OTTAWA CHINESE COMMUNITY SERVICE CENTRE

渥太華華人社區服務中心

ANNUAL REPORT

2025-2026



396 Cooper Street,
Suite 300. Ottawa

613-235-4875

https://www.occsc.org/

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PRESIDENT'S REPORT



A Year of Progress and Modernization

The past year has been one of meaningful progress and continued evolution for the Ottawa Chinese Community Service Centre (OCCSC). As the organization navigates changing community needs and an increasingly challenging funding environment, the Board of Directors has remained focused on strengthening OCCSC's governance, financial sustainability, and long-term direction.

Our efforts have centred on ensuring that OCCSC is not only responsive to today's challenges but also well-positioned to continue serving our community for generations to come.

Strengthening Financial Stewardship

An important area of progress has been the continued advancement of OCCSC's financial governance and oversight. The Board has placed greater emphasis on financial planning, responsible management of reserves, and understanding the organization's longer-term financial risks and opportunities. We have also begun examining opportunities to modernize financial systems, strengthen internal controls, and improve the financial information available to support decision-making. These efforts reflect a broader shift toward more proactive and strategic financial stewardship, particularly as traditional funding sources face increasing uncertainty.

Establishing a Clear Strategic Direction

A major milestone this year has been the development of OCCSC's 2026–2030 Strategic Plan, the second formal strategic plan in the organization's more than 50-year history. The plan represents an important investment in our future, establishing clear priorities and a shared vision for the coming years. Our next challenge will be translating this direction into tangible results through defined responsibilities, measurable objectives, and regular monitoring of progress.

PRESIDENT'S REPORT



Strengthening Board Effectiveness and Engagement

This year also provided an opportunity to reflect on how the Board itself can continue to evolve.

Through individual discussions with directors, several common themes emerged. There is a strong appreciation for the Board's collaborative culture, diverse professional expertise, and the progress made in strengthening governance practices. At the same time, there is a shared desire to make better use of directors' skills, encourage more meaningful engagement, and further clarify the respective responsibilities of the Board, its committees, and management. Looking ahead, we intend to place greater emphasis on committee-led governance, with stronger ownership of strategic planning, financial oversight, and organizational accountability. This will help distribute leadership responsibilities more effectively while allowing the Board to focus on its core responsibilities of strategic direction, stewardship, and oversight.

Looking Ahead

As we enter 2027, our focus will increasingly shift from planning to implementation. Priorities will include advancing our Strategic Plan, continuing financial modernization, strengthening Board effectiveness, and supporting organizational sustainability through sound governance and meaningful community partnerships.

I would like to sincerely thank our Executive Director, staff, volunteers, community partners, and fellow Board members for their commitment and contributions throughout the year.

Robert Parungao
President, Board of Directors
Ottawa Chinese Community Service Centre

Chief Executive Director's Report



Message from the CEO

The past year marked an important milestone for the Ottawa Chinese Community Service Centre. As we celebrated our 50th anniversary, we reflected on five decades of service and the people who have shaped OCCSC's journey. It was an opportunity to honour our roots, recognize the contributions of staff and community partners, and renew our commitment to the diverse communities we serve.

This milestone came during a period of considerable change in the settlement sector. As we closed our five-year agreement with Immigration, Refugees and Citizenship Canada and prepared for the next three-year contribution agreement, we faced difficult decisions about how to sustain our services with fewer resources. Funding pressures resulted in layoffs and terminations, affecting valued colleagues who contributed to our work. We acknowledge their service with gratitude and recognize the impact these changes have had on our team.

Through these challenges, OCCSC has remained resilient. Our staff have continued to respond to community needs while adapting to changes in their roles and working environment. Their dedication has reinforced the importance of supporting our people as carefully as we manage our resources.

Partnerships remain central to this work. By collaborating with other nonprofit agencies, we can connect people with a broader range of support, share expertise, and extend the benefits of our services. We

Chief Executive Director's Report



have also worked to increase OCCSC's visibility across Ottawa, helping more residents and potential partners understand our role and the communities we serve. As an organization with deep roots in the Chinese, Arabic and Ukrainian communities and a mandate that reaches newcomers from many backgrounds, we have an important story to share.

Within OCCSC, we have focused on strengthening the systems that support service delivery. This includes reducing our reliance on outdated technology, streamlining processes, and exploring responsible uses of AI tools to ease administrative demands. Our purpose is to give staff more time and better tools to carry out their work, while maintaining care for the information entrusted to us.

Investment in our people has remained a priority. We achieved 100 percent completion of professional development and equity, diversity, and inclusion training, supporting a shared commitment to respectful and responsive service. Alongside these efforts, we continued the search for a new office space that can support our programs, provide a welcoming environment, and meet our operational needs.

As we look ahead, our responsibility is to turn resilience into lasting organizational strength. That means making thoughtful decisions about our resources, supporting our staff through change, and working closely with partners to preserve access to meaningful services.

Chief Executive Director's Report



I thank our Board of Directors, staff, volunteers, funders, and community partners for their commitment during this demanding year. Above all, I thank the people who place their trust in OCCSC. Their goals and experiences give purpose to our work and will continue to guide our next chapter.

Strategic Plan Report 2027–2030

Ottawa Chinese Community Service Centre (OCCSC)

29 May 2026

OTTAWA

Strategic Plan Mindset

The objective is to develop a strategic plan that is actionable, measurable, and collectively shared.



ViStA

STRATEGIC MANAGEMENT FRAMEWORK



ViStA Process



Executive Summary

The Ottawa Chinese Community Service Centre (OCCSC) has served newcomers, immigrants, refugees, and individuals of Chinese heritage since 1975, helping thousands of individuals and families successfully integrate and participate in Canadian society. As the needs of the community continue to evolve, OCCSC undertook a strategic planning process to establish a clear direction for the organization's future and ensure it remains responsive, sustainable, and impactful.

The strategic planning process was conducted between February and April 2026 and included stakeholder interviews, qualitative surveys, quantitative evaluation, and facilitated strategic planning workshops involving Board members, staff, and community stakeholders. The process was designed to identify organizational strengths, emerging opportunities, key challenges, and priorities for the years ahead.

Participants consistently recognized OCCSC as a trusted and respected community organization with a strong reputation for delivering high quality settlement, language, employment, and community support services. At the same time, stakeholders identified opportunities to strengthen community and client engagement, enhance organizational sustainability, modernize service delivery through technology, and build stronger partnerships to expand impact.

The strategic planning process also highlighted several external factors that will influence OCCSC's future, including increasing demand for newcomer services, changing immigration trends, funding pressures, evolving technology, and growing expectations for accessible and responsive community programs.

Through the Executive Strategic Evaluation Process (E-SEP), stakeholder feedback was analyzed and translated into eleven strategic parameters. The findings were reviewed and validated through surveys and strategic planning workshops, resulting in four strategic priorities for 2027–2030:

- Community & Client Engagement
- Sustainable Growth & Organizational Resilience
- Digital Transformation & Innovation
- Strategic Partnerships, Visibility & Community Impact

Leverage technology and innovation to improve effectiveness, strengthen partnerships, increase awareness, and expand OCCSC's community impact. These priorities will guide sustainable growth and lasting impact through 2030.

Phase 1

Qualitative Consultation and Environmental Assessment

During February and March 2026, OCCSC engaged Board members, staff, and community stakeholders through interviews and a qualitative survey process.

