







It was the year Queen Victoria died; U.S. President William McKinley was assassinated by an anarchist in Buffalo, New York; the Commonwealth of Australia was established; Gillette patented the world's first disposable razor; the Winnipeg Victorias won the Stanley Cup; and American Anna Taylor became the first woman to go over Niagara Falls in a barrel.

It was 1901, and The Door of Hope – funded through the generosity of the Massey family – opened in Toronto to provide refuge and support to young unmarried pregnant women.

More than a century later, The Massey Centre for Women continues that proud tradition with the support of the United Church of Canada and individual, corporate, foundation, and association partners in the larger community. We continue to provide support for pregnant and parenting teens and single mothers through provision of specialized services including: residential care; supportive housing; life skills training; secondary school education; employment programs; health services; infant care; recreational activities; and emotional support.

As society's attitudes toward unmarried mothers and their children have changed, so have the services – and the manner in which they are delivered – provided by Massey Centre. To facilitate these changes, the Massey Centre incorporated as a non-profit charitable organization in November 1989 and became an accredited Children's Mental Health Centre in 2002.

The young women who come to the Massey Centre in 2010 are vastly different from those who came in 1901 – they have more complex mental health and emotional issues, and are more likely to come from backgrounds of abuse, neglect, and poverty. They are also from a wide diversity of racial, cultural, and ethnic backgrounds.

Massey Centre is committed to maintaining a community that respects the diversity of Canada's multi-racial and multi-cultural society while encouraging its members to live, work and learn together in a spirit of fellowship and mutual support.

The Massey Centre for Women is proud to serve some of our community's most vulnerable citizens – pregnant teenagers and babies. These young women are often isolated, discriminated against, homeless, and face many hurdles in becoming fully contributing members of society. We know that, with your help, we can and we do make a difference.

The Massey Centre for Women ... New lives start here.

the  
massey centre  
board  
of directors  
2009/2010



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Diane Lewis

Ekua Asabea Blair  
**Chief Executive Officer**



## There is nothing permanent except change. (Heraclitus)

message  
from the  
chief executive  
officer



Heraclitus could have been writing about life at Massey, where change happens every day.

Since my arrival in August 2008, an incredible amount of board-, staff-, and client-driven change has occurred at Massey.

We completed the initial strategic planning process in 2008/09, and moved quickly into implementation in 2009/10. With the strategic directions of the plan serving as a guide, we were able to focus our attention on activities that would build toward accomplishing the goals we had set for the Centre.

Much of our attention for the first nine months of the year was focused on the Children's Mental Health Ontario (CMHO) accreditation process that culminated in a two-day site visit by the examination team on December 2 and 3, 2009. The months of preparation, policy review, meetings, statistics-gathering, and file overhaul paid off – we were re-accredited by CMHO for a further four-year period. I thank the staff, members of Senior Management, and the Board of Directors for their extraordinary effort in the weeks leading up to the accreditation site visit, and for cooperation and support during the two days the examination team was on site.

One of the areas identified in the re-accreditation process was the need for Massey to provide more mental health services and supports to its clients at the Centre, rather than referring to outside agencies. In the 2010/11 fiscal year, we will be establishing a multi-disciplinary Infant Mental Health Team at the Centre to address some of these concerns and provide support to our young mothers and infants in their own home. Through the generosity of a grant from the Ministry of Children and Youth Services, we will also be undertaking a year-long evaluation of the effectiveness of the **Watch Wait and Wonder** infant activity-led attachment program with adolescent mothers and their babies. This is part of Massey's renewed commitment to providing evidence-based programs and services. Additional work on the development of a new treatment model for Massey's residential clients will also begin in 2010/11.

We also received a three-year grant from the Ontario Trillium Foundation for **Women Supporting Women**, which will match Massey clients about to transition back into the community with a volunteer advocate who will support the client and her infant in establishing their independent households. These volunteer advocates will be drawn from the ethno cultural communities represented by the clients at Massey Centre, and will provide a unique opportunity to track the experiences of our mothers and infants after they leave the Centre. The data gathered during this project will allow us, in turn, to adjust our programs to ensure we are providing the best opportunities for our clients' long-term success.

