



Annual Report 2013—2014

Parents For Community Living

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Report from the Chair

Timothy C. Flannery, Chair

It has been a very interesting year for PCL in terms of growth and new projects which has meant the entire organization has taken steps towards better organization and an overall maturity that matches the need for new systems dealing with such growth.

The many subcommittees that have been hard at work have dealt with governance issues. A reframing of certain policies and procedures dealing with use of our subcommittees and their recommendatory powers in a more effective manner had taken place. These changes clearly outline jurisdiction and put the purposes and objectives of each front and centre, as well as more clearly defining board roles.

In terms of vision and where the organization is headed, clearly the need in our society for the services we provide is evident and is also growing, and our agency is attempting to respond in like fashion. We are going to be the fortunate recipient of a gift generously made which will enable us to once again grow and further serve our community.

As a result, we have also embraced new ideas with respect to working with other organizations both as they relate to the possibility of performing a community hub jointly with others, as well as to simply deal with not only shared facilities, but perhaps also shared monetary obligations thus enabling service to be provided in a more efficacious fashion.

The organization has also been the benefactor of services from the business school at Wilfrid Laurier University wherein a number of MBA students have been good enough to provide insight into the possibilities for such projects with organizations and where we may be headed in terms of both our being able to provide further service, organizational growth, and the acquisition and ultimately operation of new facilities.

All of this has been done in large part due to a very dedicated and frankly under paid staff which is simply reminiscent of this particular sector. Further, the incredible volunteerism that has been evident both in terms of fund raising, for instance at the Annual Golf Tournament, and elsewhere has enabled us to once again be responsive to the needs of our community. Naturally, the board as a whole has offered its varied and many talents and many of our board members have dedicated hours of service towards not only issues before the board, but in ushering them through by way of their meaningful participation and subcommittees which is greatly appreciated.

In all the organization is poised for a great year in terms of growth, maturation, and fulfilling the vision or purposes and objectives which have always served as a guiding principle, and I personally wish to thank each and every one of you for your furthering this very worthwhile endeavor.

Executive Director's Report

Katherine Loveys

Is there ever a year where something exciting ISN'T happening? This year PCL celebrates a milestone with 25 years of service to people with developmental disabilities in our community. We had a great turnout for our annual golf tournament, a fun time at our anniversary picnic at the Victoria Park Pavilion and the Record highlighted our milestone in the September 6th newspaper. Students from St. David's high school highlighted the work we do at our children's home and we were the beneficiaries of their winning presentation for the Youth Philanthropy Initiative Civics competition with \$5000 donated to PCL.



Kathy and Terry at the Golf
Tournament



Donna, MaryAnne, Brenda and Kathy

This year we welcomed Terry Smith as our new Finance Manager and we are saying goodbye to Donna Lenz, our dedicated Administrative Assistant and 'right-hand' for all of us at the office. We all wish Donna and her husband, Fred, well in their retirement. Our staff teams are growing under the capable leadership of Mary Anne Linka and Brenda Van Houtven. PCL now employs over 100 staff in ten locations. PCL staff are dedicated, loyal and committed to serving those in our care with a person-centred focus. This year we introduce Management reports to our annual updates which encompasses the great work we are doing with all our homes and those supported.

We acquired a skilled group of MBA students from Wilfrid Laurier University through the Applied Business Research Project to complete some research on the feasibility and development of a Community Hub. The students did an excellent job with their research and presentation. We are also participating in the City of Waterloo's initiative in this venture as Terry and I sit on the Interim Steering Committee. We are excited about this next potential phase of development as we explore social enterprise initiatives and opportunities.

We were pleased to see the work completed from the Select Committee on Developmental Disabilities in the province and were thrilled with the budget announcement of \$810M to be invested in developmental services over the next three years. We are well aware of the service needs in our community and the pressures/challenges faced by many families and their loved ones. We look forward to meeting many more needs in our community with innovative service initiatives in the coming year.



