



# 2018 Annual Report





## Silent Voice

Silent Voice serves Deaf adults, youth, children, infants, and their families in an American Sign Language environment. We are dedicated to improving communication and relationships between Deaf and hearing family members and Deaf and hearing members of the community. Silent Voice is an agency grounded in Catholic values offering services to the whole community. We value and respect the dignity and worth of all people.

### Silent Voice values:

- American Sign Language as the primary language of communication in providing services to the Deaf community
- The right of individuals within the Deaf community to choose the communication method of their choice
- Service to all people in need regardless of race, creed, disability, sexual orientation, family status, receipt of public assistance, level of literacy or any other personal characteristics
- Those most in need given preference
- The sanctity and dignity of human life
- The role of family as central to the individual and to society
- The role of community as central to the individual and to society

## Message from Shelagh Durno Chair of the Silent Voice Board of Directors

Silent Voice directly impacts over 1300 individuals each year and indirectly impacts hundreds more. In addition to how our services, programs, staff, volunteers and supporters make lasting change in people's lives, the clients and families we serve re-engage with Silent Voice in impactful ways.

We call it the ***Silent Voice ripple effect!*** Examples of that effect are scattered throughout this Annual Report.

I am pleased to report on behalf of the Board, which comprises expertise in the areas of Catholic and public Deaf education, fundraising, sales and marketing, finance, strategy, American Sign Language (ASL) education, and is represented with members of the Deaf community and families we serve.

There are six committees of the Board with the roles of governance, oversight, and policy: Finance, Fundraising, Governance, Nominations, Risk and Policy, and Strategic Planning. The Silent Voice Board of Directors continues to strive for excellence in governance and participates in governance training and annual orientation. We take our fiduciary responsibilities seriously; and conduct our due diligence and oversight. Our strategic plan is not a document that collects dust, but is instead a dynamic living document that is reported on at every board meeting and drives us forward.

We value our accountability to all of our stakeholders above all and are engaged where we need to be.

***“Just as ripples spread out when a single pebble is dropped into water, the actions of individuals can have far-reaching effects.”***

***Dalai Lama***

None of this would be possible without you, our stakeholders, members, volunteers, donors, funders, and the clients and families we serve. You inspire us to continue to strive to meet the need. ***You are the architects of Silent Voice's ripple effect.*** Thank you for being a part of our continued trajectory of growth.

2018 was year two of the Silent Voice strategic plan, responding to the changes in the environment and emerging needs.

Executive Director Kelly MacKenzie and the Silent Voice staff team operationalize the strategic plan. On behalf of the Board, I am thrilled to say that your trust and confidence in Silent Voice is not misplaced. Kelly will provide an update on how we are doing in the following pages.

We extend our sincere thanks to Catholic Charities for its generosity to its member agencies. Silent Voice is a Catholic Charities member agency supported by ShareLife. The value of our membership is extraordinary—much more than just annual core funding.

The benefits of membership contribute to our reach, our efficiencies, our competencies, and our culture:

- ◆ core funding to Silent Voice,
- ◆ shared services for Human Resources, IT, Financial Management, group benefits, pension, executive coaching, evaluations, and strategic planning coaching,
- ◆ being held accountable through our membership, Board professional development, networking, and a relationship with ShareLife, the fundraising arm of Catholic Charities.



*Rosario Pascua, Assistant Executive Director, Catholic Charities and Arthur Peters, Executive Director, ShareLife with campers at the Sign Language Summer Program*

Catholic Charities grants Silent Voice the caring philosophy of not turning anyone away, of never passing judgement, of serving the most vulnerable and marginalized in our communities, and filling the gap where services do not exist.

## Silent Voice Governance

### Board of Directors at December 31, 2018

#### *Chair:*

Shelagh Durno

#### *Treasurer:*

Jingchan Hu

#### *Secretary:*

Susie Lee-Fernandes,

#### *Members-at-Large:*

Rose Auciello

Laura Baker

Gordon DaDalt

George Postlethwait Jr.