This year also presented its share of challenges. Massey continues to struggle with a growing accumulated operating deficit and difficult economic and fundraising environments. With the hiring of Cheryl Denomy as Massey's Manager of Resource Development in August, and her presentation to the Board of a comprehensive fundraising plan in October, we believe we are on the right track, but there is still a long and uncertain road ahead. We need our community supporters and friends more than ever, and thank those who have provided much-needed financial and in-kind support for their steadfast generosity.

Change at Massey has also meant saying goodbye to a number of long-term employees at the Centre:

**Sandra McTavish**, whose 17 years at Massey saw her in a number of roles, including Director of Client Services and Director of Day Programs, and finally as Director of OEYC and Day Programs, prior to her retirement on December 31, 2009.

**Janet Donnelly**, Manager of Central Services, who served at Massey for five years before taking on a new role with the Anglican Church of Canada.

**Michelle Joyce-Kinney**, Assistant Supervisor of the Prenatal Program, who originally joined Massey eight years earlier as a Community Worker, and whose position was eliminated during restructuring.

As the fiscal year closes, it unfortunately appears that we are moving toward a labour disruption in the first quarter of 2010/11. While we fully support the right of our bargaining unit members to strike in support of their demands, the financial situation at Massey, and in the larger economy, precludes us from making more than a modest offer to the unionized staff. Talks and meetings continue with the hope of a positive resolution.

I look forward to next year's challenges and successes, and to sharing the journey with the clients, volunteers, staff and Board of the Centre.

Ekua Asabea Blair  
**Chief Executive Officer**

message  
from the  
chair, board of  
directors



For 109 years, the Massey Centre for Women has been faced with a variety of challenges and opportunities – and has, through the perseverance of its volunteers and staff, the generosity of its community supporters, and an unwavering focus on the young women and infants it serves, managed not only to survive but to thrive, often in very difficult circumstances.

2009/10 was, in every way, no exception to that.

The CMHO re-accreditation process was longer than expected. We had to wait until a qualified examination team was available in December. The Board was very involved in the process and felt extremely satisfied at the feedback we received with respect to both the governance of the board and the achievements of the Centre. We received our re-accreditation and continue to be a recognized Children's Mental Health Centre.

To assist the Board in increasing their knowledge of the content, challenges and commitment of the programs offered by staff, there have been presentations by the management team at our meetings. We have also participated in several fundraising presentations as we develop new strategies for acquiring more financial support from the community and the health and social sectors.

This has been an extremely difficult year financially. The Centre operated in a deficit mode and looked for additional ways to streamline operations. Ekua Asabea Blair has been working closely with the Ontario Ministry of Children and Youth Services (MCYS), similar organizations, CMHO and the board to develop alternative strategies.

Adding to the financial concerns was our inability to reach an agreement with the Massey Centre staff represented by the Service Employees International Union (SEIU) Local 1. As the fiscal year drew to a close at the end of March, we appeared to be moving toward a labour disruption early in fiscal 2010/11.

Although the board recognizes the skills and dedication of the staff, we have a fiduciary responsibility to the Centre to manage the operations and the debt load. We were unable, as of the close of the fiscal year, to come to an agreement with staff that would recognize their critical role in Centre operations while, at the same time, not contribute further to an ongoing and accumulating deficit situation financially.

There were a number of committees hard at work and I would like to thank the Chair and members of each committee for their time and expertise.

Nader Elm, one of our Directors, is part of the CYSIS (Children and Youth Services Information System) steering committee to assist in the implementation and improvements of a system designed to assist Ministry of Children and Youth Services Transfer Payment agencies in Toronto with a secure, integrated, online approach to client data collection, recording and reporting. Massey Centre representation on this Committee is an honour for us, and we thank Nader for his contribution to this work.

One of the significant tasks of the Board of Directors is to evaluate the performance of the Chief Executive Officer. This year a small number of Directors formed an Evaluation Committee and developed a new document entitled **Performance Appraisal for the Chief Executive Officer**. This was approved by the Board and implemented using a number of strategies. To complement this process, the Board used other evaluation tools to assess the success of the board and its procedures. Ekua implemented a similar process for the managers and the staff to ensure a continuity and cohesiveness to the process.

I will be leaving the board this year having served one term and two years of that term as Chair of the Board of Directors. Thank you to each of you for being part of a wonderful board and organization.