A total of 7 Board members and stakeholders participated in the qualitative consultation process. Participants were asked to provide feedback on:

- The organization's strengths and achievements
- Areas requiring improvement
- Future opportunities and emerging community needs
- Potential risks and challenges
- OCCSC's role within the community and Canadian society
- Long-term aspirations and strategic direction

The consultation process generated valuable insights regarding service delivery, organizational sustainability, community engagement, partnerships, technology adoption, governance, and future growth opportunities.

Phase 2

Strategic Parameter Development

Based on the findings from the interviews and qualitative surveys, Vectors Group conducted a thematic analysis and developed eleven strategic parameters representing the most significant themes identified during stakeholder engagement.

The eleven strategic parameters were:

1. Funding Diversification
2. Board Governance & Structure
3. Organizational Capacity
4. Sustainability
5. Strategic Growth
6. Stakeholder Engagement & Partnerships
7. Branding & Visibility
8. Service Delivery & Value Proposition
9. Technology & AI Integration
10. Diversity, Equity & Inclusion
11. Membership

These parameters reflected the collective perspectives of participants and formed the foundation for subsequent strategic discussions and evaluation.

Phase 3

E-SEP Workshop

On March 11, 2026, OCCSC leadership and Board members participated in the first Executive Strategic Evaluation Process (E-SEP) workshop.

During this session, participants reviewed and validated the eleven strategic parameters developed through the qualitative consultation process. The workshop provided an opportunity to:

- Review consultation findings
- Confirm the relevance of identified themes
- Discuss organizational priorities
- Refine the strategic framework
- Ensure alignment with OCCSC's mission, vision, and values

The session also provided participants with an overview of the next stage of the E-SEP process, including the quantitative evaluation component.

