group for several years now. It's nice to get out of the house and have friends to share my experience with. 'If only I could get away more often, but it's so difficult because my husband is very hard to care for.' – Sue // Wife and Caregiver

'I was recently matched with a volunteer [from the Friendly Visiting Program] who reads the newspaper to me. This is very helpful because my eyes don't work so well anymore.' – John // Client

Bahar attends our Social Club and enjoys the weekly activities. She shares, 'Bevon is so lovely and her program is such fun to attend! Each week I look forward to coming.' – Bahar // Client





IN HOME SERVICES

Making Life Easier at Home and in the Community

In Home Services are for homebound and isolated adults and seniors who need help to live safely and independently in their own home or during a hospital stay.

Our certified and friendly personal support workers (PSWs) assist them by providing personal care (bathing, dressing, toileting), light housekeeping, meal preparation, and companionship.

Home support is available 24/7. Seniors may avail themselves of this service for a number of hours or for a specified period of time.



FACTS AND FIGURES

- 348 clients were served; most were 75+.
- 22,156 hours of home support for clients in the community were completed.
- 37,390 days of in-home services for clients who live in the three assisted residential buildings were delivered.
- The top three most requested services were personal care, housekeeping, and laundry.
- 73% of clients were women.
- The majority were from the following cultural backgrounds: Canadian and Russian.
- 57 PSWs received continued training on effective communication with clients and client handling procedures.

SURVEY HIGHLIGHT

98% of clients who took part in the focus group discussion expressed that they feel less isolated because of PSWs who come to help them.

Client Stories

Anna had been our client since 2011 and received 14 hours a week of care from our PSWs.

Anna's daughter conveyed her appreciation for the help and support that was provided for her mother.

She shared, 'I don't know how my mother could have lived independently all these years without years of help from NYSC.'

– Jennifer // Daughter



THE YEAR IN NUMBERS

ACTIVE LIVING CENTRE

CLIENTS	2,465
Hours of	
SERVICE DELIVERED	90,950
Volunteers	224
Employees	5

A DAY AWAY CLUB

CLIENTS79
Hours of
SERVICE DELIVERED6,744
Volunteers26
Employees6

CLIENT SERVICES

CLIENTS	1,788
Days/UNITS OF SERVICE DELIVERED	.30,164
Volunteers	.11
Employees	10

IN-HOME SERVICES

CLIENTS	348
Days of	
SERVICE DELIVERED	56,293
VOLUNTEERS	4
Employees	33

FUNDRAISING EVENTS AND GRANTS



Grants	\$93,000.00
A Day Away Club and office renovation (Sheppard location), Central LHIN	\$40,000.00
Elder Abuse Awareness Workshop, The Ministry for Seniors and Accessibilities	\$8,000.00
Staff Training, Central LHIN	\$18,000.00
Senior Active Living Fair, The Ministry for Seniors and Accessibility	\$2,000.00
Washrooms renovation, New Horizons for Seniors	\$25,000.00
Fundraising	<mark>\$44,413.</mark> 13
Fundraising Better with Age	\$44,413.1 3 \$17,214.00
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Better with Age	\$17,214.00
Better with Age Direct Mail Fashionable Fundraiser	\$17,214.00 \$10,650.63
Better with Age Direct Mail Fashionable Fundraiser with Talbots	\$17,214.00 \$10,650.63 \$559.10
Better with Age Direct Mail Fashionable Fundraiser with Talbots Fairs and employee giving	\$17,214.00 \$10,650.63 \$559.10 \$3,900.00

¹From September 1, 2016 to August 31, 2017, Second Harvest delivered 18,652 pounds of food

to North York Seniors Centre, a donation valued at

Second Harvest ¹

\$46,630.00.

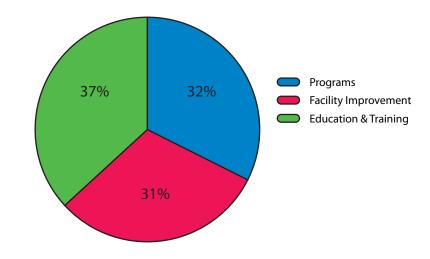
Event sponsorships

\$46,630.00

\$8,821.00

VOLUNTEERS' CONTRIBUTION CASH EQUIVALENT: \$355,904

Areas Where	# of	
Volunteers Work	Volunteers	Total Hours
Active Living Centre	224	22,899
A Day Away Club	26	1,424
Board of Directors	14	131
Central Administration	27	318
Senior Care	11	632
Assisted Living	4	4
TOTAL	306	25,422



- Donations from generous individuals and companies;
- Grants from Canadian government and other sources and;
- Special events.

fundraising.