I especially want to compliment Ekua for all her patience, integrity and professionalism. She is an excellent leader and I know she will work with the Board and Management to continue to develop the outstanding work we do at Massey Centre.

Valerie Stief  
**Chair, Board of Directors**



## service highlights

The heart at the Centre of Massey is its service to the pregnant and parenting teens of our residential, transitional, employment and community programs. We also serve our larger community, by promoting education and understanding of the social, economic, and mental health issues that surround and impact those we serve.

### **Residential (Pre- and Post-Natal) Programs**

- The overall occupancy rate of the residential programs increased in 2009/10.
- The prenatal classes offered in partnership with Women's Health in Women's Hands (thanks to the generosity of two of Massey's longtime supporters) were very successful, with five or six residents attending each six-week cycle. This program will be offered again in 2010/11.
- We were successful in obtaining Ministry licensing for the residential program again this year.
- Case Management and Clinical Consultation meetings for all staff have resulted in the improvement of service delivery and outcomes for our clients.
- A centralized client database known as CYSIS was successfully implemented in the residential program this year and has streamlined timely access to information for staff.
- While overall clients served in the pre-natal program decreased from 90 in 2008/9 to 61 this year, the number of post-natal residents increased from 87 to 79.
- We had 100% capacity at the Massey Centre School – 15 residents, a 35% over last year's attendance.
- A new Community Housing Worker was hired in October 2009. The Housing Program hosted 297 visits this year and is offered to anyone accessing services at Massey Centre.

### **SET (Success by Education and Technology) program**

- 8 Massey Centre clients participated in SET this year versus 5 in 2008/9
- We were informed in December 2009 that funding for the SET program will end in July 2010, as our program no longer fits the overall criteria for the program.

## **Resource Development and Volunteerism**

- Resource Development Manager hired August 2009
- Comprehensive Resource Development Plan completed and presented to the Board in October 2009
- Developed new/enhanced relationships with in-kind donors, including Payless Shoes 4 Kids, TD Canada Trust, g w p brand engineering, United Church Women groups, and others
- Volunteer program was restructured, with approximately 30 new volunteers attending Information Evenings
- Participated in three major fundraising/public awareness events: Neighbourhood Celebration, September 2009; Bowling for Babies V, November 2009; and No Sweetheart Required, February 2010.
- Ontario Trillium Foundation grant for Women Supporting Women completed November 2009 – awarded \$195,000 over three years in March 2010
- Operating, project and capital grant applications with a total value of \$681,025 completed and submitted between August 2009 and March 2010.

## **Early Learning Centre (ELC)**

- Received a clear license from the Ministry for the first time in 2009/10
- Metro licensing scores were exceptional: 4/4 for the Preschool Room; 3.9/4 for Infants and Toddlers; and 3.7/4 for Nutrition
- Enrollment level was 46-47 out of 48 spaces this year, up from 44 to 45 in 2008/9
- The ELC Infant Room served 13 Massey Centre clients and 12 community clients this year
- Centralized intake for Massey Centre ELC was implemented with the assistance of the OEYC Supervisor
- Under this system, 7 Massey Centre clients were approved for subsidy and enrolled their children in the ELC
- ELC Supervisor commenced High Scope training
- Staff and parent appreciation events held throughout the year.

## **massey centre Ontario early years centre (OEYC)**

- Continued to provide high-quality early years programming to the community, both at the Broadview main office and at the Toronto-Danforth satellite locations
- Numbers were down due to the 39-day City of Toronto strike in the summer of 2009 and the H1N1 flu scare in mid-autumn
- A four-week Young Parent Drop In program was introduced, where attendees participated in a number of activities such as jewellery-making, baking and crafts



our financial  
snapshot for  
the year ended  
march 31, 2010



#### **sources of revenue**

grants – Province of Ontario	\$ 2,558,645
– City of Toronto	841,904
– Government of Canada	6449
	<hr/>
	3,406,998
fundraising Income	278,536
residents' rent and parents' child care fees	149,061
amortization of deferred capital contributions	135,544
interest income and other income	36,889
<b>total</b>	<hr/> <b>\$ 4,007,028</b>