Fotini Stephen

Les Young

#### **Board Committees:**

Finance

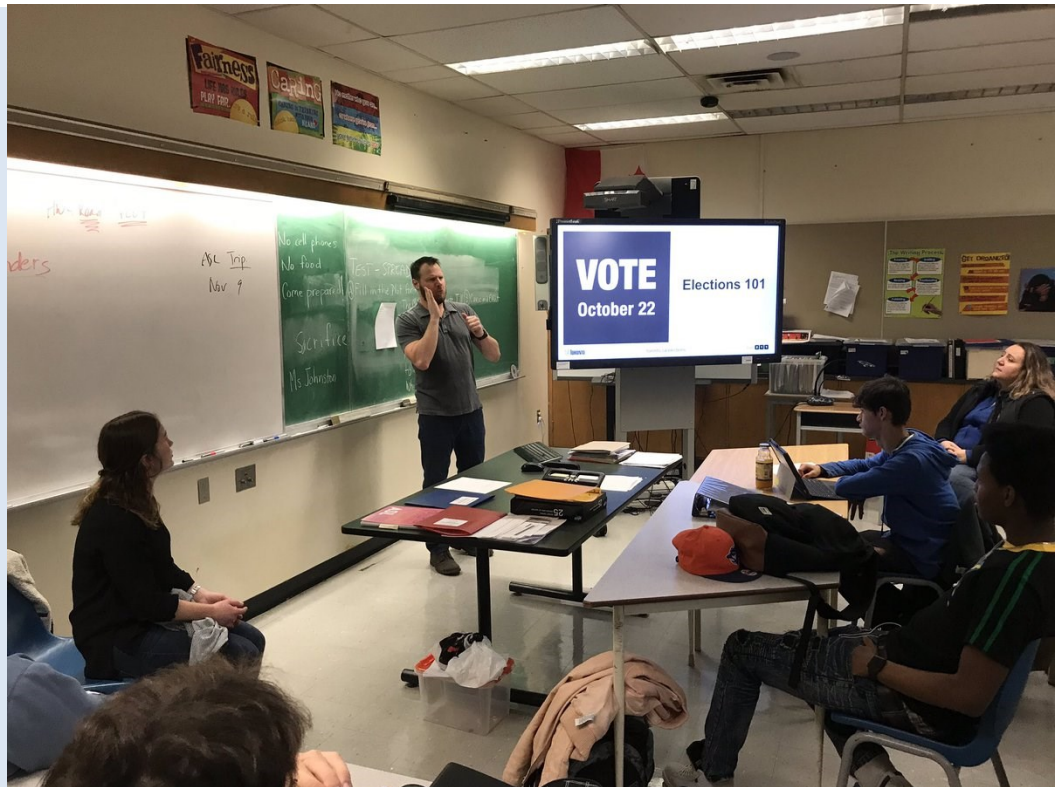
Fundraising

Governance

Nominations

Risk & Policy

Strategic Planning



Silent Voice is able to continue to make a positive impact on people's lives because of the generous donors and funders that make it possible. Our supporters, whom we call our partners in service provision, are listed in this report. We continue to be relevant, thrive, and meet the needs of a dynamic Deaf community with your support.

If you want to be a part of our journey, there are so many ways to get involved. Just reach out to us.

#### **The Silent Voice ripple effect in my life**

My daughter is Deaf and it was the Family Communication Program that brought Silent Voice and ASL into our family and into our home so that we could have more meaningful communication with her.

Silent Voice programs and services continue to be a part of our lives, from the summer day camp, celebrating 45 years this summer, the Saturday program where kids can play, be creative, learn, have fun, bond with Deaf adult role models and peers in ASL, to the Family Communication Program where ASL is taught to parents and siblings.



My father served on the Silent Voice Board 40 years ago, long before we had any connection to the Deaf world. All these years later, I find myself following in his footsteps giving back by serving as a volunteer, donor, fundraiser, and Board member, to an organization that has given my family so much.

I have had the privilege of working alongside formidable Board members, and with a dedicated staff passionate about what they do. Thank you to fellow Board members for your valuable contribution to the governance of Silent Voice, especially to outgoing Chair Les Young who is remaining on the Board and Chair of our Fundraising Committee.