Having fun



Residential Operations Report

Brenda Van Houtven, Manager of Residential Services

MaryAnne Linka, Manager of Community Supports

Areas of focus for the 2013-14 year have included:

Working closely with both the Kitchener and Waterloo Fire Departments, more specifically the Fire Prevention officer to comply with the new regulation by the Ontario Fire Marshall. The Manager of Community Supports has taken the fire prevention training and we have been updating our fire plans to meet the new regulations and are ready to proceed in Kitchener with the evacuation review by the Kitchener Fire Department.

Based on the new fire regulations above, we installed a full sprinkler system into our Crimson home and at our Malabar home.

PCL participated as hosts for the United Way Day of Caring and two teams, one from Sustainable Waterloo Region and one from Focus for Ethnic Women, came to our homes and cleaned up our yards and gardens, weeding, cutting grass and generally fixing up our lawns.

The Ministry's infrastructure surveys for each home offer a dual purpose. It allows the Ministry to maintain a current priority list of specific maintenance requirements for each home and allows us to forecast needs for budget allocations for repairs and maintenance

Some of the larger repairs and maintenance items completed over this year included the two sprinkler systems as mentioned above, new flooring at Malabar, an additional bedroom at the Malabar home and a new kitchen for our Pastern Trail home. As well, two of our homes were equipped with new furnaces and air conditioners.

PCL is the recipient of a bequeath for capital purchases from the Moul family. Although this remains before the courts, it is expected to be finalized soon.

PCL has been working on all of the requirements for the Accessibility for All Ontarians Act and is in compliance regarding what needs to be completed as of 2013-14. We have an accessible website, we have created a policy to cover the customer service standard and the integrated standard and all employees have been trained regarding the customer service standard. We have informed all employees of our accommodation policy for any employees requiring assistance during an emergency.



Residential Services and Community Supports Report

Brenda Van Houtven, Manager of Residential Services

MaryAnne Linka, Manager of Community Supports

Our residential services strive to provide a good life for those we support and to do this in individualized ways that reflect our Mission and Vision and the person's Life/Goal Plan.

During the past year we had no new admissions or demissions in our permanent homes.

A few of the unique activities and vacations experienced over the past year included:

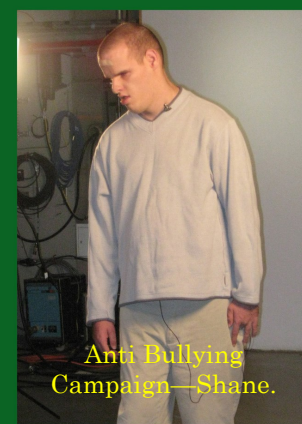
- Trips to Niagara Falls, Collingwood Elvisfest, Ripley's Aquarium, camping at the Pinery Provincial Park, Cleveland to the Rock and Roll Hall of Fame.
- Craft group
- Daytime Losers weight loss club
- Core Sport Fitness Complex – fitness/activity program operating two afternoons a week in partnership with the Core Sports Complex.
- Best Buddies
- Musicals and plays at Centre in the Square, Drayton and St. Jacobs playhouse
- Hockey games
- Christmas parade and annual Christmas party.
- Fitness Challenge
- Weekly picnics throughout the summer months
- Decade birthday party
- Grand river conservation parks
- Oktoberfest
- Butterfly Museum
- Marineland
- Blue Jays games
- Buffalo Sabres game in Buffalo
- Busker-fest and the Waterloo Jazz festival
- There are number of places where the individuals we support volunteer or work in the community , some of these are:

* Operation Christmas Child * YMCA * St.Francis Church * Victoria Place Retirement Home
* Region of Waterloo Food Bank *House of Friendship Food Hamper * Waterloo Adult Recreation Centre * the Museum * Tim Hortons and * CH2M Hill.

People supported in our homes are a busy group.



In partnership with several of our parallel service agencies in the region, three of the individuals supported by PCL participated in the Anti-Bullying campaign hosted by CTV. They enjoyed some fame in commercials which aired on television from Oct 2013 – May 2014.



Both of our respite homes were busy this past year with planned respite and responding to situations that required immediate response. Wait lists for respite services continue to grow without enough resources to meet the demand in this community.