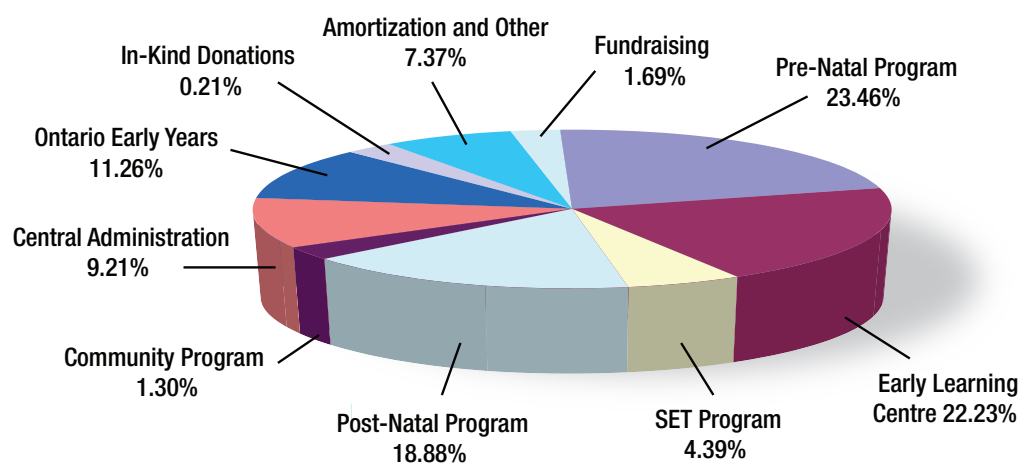
#### **allocation of expenses**

salaries, wages and employee benefits	\$ 2,699,924
amortization	286,886
occupancy expenses	332,256
client needs	243,634
administration	185,516
interest on mortgage	143,900
<b>total</b>	<hr/> <b>\$ 3,892,116</b>

**excess of revenue over expenses:** **\$ 114,912**

To receive a copy of the complete audited financial statements,  
contact Massey Centre at 416-425-6348 or via e-mail at [info@massey.ca](mailto:info@massey.ca)

## expenditure by program



## program and service statistics

<p>Early Learning Centres Days of Care</p> <p><b>11,327</b></p>	<p>Community Program Number of Client Visits</p> <p><b>297</b></p>
<p>Pre-Natal Program Clients Served</p> <p><b>60 clients</b></p> <p>Post-Natal Program Clients Served</p> <p><b>87</b></p>	<p>Success By Employment &amp; Technology (SET) Program</p> <p><b>507 clients accessed drop-in services</b></p>
<p>Ontario Early Years Centre Parents Served</p> <p><b>707</b></p>	<p>Ontario Early Years Centre Children Served</p> <p><b>713</b></p>

a big  
thank you to all  
our supporters.  
new lives start  
here.....because  
you care.

## ongoing supporters

### Province of Ontario

Ministry of Children and Youth Services  
Ministry of Community and Social Services  
Ministry of Training, Colleges and Universities

### City of Toronto

City of Toronto Children's Services  
City of Toronto Community Services Partnerships  
City of Toronto, Community Partnerships and Investment Programs

### Churches

Toronto United Church Council

## Corporations, Foundations, Schools & Associations

### \$20,000 and Over

Greater Toronto Apartment Association

### \$5,000 to \$9,999

Ernst & Young LLP  
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The Three Tea Foundation  
Toronto Community Foundation  
United Way of Greater Toronto  
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### \$100 - \$999

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The Institute of Chartered Accountants of Ontario  
United Way of Peel Region  
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### \$1,000 and Over

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Reverend M.J. Perry  
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Evelyn Weinrib  
Barbara Worndl  
Shanna Young

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 Peter Whyte  
 Shannon Wiggan  
 Jean Willetts  
 Nancy Wolfe  
 Albion Wright  
 Freda Wright  
 Stewart and Marilyn Wright  
 Vivian Yarwood