On behalf of the Board of Directors, thank you to Kelly MacKenzie, Executive Director, and to the staff of Silent Voice for your unwavering commitment to the mission and to the communities we serve. The Board commends your ability to identify needs and service gaps and creatively, effectively, and efficiently fill these gaps. Your strong fiscal management is appreciated.

**Shelagh Durno, Board Chair**





# S i l e n t   V o i c e



## Staff at December 31, 2018

**Kelly MacKenzie**  
Executive Director

**Melissa Baker**  
Community Support Worker

**Wanda Blackett**  
ASL Resource Development Coordinator

**Gieselle Bourgault**  
IHP ASL Consultant

**Michelle Chung**  
IHP ASL Consultant

**Mike Cyr**  
Director, Community Programs

**Rose Etheridge**  
IHP ASL Consultant

**Teresa Fleming**  
IHP ASL Consultant

**Danielle Leddy**  
ASL-English Interpreter

**Ken Koffman**  
Director of Development

**Robyn Mackie**  
IHP ASL Consultant

**Kayleigh Marshall**  
Volunteer Coordinator

**Meghan Masanic**  
Program Assistant/ASL-English Interpreter

**Thinaja Nadarajah**  
Program Assistant ASL and Family Education

**Amanda Ranger**  
IHP ASL Consultant

**Melissa Roles**  
IHP ASL Consultant

**Gayathri Samaroo**  
Office Manager

**Rosaria Skarp**  
Settlement Worker

**Mihret Tekle**  
Instructor, ASL and Family Education

**Megan Youngs**  
Director, ASL and Family Education



Mana Bijjandgoodarz and Sumankalai Kanagasekarampillai (also featured on the cover)

## Mana and Suma have been friends since elementary school.

*"I've been involved with Silent Voice for 17 years. First as a camper in the summer camp with my sister. We are both Deaf. Then a Deaf-Leader-in-Training, then a camp counsellor. I have worked with the Silent Voice Family Communication Program, the after-school program and Saturday program with Deaf kids and their siblings. Why do I keep coming back to Silent Voice? Because I want to give back. I am so grateful to Silent Voice because they taught me how to be a good person and better role model to other children and youth, and I want to do the same, to pass along my knowledge and experience so kids can continue to pay it forward to new generations."*

Suma

*"When I noticed Deaf kids were missing out on having fun, missing out on being at an accessible camp or being involved in family activities, that's when I decided I wanted to work with kids and give them some of their most fun experiences and memories. I have been involved with Silent Voice for 12 years now as a counsellor in the summer camp, a counsellor in the Deaf Youth Leadership Camp, its after-school program, Saturday program, March Break Sports Camp. I volunteer at events for Silent Voice. I'm a photographer and donate to Silent Voice, taking photos at events and with families. Why do I keep coming back to Silent Voice? Looking back, I have enjoyed really good bonds with many of the children and youth. I love to see them because they make me smile. I hope I have given them the chance to have fun and times that they will never forget."*

Mana

**Message from Jingchan Hu**  
**Silent Voice Board Treasurer**

2018 was a solid year for Silent Voice. Revenues were \$1.53 million for the year, up 14% over the previous year. I want to thank Catholic Charities of the Archdiocese of Toronto for their generous support of \$288,229 in 2018, including special support for the summer camp – Catholic Charities continues to be one of our largest and most loyal of partners.

Silent Voice experienced rapid growth over the past four years; however, its reserve fund did not grow at the same pace. I am pleased to report that Silent Voice is ending the year with a surplus of \$78,874. All government and designated funding was spent on programs and services. The surplus was achieved through increased discretionary funding and decreased discretionary spending in 2018, with a goal to increase our sustainability fund in the event of anticipated, or unanticipated shortfalls, in uncertain times.

The key financial resource for Silent Voice continues to be funding. Silent Voice continues to request of our government partners, at all three levels, to provide funding up front where possible to minimize any risk of being short of cash. We thank the City of Toronto, Ontario Provincial Government, and the Federal Government for their partnership in the provision of services to members of the Deaf community.

The auditor for Silent Voice is Ian Edmonds. He has performed an independent review of the financial results for 2018, and indicates the results of that review in the Auditor's Report. For 2018, and consistent with prior years, he has provided a positive opinion on the financial results which is normal and expected for a charitable organization such as Silent Voice.