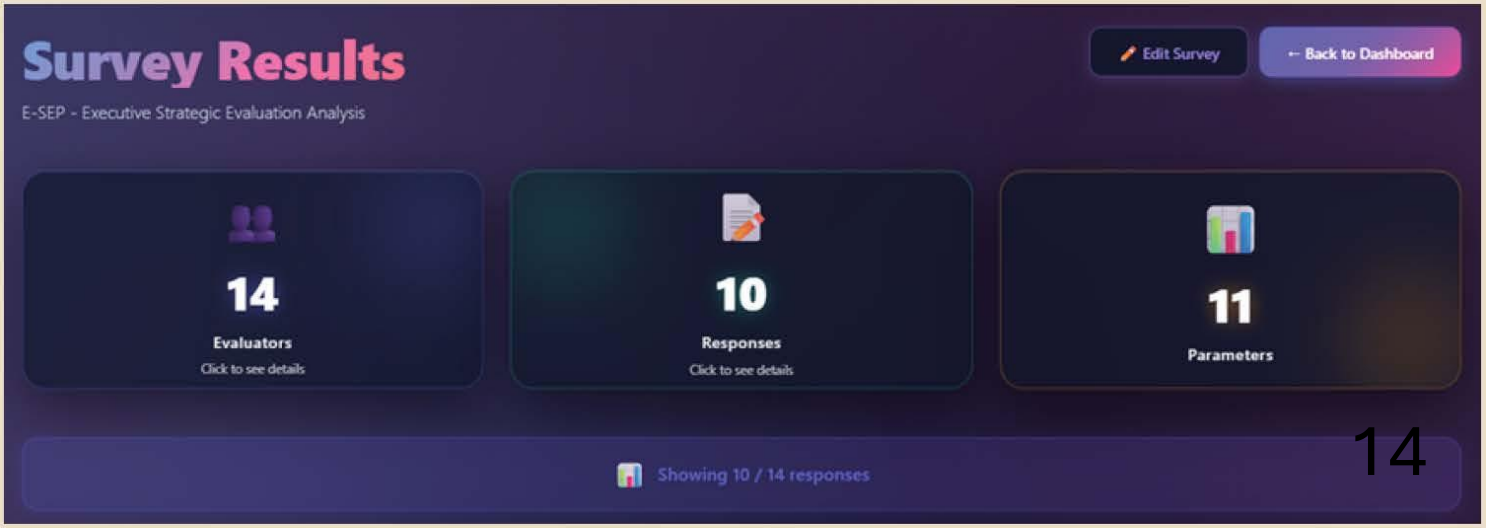
Phase 4

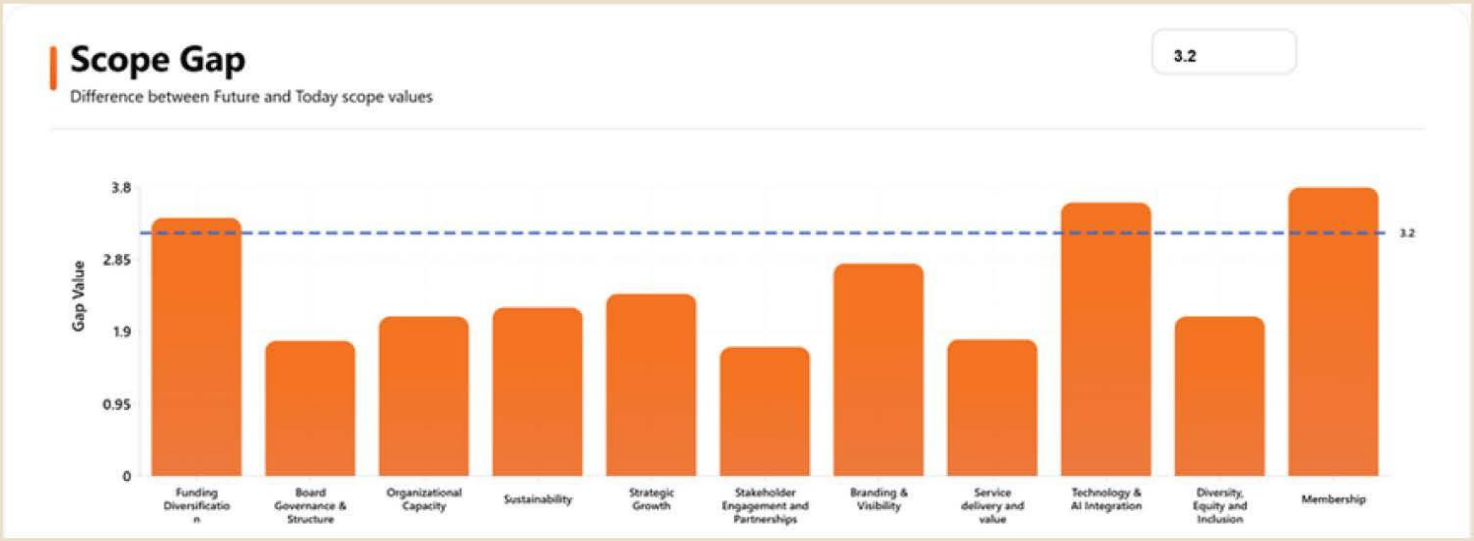
Strategic Parameter Development

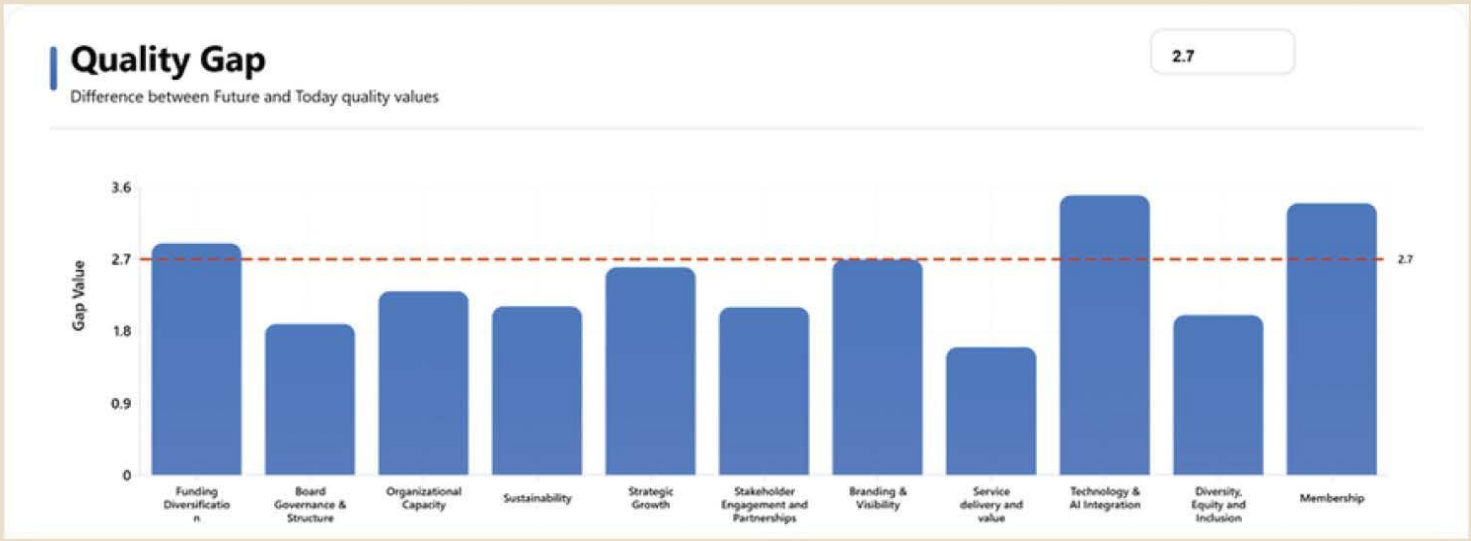
The quantitative phase of the E-SEP process commenced on March 17, 2026, following the initial strategic planning workshop. Board members, staff, and selected stakeholders were invited to participate in the Executive Strategic Evaluation Survey. A total of 10 responses were received from 14 invited participants, representing a strong participation rate and providing a diverse range of perspectives from organizational leadership, staff, and community stakeholders. Participants evaluated each of the eleven strategic parameters across four dimensions:

- Scope Today
- Scope Future
- Quality Today
- Quality Future

This evaluation enabled OCCSC to assess both its current position and future aspirations, while identifying areas where additional focus, investment, or organizational development may be required







The survey results were analyzed using the Executive Strategic Evaluation Process (E-SEP) framework to identify priority areas, measure perceived gaps between current and desired future states, and support evidence-based strategic decision making.

PARAMETER	SCOPE TODAY (AVG.)	SCOPE FUTURE (AVG.)	SCOPE GAP	QUALITY TODAY (AVG.)	QUALITY FUTURE (AVG.)	QUALITY GAP
Funding Diversification	4.2	7.6	+3.4	4.6	7.5	+2.9
Board Governance & Structure	5.78	7.56	+1.78	5.67	7.56	+1.89
Organizational Capacity	5.7	7.8	+2.1	5.6	7.9	+2.3
Sustainability	5.22	7.44	+2.22	5.44	7.56	+2.11
Strategic Growth	5.1	7.5	+2.4	5.2	7.8	+2.6
Stakeholder Engagement and Partnerships	6.2	7.9	+1.7	6.2	8.3	+2.1
Branding & Visibility	5.2	8	+2.8	5.1	7.8	+2.7
Service delivery and value proposition	6.8	8.6	+1.8	7.1	8.7	+1.6
Technology & AI Integration	4	7.6	+3.6	4	7.5	+3.5
Diversity, Equity and Inclusion	6.6	8.7	+2.1	6.7	8.7	+2
Membership	4	7.8	+3.8	4.6	8	+3.4

Phase 5

Strategic Prioritization and Validation Workshop

On April 15, 2026, OCCSC leadership, Board members, and key stakeholders participated in the second strategic planning workshop to review and discuss the findings from the E-SEP evaluation process.

The workshop focused on:

- Reviewing the quantitative survey results
- Examining the identified scope and quality gaps across the eleven strategic parameters
- Validating key themes emerging from the consultation process
- Discussing organizational priorities and future direction
- Identifying areas of strategic focus for the 2027–2030 planning period

Participants engaged in a collaborative discussion regarding the organization's strengths, opportunities, and long-term aspirations. Through this process, the eleven strategic parameters were consolidated into broader strategic themes to provide greater focus and alignment with OCCSC's mission, values, and future vision.

The workshop ultimately led to the identification and validation of four strategic priorities that will guide OCCSC's work through 2030:

1. Community & Client Engagement
2. Sustainable Growth & Organizational Resilience
3. Digital Transformation & Innovation
4. Strategic Partnerships, Visibility & Community Impact

These priorities reflect the collective input of Board members, staff, and stakeholders and provide a focused framework for strengthening OCCSC's impact, sustainability, and service excellence over the coming years.

STRATEGIC GOALS

1.Community & Client Engagement
Enhance community and client engagement by increasing accessibility, strengthening participation, and fostering meaningful connections that support integration, belonging, and community well-being.

2. Sustainable Growth & Resilience Strategy
Strengthen financial sustainability, diversify funding sources, and enhance organizational capacity to support long term resilience and increased community impact.

3. Digital Transformation & Innovation Strategy
Enhance the use of technology and AI while strengthening internal capacity to improve service delivery, operational efficiency, and data driven decision making.

4. Strategic Partnerships, Visibility & Community Impact
Build OCCSC's presence, expand outreach, and deepen relationships to increase awareness, foster collaboration, and broaden community impact.

1.COMMUNITY & CLIENT ENGAGEMENT

Enhance community and client engagement by increasing accessibility, strengthening participation, and fostering meaningful connections that support integration, belonging, and community well-being.

Stakeholder consultations highlighted the importance of maintaining strong relationships with newcomers, clients, volunteers, community members, and partners. As OCCSC continues to evolve and expand its reach, there is an opportunity to strengthen engagement approaches, increase participation in programs and services, and ensure that community members remain connected to the organization and its mission.

ACTIONABLE STEPS

- Strengthen community outreach and engagement efforts
- Enhance accessibility and participation in programs and services
- Increase opportunities for volunteer and community involvement
- Strengthen mechanisms for gathering and responding to client feedback
- Clearly communicate the value, impact, and benefits of OCCSC programs and services

2. SUSTAINABLE GROWTH & RESILIENCE

Strengthen financial sustainability, diversify funding sources, and enhance organizational capacity to support long term resilience and increased community impact.

Opportunities to strengthen funding diversification, sustainability, and organizational capacity highlight the potential for OCCSC to enhance its financial stability, build resilient operational structures, and expand its ability to sustain and scale services in response to the evolving needs of newcomers and the wider community.

ACTIONABLE STEPS

- Diversify funding streams through grants, partnerships, and revenue generating activities
- Develop a long term financial sustainability plan with clear targets
- Strengthen internal systems, staffing, and leadership capacity
- Invest in staff development and retention to support effective service delivery
- Improve operational processes to increase efficiency and scalability

3. DIGITAL TRANSFORMATION & INNOVATION

Enhance the use of technology and AI while strengthening internal capacity to improve service delivery, operational efficiency, and data driven decision making.

Advance the use of new technologies such as AI to strengthen organizational capacity and resilience, and to increase our ability to support newcomers and the broader community. By doing this, we ensure decision-making is evidence-based.