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 Ashbury & West United Church  
 Ashbury & West United Church Women  
 Beach United Church Women  
 Bedford Park United Church Women  
 Bethune United Church Women, Baysville  
 Beverley Hills United Church Women  
 Bloordale United Church Women  
 Bolton United Church Women  
 Bradford United Church Women  
 Brigden United Church Women  
 Caledon East United Church Women  
 Camila United Church Women  
 Camlachie United Church Women  
 Centennial Japanese United Church  
     Women  
 Centennial Rouge United Church  
 Centennial Rouge United Church Women  
 Central United Church, Weston  
 Central United Church Women, Sault Ste  
     Marie  
 Central United Church Women, Unionville  
 Charing Cross United Church Women  
 Dalrymple United Church Women  
 Daniel S. Moffat Memorial United Church  
     Women  
 Division Street United Church Women  
 Dufferin-Peel Presbyterian United Church  
     Women  
 Dunbarton-Fairport United Church Women  
 Eady United Church Women  
 Eastminster United Church Women  
 Eglinton St. George's United Church  
 Epsom-Utica United Church Women  
 Fairbank United Church Women  
 Fairlawn Avenue United Church  
 Fairlawn Avenue United Church Women  
 Forest Grove United Church Women  
 Forest Hill United Church Women  
 Frankford United Church Women  
 Glen Ayr United Church  
 Glen Rhodes United Church Women  
 Goodwood United Church Women  
 Grace United Church, Brampton  
 Hope United Church Women  
 Hope United Church Women, Nobel  
 Humbercrest United Church Women  
 Humber Valley United Church Women  
 Iondale Heights United Church Women

Islington United Church Women  
 Janetville United Church Women  
 Jubilee United Church  
 Jubilee United Church Women  
 Keswick United Church Women  
 Kincardine United Church Women  
 King City United Church Women  
 King Street United Church  
 Kingston Road United Church Women  
 Kingsway-Lambton United Church Women  
 Knox United Church Benevolent, Agincourt  
 Knox United Church Women, Agincourt  
 Knox United Church, Sutton West  
 Lansing United Church Ladies  
 Laurel United Church  
 Leaside United Church  
 Lefroy United Church Women  
 Lemonville United Church Women  
 Locust Hill United Church Women  
 Lucknow United Church Women  
 Manor Road United Church Women  
 Maple Grove United Church Women  
     Bowmanville  
 Martin Grove United Church Women  
 Maxwell United Church Women  
 Mildmay United Church Women  
 Monticello United Church Women  
 Morgans Point United Church Women  
 Mount Albert United Church Women  
 Newtonbrook United Church Women  
 Newton Robinson United Church  
     Women  
 Nobelton United Church Women  
 Northlea United Church Women  
 Northminster United Church, Toronto  
 Norval United Church Women  
 Otter Lake United Church Women  
 Palgrave United Church Women  
 Parker Street United Church Women,  
     Sarnia  
 Parkwood United Church Women  
 Parkwoods United Church  
 Picton United Church Women  
 Peterborough Presbyterian United  
     Church Women  
 Powassan United Church Women  
 Richmond Hill United Church Women  
 Richview United Church Women  
 Rosedale United Church Women  
 Royal York Road United Church  
     Women  
 Saint Luke's United Church

St. Andrew's United Church Women, Ripley  
 St. Andrew's United Church, Toronto  
 St. Andrew's United Church Women,  
     Markham  
 St. James United Church Women,  
     Etobicoke  
 St. James United Church Women, Stroud  
 St. James Centennial United Church  
     Women  
 St. John's United Church Women, Alliston  
 St. John's United Church, Toronto  
 St. Luke's United Church Women,  
     Etobicoke  
 St. Matthews United Church Women,  
     Richmond Hill  
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 St. Paul's United Church Women,  
     Warkworth  
 Sandford United Church Women  
 Scarborough Bluffs United Church Women  
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     Canada  
 South West Presbyterian United Church  
     Women  
 Stanwood United Church Women  
 Stouffville United Church Women  
 The Donway Covenant United Church  
 Thorncliffe Park United Church  
 Timothy Eaton Memorial Church  
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     Canada  
 Toronto Conference United Church Women  
 Toronto Japanese United Church Women  
     (Fujinkai)  
 Trillium United Church Women, Cambridge  
 Trinity Centennial United Church Women  
 Trinity United Church Women, Beamsville  
 Trinity United Church Women, Cobourg  
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 Trinity United Church Women, Hastings  
 Trinity United Church Women, Iroquois Falls  
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     Bridge  
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Wexford Heights United Church  
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**We have made every effort to honour our donors,  
without whom the work of the Centre would be impossible,  
and apologize for any errors or omissions.**











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