So again, a very good year financially for Silent Voice. As members of the agency, funders, and stakeholders, you can feel comfortable and confident that the agency is being properly managed as it delivers programs and services to the community, and that it has sufficient resources to keep on providing those programs and services.

A copy of the Audited Financial Statements is available to any member of Silent Voice who requests one. If you want a copy, simply email Executive Director Kelly MacKenzie at [k.mackenzie@silentvoice.ca](mailto:k.mackenzie@silentvoice.ca). A summary of the financial results from the Audited Financial Statements can also be found on the following two pages in this Annual Report and on our website ([www.silentvoice.ca](http://www.silentvoice.ca)).

**Jingchan (Jin) Hu, Treasurer**

**Thank you to our government partners.**



Government  
of Canada

Gouvernement  
du Canada





**Silent Voice Canada Inc.**

**Statement of Revenue and Expenses and Changes in Net Assets**

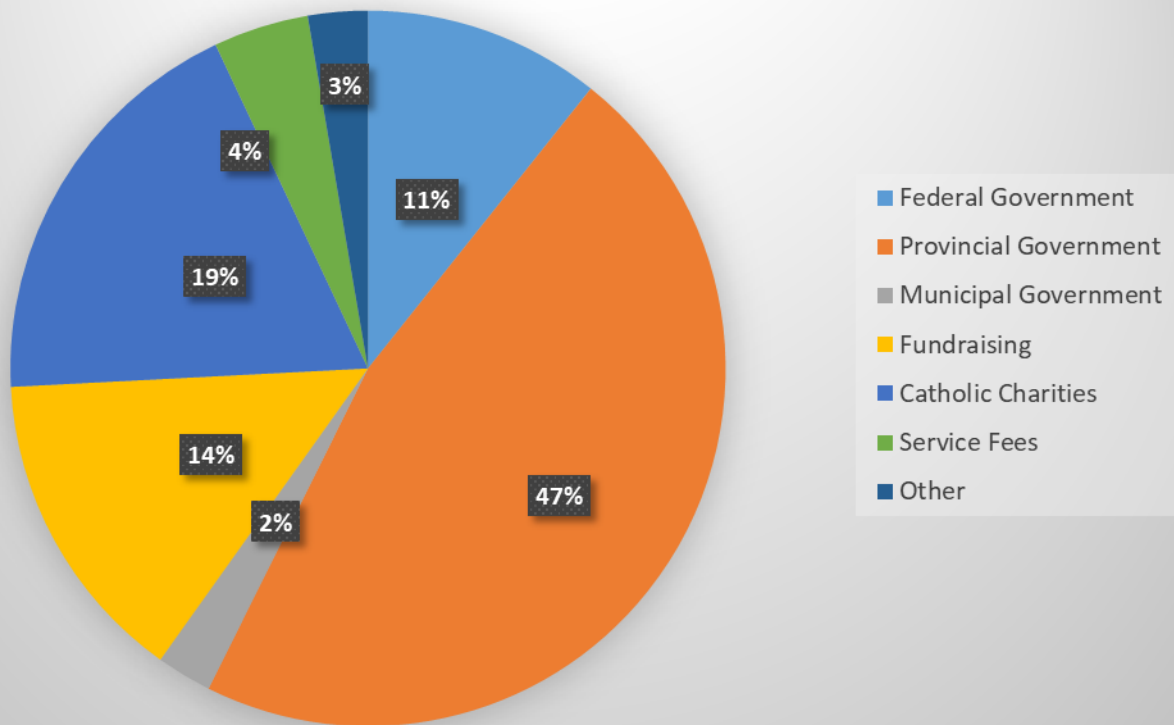
**Year Ended December 31, 2018**

	2018	2017
<b>Revenue</b>		
Grants		
Catholic Charities of the Archdiocese of Toronto	\$ 288,229	\$ 234,729
City of Toronto	38,555	77,380
Immigration, Refugees, & Citizenship Canada	163,765	135,369
Ontario Ministry of Children & Youth Services*	606,449	510,370
Ontario Ministry of Citizenship & Immigration*	24,013	
Ontario Ministry of Education	50,609	
Ontario Ministry of Tourism, Culture & Sport	33,232	
Service Canada		42,688
Fundraising events	60,219	56,173
Donations	159,024	217,776
Service fees	66,383	34,533
Rebates and other	41,060	35,878
	<b>1,531,538</b>	<b>1,344,896</b>
<b>Expenses</b>		
Amortization	1,394	1,201
Communications	34,504	36,091
Employee benefits	119,852	113,242
Fundraising expenses	11,771	10,783
Occupancy costs	11,254	24,490
Office	31,583	25,699
Professional fees	7,020	16,345
Program fees and supplies	212,192	185,090
Rent	121,202	95,087
Salaries	901,892	830,756
	<b>1,452,664</b>	<b>1,338,784</b>