ACTIONABLE STEPS

- Assess current technology systems and identify priority upgrades
- Introduce digital tools and AI solutions to enhance service delivery
- Build staff capacity through training in digital tools and data use
- Improve data collection and analytics to support decision making
- Streamline internal processes to increase efficiency and accessibility

4. VISIBILITY, ENGAGEMENT & STRATEGIC PARTNERSHIPS

Build OCCSC's presence, expand outreach, and deepen relationships to increase awareness, foster collaboration, and broaden community impact.

Advancing communications, visibility, and stakeholder engagement will position OCCSC to better communicate its impact, strengthen its reputation, and build meaningful partnerships across the community.

ACTIONABLE STEPS

- Develop a clear and consistent brand and communication strategy
- Increase visibility through digital platforms, events, and outreach
- Strengthen relationships with key stakeholders and partners
- Showcase programs, success stories, and community impact
- Establish strategic partnerships to extend reach and collaboration

Conclusion

The 2027–2030 Strategic Plan provides the Ottawa Chinese Community Service Centre (OCCSC) with a clear, actionable, and forward-looking roadmap to strengthen its impact, sustainability, and service excellence over the coming years. Through a comprehensive strategic planning process that included stakeholder consultations, qualitative and quantitative evaluations, facilitated workshops, and the Executive Strategic Evaluation Process (E-SEP), OCCSC engaged Board members, staff, and community stakeholders in identifying key strengths, opportunities, challenges, and priorities for the future.

The planning process reaffirmed OCCSC's position as a trusted and respected community organization that has played a vital role in supporting newcomers, immigrants, refugees, and individuals of Chinese heritage for more than five decades. At the same time, the findings highlighted the importance of strengthening community engagement, enhancing organizational resilience, embracing digital innovation, and expanding partnerships to meet evolving community needs and respond to a rapidly changing social and economic environment.

Through stakeholder input, data analysis, and strategic validation, four key priorities were identified to guide OCCSC's work from 2027 to 2030: Community & Client Engagement; Sustainable Growth & Organizational Resilience; Digital Transformation & Innovation; and Strategic Partnerships, Visibility & Community Impact. Together, these priorities provide a focused framework for strengthening service delivery, enhancing operational effectiveness, increasing organizational sustainability, and broadening OCCSC's reach and influence within the community.

Successful implementation of this strategic plan will require ongoing collaboration among the Board of Directors, staff, volunteers, partners, funders, and community members. By aligning resources, programs, partnerships, and decision-making with these strategic priorities, OCCSC will be well positioned to respond to emerging opportunities, address future challenges, and continue delivering meaningful outcomes for the individuals and families it serves.

As OCCSC enters the 2027–2030 planning period, this strategic plan will serve as both a guide for action and a foundation for continuous improvement. Guided by its mission, values, and commitment to service excellence, OCCSC can continue building an inclusive, resilient, and connected community while empowering newcomers, immigrants, refugees, and families to thrive, contribute, and fully participate in Canadian society for years to come.

Settlement, Integration & Family Services (SIF)

In 2025–2026, OCCSC's Settlement, Integration, and Family Services Department served clients from 51 countries and territories, helping newcomers navigate life in Ottawa and participate in its social, cultural and economic life. Our hybrid service delivery model combined in-person assistance at the main office and satellite locations in Merivale and South Nepean with online access through Zoom, MS Teams, WeChat, WhatsApp and email.

The year marked the first year of the 2025–2029 IRCC Contribution Agreement, while funding agreements for our other programs remained in effect, supporting continued service delivery. Across its programs, OCCSC exceeded planned service levels in several activity areas.

Our programs received support from all three levels of government:

- **CMNH**: Canada My New Home Settlement Program
  The federal government of Canada, IRCC

  Immigration, Refugees and Citizenship Canada | Immigration, Réfugiés et Citoyenneté Canada

- **NSP**: Newcomer Settlement Program, Support for Disadvantaged Racialized Communities
  Ontario Ministry of Children, Community and Social Services, MCCSS

  Ontario

- **CFS: Chinese Family Services, Community Funding Program**
  City of Ottawa

- **MHP:** Mental Health Support for Chinese Community Program,
  Partnership with Somerset West Community Health Centre SWCHC
  Champlain LHIN

- **JSW:** Job Search Workshops
  Partnership with World Skills Employment Centre WS
  The federal government of Canada, IRCC

Immigration, Refugees and Citizenship Canada
Immigration, Réfugiés et Citoyenneté Canada



New and returning clients

Client category	CMNH	NSP	CFS City	Total
New clients	984	121	139	1,244
Returning clients	1,201	306	346	1,853
Total	**2,185**	**427**	**485**	**3,097**

Table 1. New and returning clients receiving individual or group services, by program.

All Direct and group services Clients

Service type	Reported count
Needs Assessment and Referral	2,077
Information and Orientation	9,209
Community Connections	3,828
Total	**15,114**

Table 2. Direct and group services across CMNH, NSP and CFS City.

Gender distribution

Gender	Share of clients
Female	62.3%
Male	36.9%
Not disclosed	0.8%

Table 3. Department-wide gender distribution.

Age distribution

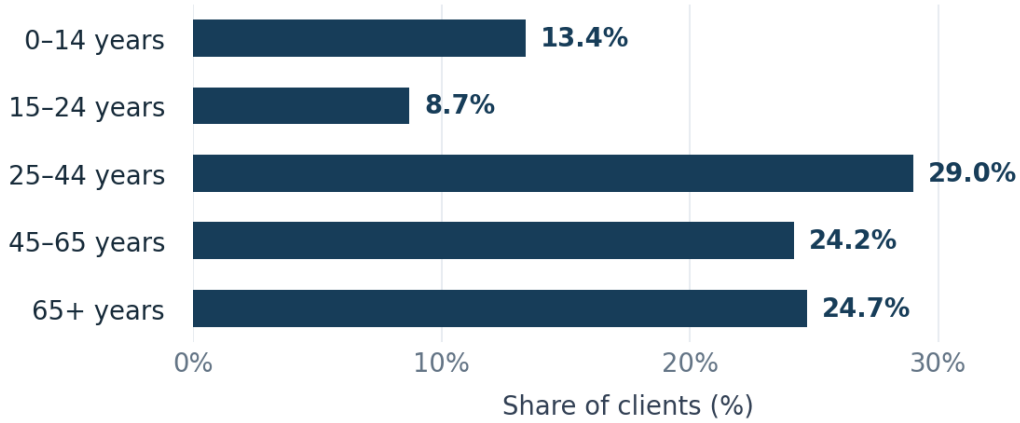


Figure 3. Department-wide age distribution. Percentages total 100.0%.

Unique Clients by mother tongue

Total reported across mother-tongue categories: 3,097.