FUNDING OUR WORK

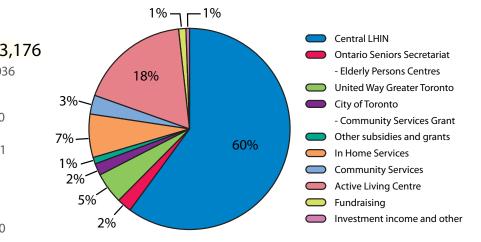
Based on March 2018 Audited Financial Statements

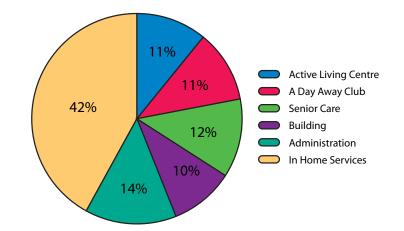
To support our work during the fiscal year ending March 31st, 2018, we raised funds from a variety of sources:

WHERE YOUR MONEY WENT

- We work hard to make sure that every donation goes directly toward enhancing lives of seniors in our community.
- In FY2018, for every dollar you donated, 85 cents went to fund programs and services that matter to seniors. The rest was used for administration and

REVENUE	<mark>\$4,</mark> 583,1
Central LHIN	\$2,759,036
Ontario Seniors Secretariat - Elderly Persons Centres	\$115,400
United Way Greater Toronto	\$220,221
City of Toronto Community Services Grant	\$93,889
Other subsidies and grants	\$133,690
In-home Services	\$263,453
Community Services	\$696,149
Active Living Centre	\$254,094
Fundraising	\$43,045
Investment income and other	\$4,199





Expenses	\$4,429,308
Programs and Services	\$3,796,895
Administration	\$244,575
Building	\$312,814
Repairs and maintenance	\$75,024



ORGANIZATIONS

Actax-Canada & Actax Interactive Amica at Bavview Gardens **Retirement Residence** Amica at Bayview **Retirement Residence** avoidprobate.ca **Bayshore Home Health BMO Employee Giving** BrightStar Care of North York Canada Hearing Centre Canadian National Railway Company

Canterbury Place **Retirement Residence** Cedarhurst Dementia Home Care Choices **Claremont Retirement** Residence Comfort Keepers Compu2000 Delmanor Northtown **Retirement Residence** Downsizing Diva Epicure Catering Inc. Forestview Retirement Residence

Gibson Retirement Residence Gordon's Estate Services Hatcher Florist **Hearing Solutions** Heart to Home Meals Here to Care Home Care Supplies Home Instead Seniors Care Jerrett Funeral Home & Life **Celebration Centre** K & H Audiology Inc. Kiss the Cook Catering

Lansing Retirement Residence ListenUP Canada Living Life on the Avenue Retirement Residence Memory & Company Mosaic Home Care Ltd. NHI Nursing and Homemakers Inc. Older Adult Centres' Association of Ontario Pawsitive Productions Inc. Philips Home Healthcare Philips Lifeline **R.S. Kane Funeral Home**

RBC Roval Bank of Canada RE/MAX Unique Inc.-AccessibleHomeFinder.com RMI Promo Inc. **RPM** Academy Senior Care Connect Inc. Senior Discovery Tours Inc. Seniors for Seniors Shop Retirement Homes Spectrum Health Care St Bernard's Retirement Residence Sunnybrook Health Sciences-St John's

Talbots Canada Corp. **Teddington Retirement** Residence **Thesign Construction** Management Inc. Topcat Downsizing and Moving Urban Poling Inc. Versatile Accessibility Vertraete Travel Whole Foods Market World Financial Group York Cemetery & Visitation Centre 80 Sheppard Avenue West Ltd.

INDIVIDUAL DONORS

Agathoulla Markou Agnes Wong Ailene Marcelino Alan & Sheila Buffin Alanna Decristoforo Alberta Alton Alice Nicholson Alice Chou Alice Tsang Alice Yong Amanda Feng & Norman Woo Amanda Slonin Amy Paul Ana Fereaud

Andrew & Jane Teasdale Andrew Marcus Angela Marley Ann Padmore Anna Leanore Fereaud Anna Wai Annelise Bork Annetta Lau Anthony Gauci Antoinette McCabe Ariela Rojek Arlene Lewis Arnold Marcus Barbara Auer Barbara Levine

Barbara Rogerson Barrie Li Basu Bose Ben Moshe Betty Gurland Betty Murphy **Betty Phillips Bevon Boothe** Bianca Marcus Bill Held Bonita Bellefontaine Brian Richardson Brian Willick Carmen De Souza Carol Annett