<b>Excess of expenses over revenue</b>	<b>78,874</b>	<b>6,112</b>
<b>Net assets, beginning of year</b>	<b>148,306</b>	<b>142,194</b>
<b>Net assets, end of year</b>	<b>\$ 227,180</b>	<b>148,306</b>

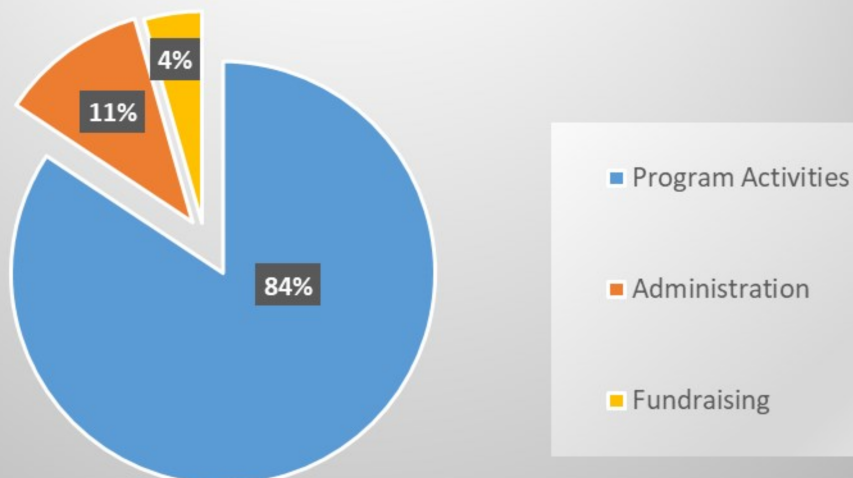
\*now Ontario Ministry of Children, Community and Social Services



### Silent Voice Revenue 2018



### Silent Voice Expenses 2018





***Programs and Services conducted in American Sign Language (ASL)  
that open the world to Deaf adults, youth, children, infants, and their families***

**Empowering Deaf Adults – through an array of accessible direct one-to-one services and educational programming**

**Engaging Children and Youth – through accessible recreational, sports, social, and leadership programming**

**Bringing ASL home – through ASL education and resources to Deaf infants, children & youth, and their families**

**Connecting Peers and Communities through Outreach**



*Visit our redesigned  
and follow us at*



*website at*



***[www.silentvoice.ca](http://www.silentvoice.ca)***

**Message from Kelly MacKenzie**  
**Silent Voice Executive Director**

In keeping with the theme of the Silent Voice ripple effect, I want to celebrate how we are doing with operationalizing the Silent Voice strategic plan. There are three themes in the strategic plan: programming, agency sustainability, and funding; and six objectives:

***Giving more families more services***

- 1: in the Family Communication Program*
- 2: in the Ontario Infant Hearing Program ASL Services*
- 3: by improving accessible engagement of Deaf children & youth in ASL*
- 4: by meeting the diverse demand on Community Support Services (formerly Deaf Adult Services)*
- 5: by ensuring a sustainable organization*
- 6: by increasing funding to sustain and grow.*

I am happy to report on achievements, but more importantly their impact on those we serve:

- ◆ ***Enhanced & Accessible Communication***
- ◆ ***Barriers Navigated & Removed***
- ◆ ***Engagement & Inclusiveness Promoted & Achieved***
- ◆ ***Skills & Knowledge Developed***