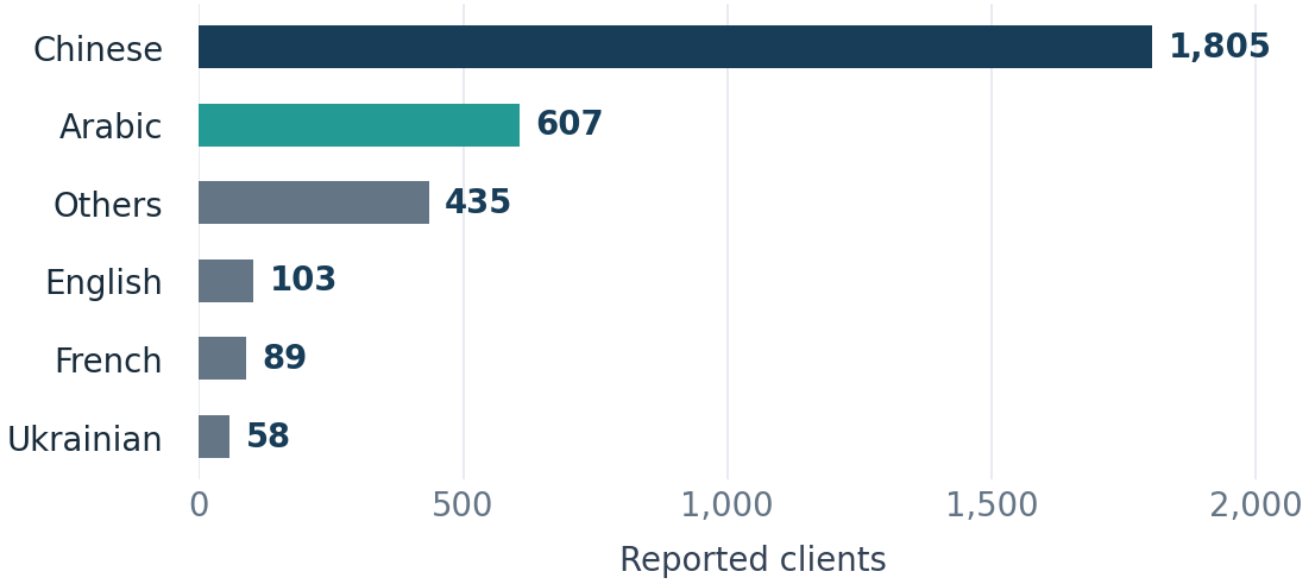


Figure 4. Clients by mother tongue, arranged from largest to smallest category. "Others" is retained from the source.





Canada My New Home Program (CMNH)

1- Program Overview
Under the Canada My New Home (CMNH) Program, OCCSC provides eligible newcomers with practical assistance to navigate services and establish their lives in Ottawa. Services include needs and assets assessments and referrals (NAARS), information and orientation, and community connections. Short-term counselling, transportation assistance, written translation and provision for disability support help address barriers to participation. Individual guidance and group activities cover housing, benefits, education, employment, financial literacy and wellbeing, complemented by language practice, youth and family programming, and opportunities to build community connections.

Services are adapted to clients' cultural and linguistic needs, with dedicated teams supporting Chinese-speaking, Arabic-speaking Middle Eastern, and Ukrainian- and Russian-speaking communities. Assistance is available in English, Mandarin, Cantonese, Arabic, Ukrainian and Russian, while francophone clients are referred to Ottawa's francophone settlement agencies for appropriate services. In 2025–2026, CMNH placed greater emphasis on engagement with Indigenous peoples through Community Connections activities, creating opportunities for dialogue, relationship-building and shared learning in support of Truth and Reconciliation. In line with IRCC priorities, programming also incorporated Gender-based Analysis Plus (GBA Plus), diversity and inclusion to respond to different client circumstances and promote equitable access to services.



Direct & Group Services Breakdown-CMNH

Service Type	Clients
Needs Assessment & Referral	1748
Information & Orientation	7080
Community Connections	3828
Total	12656

1-a Community Development

Community development within the Canada My New Home (CMNH) program brings together settlement services, community partnerships and group activities to help newcomers build relationships and participate in life in Ottawa. Led by a project manager, with support from two community and communication coordinators, this work is planned alongside the program manager, senior settlement counsellor and dedicated Chinese-speaking, Arabic-speaking, and Ukrainian- and Russian-speaking teams.

During 2025–2026, activities included conversation circles, community outings, women's and seniors' groups, parenting workshops, the Youth Leadership Project and Virtual Homework Club. Highlights included the Colours of Belonging family art program, summer sailing opportunities, Ingenium's Go STEAM workshops and Cultural Harmony activities delivered in partnership with the City of Ottawa. Collaboration across teams helped connect families with these opportunities and practical initiatives such as Tools 4 School. The community development team also coordinated with OCCSC staff delivering the Mental Health Program in partnership with Somerset West Community Health Centre and Job Search Workshops in partnership with World Skills Employment Centre.

Indigenous engagement through Community Connections activities provided opportunities for dialogue, shared learning and relationship-building in support of Truth and Reconciliation. Together, these initiatives offered participants ways to share their cultures, develop skills and strengthen their sense of belonging. Staff also identified opportunities to broaden multilingual outreach and work more closely with schools and community partners to reach additional families.



1-a.1 Youth Leadership Project (YLP)

In 2025–2026, the Youth Leadership Project engaged 46 unique participants across two cohorts, delivering 16 sessions focused on leadership, communication and community participation. Workshops helped newcomer youth explore their strengths and interests while developing public speaking skills and learning about AI, information technology, volunteering and career pathways. Guest speakers introduced participants to different professions and experiences, while résumé preparation, interview practice and networking activities supported employment readiness. Interactive discussions encouraged youth to share perspectives, collaborate and consider how they could contribute to their communities.



“We both learned a great deal and came away with many valuable insights.”

— Parent of a Youth Leadership Project participant

1-a.2 Virtual Homework Club (VHWC)

In 2025–2026, the Virtual Homework Club provided free online academic support to 45 students, assisted by 32 volunteer tutors through weekly 1.5-hour sessions. Group warm-up activities were followed by individual tutoring in breakout rooms, covering [subjects]. Tutor–student matches offered assistance tailored to students’ learning needs, while preparing questions and materials in advance encouraged regular study routines. Parents expressed appreciation for their children’s learning and the tutors’ dedication, while volunteers developed their teaching, communication and leadership skills.

“My son learned a lot, and we are very grateful for the experience. We look forward to participating in the Homework Club again next school year!”

— Parent of a Virtual Homework Club participant



1-a.3 Women's Groups and Informal Language Learning

In 2025–2026, OCCSC offered newcomer women opportunities to connect with others, develop practical skills and participate in community life through culturally responsive programming in Mandarin, Cantonese, Arabic and Ukrainian. Activities included creative arts, wellness sessions, entrepreneurship workshops and meetings with a psychologist focused on personal growth and life balance. These gatherings provided supportive spaces for women to share experiences, exchange information and build peer networks.

Informal language learning complemented women's programs and other settlement activities through conversation circles and conversation clubs, delivered mainly in English, with some sessions in French. With support from native-speaking volunteers, participants practiced everyday communication in a welcoming setting, discussed topics relevant to life in Canada and connected with people from different backgrounds. These activities offered opportunities to develop speaking confidence and become more comfortable participating in their wider communities.

1-a.4 Senior Settlement Programs

In 2025–2026, OCCSC delivered seniors' programs at its head office and primarily in Nepean, offering newcomer and immigrant seniors opportunities to stay active and socially connected. Activities focused on dance, yoga and other fitness exercises, encouraging movement and participation in a supportive group setting. Regular gatherings also provided opportunities to build friendships, share experiences and reduce social isolation while supporting healthy aging.

1-a.5 youth and family activities

Children and families participated in educational and recreational activities, including a four-week sailing program with Sailing Club Lac Deschênes and Ingenium's Go STEAM winter workshops for children aged 6–12. These activities offered opportunities to explore new interests, develop skills and connect with others. Through Tools 4 School, eligible children and youth also received backpacks and school supplies, with parents reporting greater readiness for school and relief from back-to-school expenses. school readiness and relief from back-to school expenses



"My family and I spent an amazing afternoon with you at Miller's Farm. As newcomers, we had the opportunity to meet new people and learn more about Canadian culture."