Carol Brown Carole Brandt Caroleen Brown Carolyn Ward Caterina Valentino Catherine Smith Catherine Vun Cecilia Stevens Cedric & Julia Paes Celerina Marzan Celia Feng Chalysa Burgess Charles Mayne Charles Szeto Charrisse Garibay

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Chon Kim Choy Sim Wong Christine Couperthwaite Claudia Zuccato Ria Colin Wood D. Jeanne Puckering Danilo de Vera Darlene Scott David McLimont **Delores** Stevens Deron Fung Diana Chan Diana Churchill Diana Diaz Dietmar & Kathryn

Uľ

Seelenmaver Don Beattie Donna Drummond Doreen Scott Dorothy Adair Doug Van Dusen Douglas Alderson Duarte Dupoint Dyane Lynch Earl Le Blanc **Eileen Neuts** Elizabeth Craig Elizabeth Khosla Elizabeth Ludgate Elizabeth Marshall

Flizabeth O'Brien Elvine Jin Emily Jaarsma Mankowitz Erin Andrews Esther Cowan Esther Po Eva Tihanyi Evelyn Lax Evelyn Wong Felixs Yagudin Florence Kingston Florizel Brown Fong Lee Frances Cappe Frances DiCarlo Frances Grant Frances Molleken Gabriel & Annie Theodoropoulos Garnet Ellery Garry Milks Georgina Johns Gerald Bolt Gisela Van Steen Gloria Ciccarelli Grant Bolt Gregg MacDonald Hanxian Hu Heinz Rimmele Helen Bergman Helen Chun Helen Leon Helene Linka Helga Voss Hilda Moessner Hio Lam Lai

Emmanuel & Juliette Emmerson Shillngford Fatemah Ghirvanian Geneva Shillingford

Ina Demme Ingrid Burian Irene Swinson Irenea Javier Iris Pantlitz Ivan Tom Jacob Vallentin James Allicock James Jenkinson Jamie Bracken Jan Grammick Jane Chen Janet Batchelor Janet Waisglass Jason Wu Jean Baston Jeanny Van Patter Jer Homavazir Jesse Bok Jill Ryan Jill Zakarv **Jinnilvn Bravo** Joan Millar Joan Ng Joan Patterson JoAnn Crull Joanna Keliar Jo-Anne Copeland Joe Aguino John K. Hussein John Sproule Jon Cummina Jookyung Cha Jose Tan Joseph & Eleanor Posner Liza Franses Joseph D'Souza Josephine Harauz Josephine Woodley Joyce Clute Judy Held

Ian Williams

Judy Marshall Julia Drew Julia losub Jung Wook Kim Jutta Polomski Jynx & Hogan Thomsor Kachiko Ono Kam Mark Kamil Novinskiy Karen Hudes **Karen Parsons** Kate Kukor Katherine McLeod Kathleen van den Berg Kelly Lowry Kelvin Chan Khorshed Patel Kin (Andy) On Wong Kristen Caballero Kriti Bhatt **Kyle Stevens** Kyoung Ae & Su-Hwan Jee Kyujin Kim Lana Sokolova Lauren Naccarato Leila Bessada Leonard Rudner Lesley Wood Lianne Bond Lily Cheng Lily Friendly Lily Yee Linda Herron Linda Young Lloyd Lee Loren Freid Lorne David Opler Lorraine Manoim Lorrie Ming-Sun

Louisa Appiah Louisa D'Costa Ludmila Bachmutsky Lynn Lee Madelaine Hare Mafalda Zanini Mahin Zaeimi Mahrukh Soparivala Manijch Tarkian Manouchehr Farahmand Pat Madden Marcia Bell Margaret Campion Margaret Murray Margaret Opekar Margaret Smith Maria Almeida Maria Jeong Maria Mabel Garcia Marianne Ardolino Marie Kwong Marilyn Johns Marjorie King Marjorie Medley Marlene Rafanan Marlvn Revnolds Mary Lee Marv Maron Matthew Wood Maureen Burrows Mee Ling Cheung Melchor de Vera Melissa Kaan Merav Stein Merle Bell Michael Levitt Michael Manangan Michel Klamph Michelle Le Piane Michelle Micallef Mimi Lee Min (Betty) Sun