***1. The ripple effect of the Family Communication Program (FCP)***

When family members have the skills and tools to communicate and support their Deaf child, the child can realize healthy development and strong emotional and social skills. Silent Voice provides services that assist the parents, siblings, and caregivers to acquire the language of their Deaf child, enabling family communication, support, engagement and relationships. By learning ASL, parents can support their Deaf children and help them develop the tools to be engaged students, community members and active participants in their own lives. For parents and caregivers of a Deaf child to teach, parent, play, tell stories, encourage, explore emotions, address fears and troubles, celebrate successes, and just hang out, they must communicate and therefore share a common language.

FCP continued to host both classroom style family ASL education, as well as in-home instruction. In 2018, we hired a full-time teacher to meet the need in the GTA and surrounding area, as we look to expand services into other locations in Ontario. In years one and two of the strategic plan we have increased the number of families served by 153%, and apart from ASL instruction, engaged 208 children and parents in ASL opportunities for peer and community connections.

***“Imagine your life with the virtual absence of meaningful interaction in your own home, with your own family. You can’t have a conversation with them about your best friend at school suddenly moving away; you can’t tell them that you felt left out or bullied at recess; you can’t tell them that you and your new classmate really want to meet up on Saturday to play in the park; your parents’ or siblings’ gestures are basic and you need more communication.”***

***Parent of FCP***





## 2. The Ontario Infant Hearing Program American Sign Language (ASL) services

Silent Voice enjoys a great partnership with the Ontario Ministry of Children, Community and Social Services (MCCSS) Infant Hearing Program (IHP). In addition to providing ASL language development services across the province to families in the IHP, Silent Voice is actively engaged with the Ministry in the implementation of its new language pathways guidelines, and has had an integral role in the development of training videos for the implementation. Silent Voice is a provincial IHP program and works with 12 IHP regions of Ontario.

Silent Voice provides IHP ASL services to approximately 125 families at any given time. Children “graduate” from our services when they enter school and new families come on board. We want to be part of giving infants the best start in life. Research has shown that by the time children are three years old they have acquired 90% of foundational grammar skills that is required for mastery of a language. With a strong ASL language foundation, children will be able to acquire language naturally and be able to make meaning of the world around them. With a meaningful world, children grow up to become productive and contributing citizens in our society. Silent Voice is thrilled to be part of IHP language development intervention services and its ripple effect.

### ‘Ubuntu’

An anthropologist proposed a game to the kids in a South African tribe. He put a basket full of fruit near a tree and told the kids that whoever got there first won the sweet fruits. When he told them to run, they all took each other’s hands and ran together, then sat together enjoying their treats. When he asked them why they had run like that as one could have had all the fruit for himself. They said: “Ubuntu. How can one of us be happy if all the others ones are sad.”

*“Bringing people together is what I call ‘Ubuntu’, which means ‘I am because we are’. Far too often people think of themselves as just individuals, separated from one another, whereas you are connected and what you do affects the whole world. When you do well, it spreads out; it is for the whole of humanity.”*

**Desmond Tutu**

We are all interwoven, and are touched by the ripples we make. Our accomplishments are in equal part due to the work and accomplishments of others.

Join the Silent Voice ripple effect!



### 3. Deaf children & youth

Sign Language Summer Program (SLSP) 2018 engaged a record-breaking 93 individual campers (a daily average of 44 campers), including a two-week KODA (Kids of Deaf Adults) camp. Celebrating 44 years in 2018, SLSP is an extraordinary day camp for Deaf children and their siblings, and hearing children of Deaf adults. There are opportunities to learn, experience, play, make friends, all in the form of having fun. Improved confidence, self esteem, teamwork, cooperation, skills and respect are all tangible benefits. Just ask Amelia featured on the back cover!