— Parent participating in a family community outing

1-b Legal Aid and Short-Term Counselling

OCCSC helped clients experiencing domestic and family violence connect with legal assistance through Legal Aid Ontario's Family Violence Authorization Program. Staff issued authorization vouchers and assisted clients in accessing advice on family-law matters, safety concerns and available protections. Short-term counselling offered

emotional support to clients facing stress, family conflict and settlement challenges, with referrals to specialized services when needed. Staff worked with partner agencies to provide confidential, culturally responsive assistance tailored to each client's circumstances.

"The legal assistance and counselling services provided by the Centre became an unwavering source of support for my children and me."
— Client accessing legal aid and counselling support

1-c Fee-Based Services

OCCSC provided assistance with tax filing, notary services, PR card renewals, citizenship and sponsorship applications, and passport-related documentation. Guidance and assistance covered by the agency's mandate remained free of charge. More detailed services, including complete field-by-field application preparation and filing, were offered on a fee-for-service basis outside staff's regular working hours.

2 Newcomer Settlement Program (NSP)

Funded by the Ontario Ministry of Children, Community and Social Services (MCCSS) through the Support for Disadvantaged Racialized Communities initiative, NSP provided culturally responsive settlement assistance to newcomers of all immigration statuses. Primarily serving Chinese-speaking clients while welcoming individuals from other communities, the program offered services in English, Cantonese and Mandarin through in-person appointments, online platforms and telephone consultations. Counsellors assisted with housing, benefits, documentation, legal referrals, interpretation and access to health services, including navigation for uninsured newcomers and registration

on family-doctor waiting lists. Employment support included résumé preparation, job-search strategies and referrals to employment networks, complemented by citizenship preparation, family reunification guidance and longer-term education and career planning. Workshops on legal matters, health, wellbeing and careers, together with museum visits, court tours and apple-picking outings, created opportunities for practical learning and social connection. Collaboration with YMCA, government services and community organizations extended access to specialized resources. Client feedback highlighted staff's patience, timely referrals and reassuring support during family difficulties. Staff also identified the need for broader multilingual outreach and additional assistance for seniors facing digital barriers, helping more residents learn about and access NSP's individual and group services.



Direct & Group Services Breakdown -NSP

Service Type	Clients
Needs Assessment & Referral	274
Information & Orientation	1255
Total	1529

“Your kindness and professionalism have given us great peace of mind and made us feel the warmth of home even while we are far from our homeland.”

— Newcomer Settlement Program client

3 City of Ottawa — Chinese Family Services Program

Funded by the City of Ottawa through its Community Funding and Poverty Reduction initiatives, Chinese Family Services supported 485 clients during the 2025 calendar year. The program assisted Chinese-speaking seniors, adults and families facing challenges such as social isolation, limited income, health concerns and language barriers. Individual guidance, referrals and community programming helped clients access resources and participate in community life.

Direct & Group Services Breakdown -CFS

Service Type	Clients
Needs Assessment & Referral	55
Information & Orientation	874
Total	929



“After several sessions, I feel calmer, less stressed, and my sleep has improved. I can express my feelings more naturally in Cantonese.”

— Chinese Family Services client

4 Mental Health Program – Partnership with SWCHC

Through its partnership with Somerset West Community Health Centre (SWCHC), OCCSC provided Mandarin-speaking newcomers and established residents with culturally responsive mental health support. Staff conducted intake assessments, offered supportive listening and case coordination, and helped clients access professional counselling and community resources. Assistance addressed anxiety, family and relationship stress, loneliness and language barriers. Group programming included emotion-regulation sessions and Chinese Happy Kitchen activities, offering opportunities to develop coping skills and connect with others. For 2025–2026, individual mental health intake and referral with all direct & group Services served 130 clients.

“Your empathy made me feel seen and heard, which was truly invaluable. I feel better and thank you!”

— Mental Health Support Program client





5 Job Search Workshops (JSW) – Partnership with World Skills

Delivered in partnership with World Skills Employment Centre and funded by Immigration, Refugees and Citizenship Canada (IRCC), the Job Search Workshops supported 116 unique participants in 2025–2026. Training covered resume preparation, interview techniques, labour-market information, job-search strategies and professional communication. Guided exercises and practical activities helped newcomers understand Canadian hiring practices and prepare to present their skills and experience to prospective employers. The program complemented OCCSC's settlement services by supporting newcomers' employment readiness and participation in the Canadian workforce.

"Through workshops and personalized support, I learned how to tailor my resume, prepare for interviews, and better present my skills and experience. The support I received increased my confidence and helped me better understand the expectations of Canadian employers."
— Job Search Workshops client

LINC Annual Report (AGM 2026)

In this reporting period, April 1, 2025 – March 31, 2026, the following has been provided in the OCCSC LINC program:

Number of LINC students enrolled	**984***
Number of LINC instruction hours provided	**4806**

**Number of NEW (unique) clients, without the continued ones.*

- LINC continued its very successful on-line program delivery, with a steady number of students enrolled, both those who continued and brand-new ones. It created, though, waitlists in all classes, with different numbers of clients waiting for a spot in different classes, depending on the level. We have noticed the biggest number in the highest CLB class, 5+, followed by the lowest levels, from Pre-CLB to 2/3. We kept shuffling waitlisted clients to other classes of the same level whenever possible, thanks to our very flexible schedule, so when a spot became available in their preferred class, we transferred them then.
- We continued offering a hybrid class model, too, where students could request to attend their respective classes from our classrooms, using Chrome Books that we provide – however, the interest is not big, mostly because everybody prefers attending classes from their homes. To support smooth on-line delivery, we have a great addition in the position of the Digital Support Assistant, who assists both the students and the teachers from a technical standpoint. She fixes the issues with them right away, when the class is going on (since the LINC admin staff have access to all the classes) or the students with more complicated technical issues can come to our office to get help.
- In terms of the activities, the events and meetings, here there are just a few:

- TESL Ontario Conference for the teachers
- Presentations/workshops for the students – on Learn to Camp, Domestic Violence, Credential Recognition Program, etc.
- PBLA-related teachers and staff meetings
- Participation in the Nepean Newcomer Resource Fair
- LINC Manager continues to be a part of the Algonquin College TESL Board.
- Several teachers hosted both Algonquin College and Carleton University TESL practicum students in their Fall Program, Winter and Spring semesters, a long-standing impeccable cooperation.
- LINC staff attended several iCARE related webinars.
- We regularly participated in the Language Committee meetings under the YMCA hub
- LINC Manager continues participating in the Language Advisory Committee at Algonquin College
- Field trips to the Tulip Festival, Main Library, Museum of Nature, National Gallery of Canada, walk along the Canal, visit to the Byward Market, etc.

- Moving forward - OCCSC LINC continues to thrive with its well-established on-line program delivery, with 2 more classes (as per our Call for Proposal request), for a total of 18 classes. However, the sector will lose so-called Stage 2 classes (CLB 5+), as of the beginning of the fiscal year 2026-2027, which will pose a big challenge for newcomers assessed at those higher levels.

We always try to do our best in delivering the services, but it is how the recipients feel about it what counts the most! :

Student testimonials (*authentic, non-edited*)

I am very happy to join the LINC Program L5.I wish to look for new jobs that are fitting for me ,after the study of this program. My skills of reading, writing and speaking have improved a lot, but listening needs more time to learn.Some times in class I need the subtitles to help me to understand and follow the teacher. I should learn more. To communicate well and integrate into the community, I felt that my english needed to improve. That's why I started the LINC program, which helps me practice English through communication and discussion, as well as grammar and writing. The program has helped me both linguistically and culturally, and I'm looking forward to the next level. I think the program is a great way to build confidence in my English skills.