Molly Lau Mvra Kostiw Nadine Crafton Nikko Lim Noemi Matienzo Nona Schnell Norma Poulton Parvin Jallili Pat Hareguy Patricia Cochran Patricia Merril Patricia Smith Paul & Therese Duchesne Paul Emond Paul Lau Peggy Ellery Peter Chan Peter Fuchs Phyllis Weinrib Poh Lin Liew Pops de Vera Raffv Navarro Ralph Gouda Ravmond Dwarte Raymond Kilroy **Remilyn** Campos **Richard Rogers** Richard Tang Robert Mahalec Roberto Hernandez Ronan Fishman Rorv & Candace Thomson Rosalie Hatt Rosalina Almonte Rosalind Gyasi Rose Franke Rose Gyasi Rose Kamin

Rosemary Schon Rosie Leung **Roz Bauer** Ruby Pyper Rui Lu S. Kathleen Marshall Sadie Madden Sarah Chung Sarah Herlin Sean Roy Seemoir Ho Selma Opler Shahideh Baghai Shannon Ryan-Neal Sharon Gold Sheena Abeysinghe Shem Shillingford Sheryl Adelkind Shevon Northcott Shirlev Clinkard Shirley Grant Shirlev Hutchison Shirley Murray Siavash Mihandar Sidney Assor Sin Lee Siu Bing Lee Soheila Mahbod Sonya Murray Sooyeon Kim Sophie Gatsos Sorava Mohamed Stacev Grammick Stacy Chung Stacy Hilliman Stanley Glazer Stella lp Stephen Chow Stephen Hopf Stephen Steele Stephnie Dowrich

Sue Tiffin Sunny Chiu Susan Stevens Susan Walsh Suzanne Farache Svetlana Kobiashvili Tamar Shapiro **Timothy Pellew** Tom & Linda Rata Tom McLean Toshiko Kikuta Tracey Woo Vanessa D'Costa Vidya Budhram Johnston Vivian Wu Warren Chan Wendy Francis William Carlos William Hagan William King William Krever William Tvnkaluk Winston & Mildred Theobalds Wladyslaw Alexander Yan Liu Yang Im Kim Yolanda Perez Youn Hwan Kim Young-Chang Kim Yvon Morency Zarrena Vasquez

THERE'S ALWAYS **ROOM FOR MORE...**

VOLUNTEER SERVICE **AWARDS**

2017 ONTARIO VOLUNTEER SERVICE AWARDS

20 YEARS Patricia Smith Irma Feldheim

15 YEARS MADELAINE HARE

10 YEARS

Marilyn Johns DAVID MCLIMONT Mohammad ZAMANY

Diftmar Seelenmayer Sylvia Ip LLOYD SELLERS KIRSTY WYMANT PERVIN KHORY Kerri Whyte Raisa Zonis Forouzandeh

ZADI

10 YEARS ANILYN GALAROSSA

Ludmila Васнмитску

STAFF SERVICE AWARDS

5 YEARS Glenda Honeyman SHEENA ABEYSINGHE Siavash Mihander Ozra Agha-Zadeh Asghar Kasiri WENDY FRANCIS

WAYS YOU CAN HELP

'To me, it's important that you laugh every day. You have to laugh every day and you do that here," says Helen, one of our long-time members at the ALC.

There are so many ways that you can make a difference in the lives of the people we support - like Helen. One way is to host your own fundraising event.

Do you love to bake? You can do a bake sale.

Are you downsizing? Sell the items you don't need and donate the proceeds to NYSC.

Are you celebrating your birthday, graduation or other special events? You can order insert cards from us to give to your guests to make a donation to NYSC.

The possibilities are endless and we are happy to help you get started.

TO LEARN MORE, CONTACT THE Development Coordinator at 416 733.4111 Ext 221 OR EMAIL@NYSENIORS.ORG

VISIT WWW.NYSENIORS.ORG/GETINVOLVED/

WHY NOT HOST YOUR OWN FUNDRAISING EVENT?



5YEARS

Kathryn **M**CCARTNEY





ACTIVE LIVING CENTRE & VOLUNTEER SERVICES

21 Hendon Avenue, North York, ON M2M 4G8 Tel (416) 733-4111 Fax (416) 733-1858

A DAY AWAY CLUB & SENIOR CARE

80 Sheppard Avenue W. North York, ON M2N 1M2 Tel (416) 733-4111 Fax (416) 225-9867

nyseniors.org activelivingcentre.org email@nyseniors.org



twitter.com/nyscentre

in linkedin.com/company/north-york-seniors-centre/

pinterest.ca/nyscentre/

Charitable # 11906 2545 RR0001

Enhancing Lives

North York Seniors Centre operates with funding from:



BOARD OF DIRECTORS

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Treasurer: Stephen Steele

Secretary: Ann Padmore

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