**“There is no where else to send my son in the summer that is accessible in ASL with Deaf adults as role models. He comes home every day inspired to achieve new and great things!”**  
Parent of SLSP



With thanks for additional funding from the Ministry of Tourism, Culture and Sport, Ontario Sports and Recreation Community Fund, Silent Voice rolled out year one of a two-year enhanced sports program, engaging Deaf children, youth, and mentors in sports and physical activity, in ASL, otherwise not accessible to them. When a Deaf youth tells me that he wants to “BE Mike Cyr” (Silent Voice Director of Community Programs) when he grows up, that is truly a sign of the Silent Voice ripple effect!

Spring and fall Saturday programming gets **everyone involved!** Deaf children and their siblings play, learn, connect with peers and mentors, in ASL, while some of their parents take part in ASL lessons.

### 4. Community Support Services (formerly Deaf Adult Services)

Deaf individuals turn to Silent Voice to navigate barriers, gain access, receive services directly in ASL; Deaf newcomers receive settlement services to learn about their rights and responsibilities and integrate into their new home. Education programming, including Parenting Education, enjoys partnerships in providing accessible, relevant, and timely workshops and programs, in ASL.



## 5. Ensuring a sustainable organization

Organizational changes better aligned various programs and services for a more seamless transition and synergy between services to our families and clients. Visual fire alarm system in our new location ensures that the workplace is safe and accessible. Revitalized social media presence keeps stakeholders engaged and aware.

Silent Voice is committed to the greater good, mitigating risk, and finding efficiencies, and as a result participates in shared services for HR, IT and now Financial Management. Entire departments of expertise are available to us for a fraction of the cost of hiring those competencies in house. Shared services are brought to us through Catholic Charities and provided by St. Elizabeth Healthcare. We make the best use of our funders' support to make a difference in the lives of Deaf infants, children, youth, adults and their families, while we take care of back office efficiencies, managing risk, and being accountable.

University of Toronto Faculty of Law launched an innovative new course for their students, "**On-Board: Board Governance.**" It has a placement opportunity for each law student with a not-for-profit board, where students are exposed to board governance, and contribute to a project that meets the needs of the organization. Silent Voice was fortunate to have a law student placed with us.

More than 115 volunteers give greater than 3320 hours to Silent Voice, and allow so much more to happen. Integrity, passion and professionalism – three words that describe what Silent Voice receives from its many generous volunteers. They are the ripple effect in action.

## 6. Funding to grow

The trajectory of growth continued in 2018, 14% over 2017. 144% growth over 2014.

Silent Voice is grateful to our partners at all levels of government in providing accessible services in ASL to equity-seeking members of the Deaf community and their families. Board Chair Shelagh Durno has mentioned the critical role Catholic Charities has with Silent Voice. We wouldn't be where we are today without being a member agency. Funders listed on the following page of this Annual Report make it possible for us to **sustain, innovate, and respond**. Thank you!

We are better than on track at this time with the strategic plan and will continue to keep it a live document with fluid direction for Silent Voice going forward into year three.

I wish to acknowledge the dedicated, active and engaged Board of Directors whose members give tirelessly of their time, energy, expertise, and resources. My sincere thanks for your commitment to the mission of Silent Voice. It is an exciting time as Silent Voice looks to its future with an engaged and passionate staff, whose commitment is unmatched, and Board and clients and families, members and volunteers. Thank you for your continued support.

**Kelly MacKenzie, Executive Director**



*Volunteer Coordinator Kayleigh Marshall (front) and a group of volunteers at the October Scotiabank Toronto Waterfront Marathon, Silent Voice water station*



## Thank you to our Corporate, Foundation, Service Club, and Government Donors

Alternative Investment Management  
Association (AIMA)  
Cadillac Fairview Corporation  
Catherine & Maxwell Meighen Foundation  
Catholic Charities supported by ShareLife  
Charles Norcliffe & Thelma Scott Baker  
Foundation  
CHUM Charitable Foundation  
City of Toronto  
Community Foundation of Mississauga  
Forest Hill Lions Club  
Fournier Ethier Charitable Foundation  
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Polar Foundation  
RBC Foundation  
Robert Campeau Family Foundation  
Selah Charitable Trust  
TD Securities Underwriting Hope  
Toronto Star Fresh Air Fund

### To our individual donors

**Thank you** to everyone who  
supports Silent Voice through  
monetary & in-kind donations.

Your contributions truly  
change people's lives.





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