My language goals are to be fluent in English and to improve my skills so I can communicate better with others. I want to speak confidently, understand conversations easily, and write clearly. Since joining LINC, I have improved in reading, writing, listening, and speaking. I understand more vocabulary, and my pronunciation is better. This course has helped me both linguistically and culturally, as it allowed me to learn more about Canadian culture through different topics. LINC has made a big difference in my English skills, and I am thankful for the program and for my teacher, who is always patient with us. Thank you

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My main language goal is to speak English fluently, so that I can give lectures at conferences with confidence and clarity. Since starting LINC, I have improved a lot, especially in listening and speaking. I have learned many new expressions and idioms that native speakers use, which makes my English sound more natural. LINC has also helped me understand more about Canada and Canadian culture. Overall, LINC has been very helpful both linguistically and culturally, and it has given me more confidence to use English in professional and social situations. Thank you,

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It's a pleasure for me to learn with the LINC Program. My primary goal was to improve my speaking skills and comprehension—in short, to be fully immersed with people who speak only English—and I'm quite satisfied with what the program offers. Through group discussions, the teacher's explanations on specific topics, and learning the correct use of words and expressions, I'm able to understand and correct my way of speaking, and I'm improving more and more. With the LINC program, I'm learning and discovering many things, especially Canadian history that I might not have understood on my own. Furthermore, the emphasis is placed on small things that seem obvious but are very often overlooked. I would strongly encourage people to register for the program; however, I would like the center to place a little more emphasis on the written component because, although one can express oneself better, it is just as important to write with the correct vocabulary and conjugation without always relying on Google Translate to ensure that what we write is correct. Thank you.

I am actually a new student with French as a first language. By learning English my language goals are to improve my vocabulary and my speaking skills, i would like by the end to be able to speak currently. Since i have started the program, that is 2 weeks ago, i think that i have improved my reading and my vocabulary is more larger than when i started, a lot of new words. Linc helps me linguistically but also culturally especially concerning Canada and some famous people, places and traditions. I believe that with time and efforts my goals will be achieved, also Susan is such a good teacher.

My goal is to improve my English speaking and writing so I can talk and write confidently in daily life and I also want to learn more words and use correct grammar. Yes, I have improved in reading, writing, listening, and speaking. Now I can understand English better, express my ideas clearly, and talk with more confidence. LINC has helped me a lot. It improved my English skills and also taught me about Canadian culture, traditions, and daily life. It helped me understand people better and feel comfortable living in Canada.

My goal is to speak English like a native speaker. My current CLB level is 6, and in the past, I struggled during job interviews because I lacked confidence in my English skills. This program has given me the opportunity to improve, even if just a little at a time. I already work in a bilingual position, but I continue to push myself to get better every day. Thanks to this program, I feel more comfortable speaking English and more confident in my abilities. Thank you

I am from Syria. I joined the LINC program in 2024, and I am still attending. I like practicing speaking and listening. My teacher helped me by correcting my mistakes and giving useful exercises. I feel more confident. For example, I can talk to people in stores and banks. I would recommend it because it helps improve English skills.

I am from China. I started joining the LINC program in January, 2024. I'm still joining the classes. I like most about the LINC program is that it has pictures and words together. My teacher and the LINC program helped me learn through careful explanation. I feel more confident in English now. For example, the program helped me learn how to write and speak. I recommend this program to others because we need to learn the language.

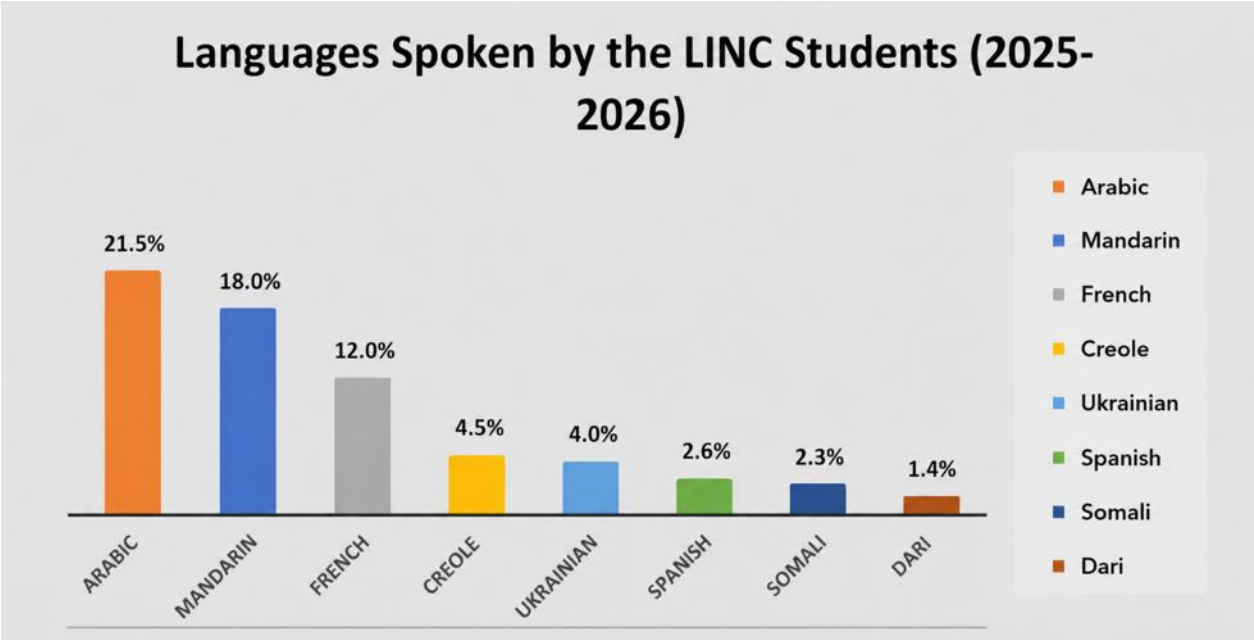
I am from Turkey, and now I live in Canada. I started the LINC program last year, and I am still attending the program. What I like most about the LINC program is the teachers and the friendly environment. I also enjoy learning English every day. My teacher and the LINC program helped me a lot. They helped me improve my speaking, reading, and writing skills. I feel more confident in English now. For example, I can communicate better with people at work and understand more than before. I would recommend this program to others because it is very helpful for improving English and building confidence.

Thank you for my mother's progress. I really appreciate it. I feel like now she has a goal in her life. I feel so happy when I see her doing the home work, working on reading, etc. She is exited before the lesson every time. She is learning so much! We see her smile more often now. She has her notebook and writing somerthing, like prononciation, translation and etc...FYI. She is a teacher herself. She worked more than 40 years as the teacher of biology and chemistry. After she worked as phycologist / social worker with kids with disability. At lunch time we went to library and registered for the card. I saw with her yesterday that you were advising it. We got 3 books for small kids. She said she wants to start reading :))) Looks like they have a knitting club and bingo activities for elderly. She is saying she needs to improve her language skills to start going to these clubs. She never showed interest before. And just now she is ready. I am very happy and it is all thanks to you, teacher. You and your job are changing lives !!! THANK YOU.

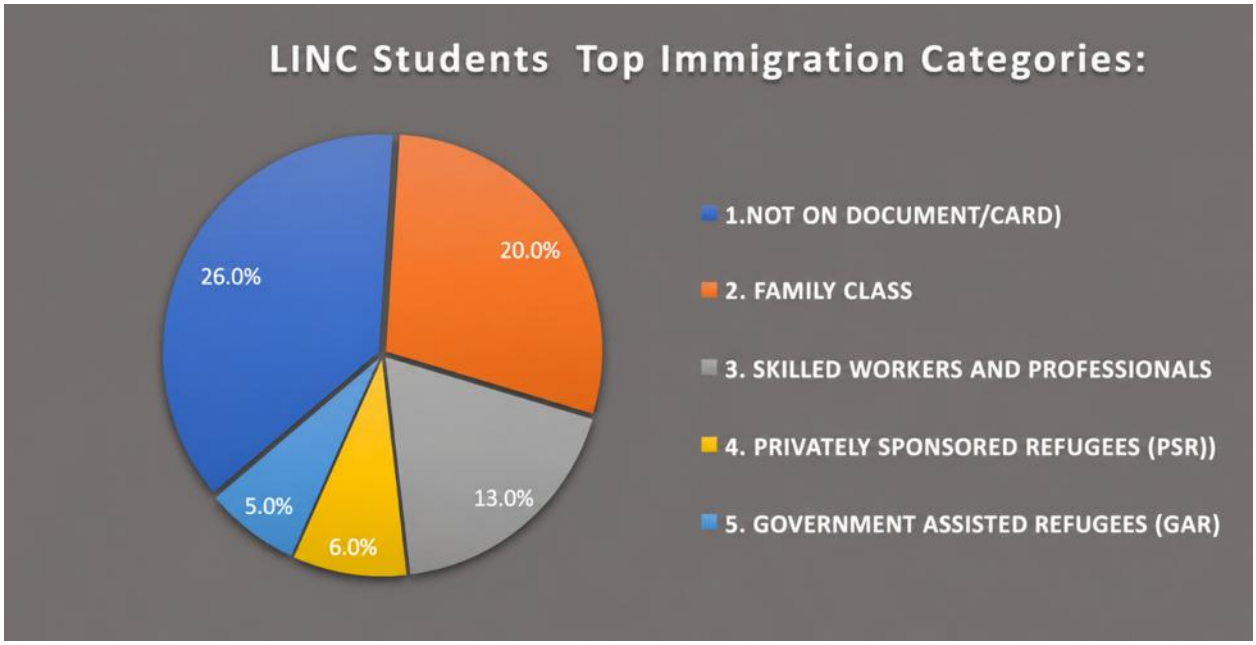
I am from Eritrea. I started the LINC program last year and I'm still in the program. I like reading, writing and having conversations. My teacher corrected me when I made mistakes and helped me get better. I feel confident because the program helped me a lot with my writing and communication. I would recommend this program to others because they will improve a lot.

We are proud to have students from all over the world in our classes. In this reporting period, **they spoke 41 different languages, coming from 69 different countries!** *Please see the chart below*.

LANGUAGE SERVICES



Top immigration categories of our LINC students in this period:

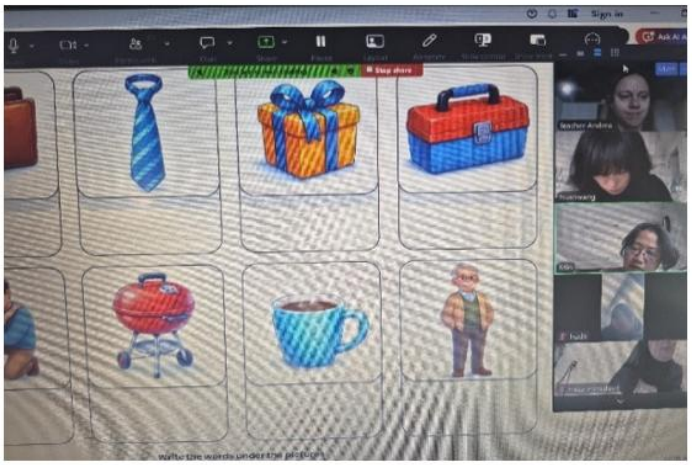


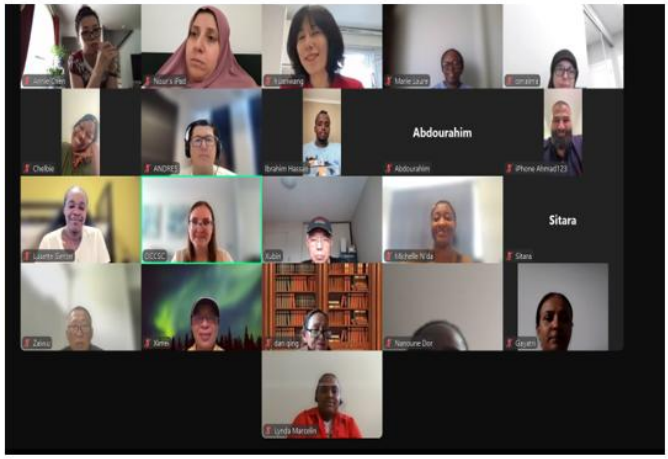
“NOT ON DOCUMENT/CARD:” This category was introduced after PR cards and other documents stopped displaying the immigrant category code.

LANGUAGE SERVICES

Our virtual (Zoom) LINC classes:









LANGUAGE SERVICES

From the LINC students & teachers field trips:









We delivered a few on-line English courses for a fee (Beginner, Low and High Intermediate and Advanced), for non-LINC eligible clients, responding to the demand for such courses in the community.



LANGUAGE SERVICES

OCCSC Language Program very successfully continues being a CELPIP test site, with its space and trained staff accommodating the test-takers for several years now. We observed that there was a significant interest in taking a so-called General Listening & Speaking (L/S) CELPIP, so we started offering it on Friday afternoon.

From the clients:
“I was here for a celpip exam, overall is perfect.”

“Very good service for CELPIP.”





Treasurer's Report

OCCSC – Treasurer's Annual Report

Financial Overview

OCCSC maintained a strong financial position during the 2025–2026 fiscal year, despite an increasingly challenging funding environment for nonprofit organizations and the immigration and settlement sector. Total revenue was approximately $3.07 million, compared with $3.36 million in the previous year. Total expenses were approximately $3.14 million, resulting in a modest operating deficit of approximately $64,500. While this represents a departure from previous years, it is important to consider the result within the context of OCCSC's longer-term financial performance.

A Strong Financial Foundation

OCCSC has recorded approximately a decade of consecutive annual surpluses, allowing the organization to strengthen its financial position and accumulate reserves. For a nonprofit organization, generating annual surpluses is not an end in itself. Financial resources exist to advance our mission and support the communities we serve. A modest, manageable deficit can therefore be appropriate when it reflects responsible investment in organizational priorities and remains financially sustainable. At year-end, OCCSC held approximately $1.9 million in net assets, including a designated reserve fund of approximately $292,000. During the year, the Board also formally established a Reserve Fund Policy, providing a framework for managing financial risks, maintaining stability, and supporting the organization's long-term sustainability.

Treasurer’s Report

Navigating a Changing Funding Environment

Canada's immigration and settlement sector continues to experience significant changes, including evolving federal priorities and reductions in settlement funding. These developments create uncertainty for service providers and reinforce the importance of financial flexibility, operational efficiency, and diversified revenue sources. OCCSC's accumulated financial strength provides an important foundation for navigating these challenges. Moving forward, the Board will focus on balancing prudent financial management with strategic investments in services, people, and organizational capacity.

Independent Audit and Financial Accountability

OCCSC's financial statements for the fiscal year ending March 31, 2026, were independently audited by Raymond Chabot Grant Thornton LLP. The auditors issued an unmodified audit opinion, confirming that the financial statements present fairly, in all material respects, OCCSC's financial position, results of operations, and cash flows in accordance with Canadian accounting standards for not-for-profit organizations. The audited statements reported total assets of approximately $1.96 million, with relatively limited liabilities. This independent assurance reinforces OCCSC's commitment to transparency, accountability, and responsible financial stewardship.