- Malabar supports 2 children on a permanent basis as well as having 4 respite beds.
- Evelyn supports 2 adults on a permanent basis and has 6 respite beds.
- Malabar supported 25 children at Malabar which included 1612 days of support as well as 577 hours of support.
- Evelyn supported 33 adults which included 2037 days of support as well 1595 hours of support.
- PCL also supported a number of individuals during the weekday with Passport Funding.

PCL continues to focus on helping staff to further develop a person centred culture and encourage innovation and best practices throughout the agency. Some activities, skill builders and events that we have done to promote this are:

- Staff appreciation days / Recognition for years of service.
- Core competencies
 - Mission Possible creating the faces of PCL on a calendar
 - Making a Difference stories.
- Conscious Care and Support and Mindfulness Training.

PCL continues to provide education and training opportunities for growth to promote individualized supports such as:

Grief training	Documentation Report Writing	Risk Management
Abuse Prevention Education	Lifts and transfers	Alzheimer's and Dementia Training
Autism Training	Mental Health Training	Common Thread Initiative

Staff participate on our Joint Health and Safety Committee and our Core Competency Committee and our Social Committee.

PCL staff continue to have an active involvement in our fundraising activities such as the Bowl-athon and the PCL Golf Tournament and any other fundraising dinners or special events for those supported.

PCL staff sit on the Abuse Prevention and Education committee within the Central Region of MCSS, providing train the trainer workshops and participate in the ongoing development of the curriculum.

One PCL employee is involved with the Creative Pathways to Employment program

The Ministry of Community and Social Services completed an agency wide compliance inspection based on the legislation and PCL was found to be in compliance with all the quality assurance measures and policy directives for service agencies. PCL received high praise from the ministry for the way we run our operations.

Enthusiasm and dedication continue to influence the supports we provide. We would like to take this opportunity to sincerely thank the people we support, their families and friends, staff and volunteers for all of their contributions to add value in the lives of the people we serve.

Health and Safety Report

Brenda Van Houtven

Manager of Residential Services

Health and Safety Committee Co-Chair

The Health and Safety Committee wishes to thank everyone for doing their part to maintain and promote a safe and healthy work environment. Our committee meets four times annually. The committee conducts annual inspections at each worksite and recommendations are made as needed. Health and Safety representatives in conjunction with their Senior Support Providers conduct monthly work site inspections and make recommendations for improvement to their managers. The committee also continues to review and make recommendations regarding staff accident/illness reports. In 2013 the committee members were trained in the following areas and this training will be reviewed annually at our December meetings:

- The Occupational Health and Safety Act
- The duties of a Health and Safety Committee
- Recognition of Hazards in the Workplace and
- Accident/Incident Investigation

It has been an active year for Health and Safety. As part of the Safe at Work campaign, the Ministry of Labour made it mandatory for all employees to complete awareness training by July 1, 2014. All employees have completed the Worker Health and Safety Awareness training and the Supervisors have also completed the Supervisor Health and Safety Awareness Training. New employees complete the training upon hire. In the 2013-14 year we provided other Health and Safety Training opportunities including distracted driving, narcotics training and fire safety evacuation training.

A violence in the workplace risk assessment survey was completed by most staff for each program and recommendations from the feedback went to the health and safety meeting in March 2014 and these recommendations were acted upon by management in the programs.

PCL has adopted a Workplace wellness program. As part of this initiative we have been promoting healthy eating and physical activity in all programs. Two of our staff organized and implemented a fitness challenge for both staff and supported individuals. This challenge prompted us to make an application to the Region of Waterloo Healthy Workplace Awards through the Project Health Program. We are proud to be the recipient of a bronze award. We also include physical activity and stretch breaks at all training and workshop events to promote a healthy workplace.

All Health and Safety Policies and Procedures were reviewed and revised by the committee in conjunction with the Manager of Residential Services.

Several homes were inspected by the Ministry of Labour in August 2014 and based on the recommendations from this we are now training all staff in workplace specific WHMIS.

The Manager of Residential Services has been working with a representative from the Public Servicers Health and Safety Association to ensure we are in compliance with all Occupational Health and Safety Standards, as such we added a Ladder Safety Policy and training and a policy around Musculoskeletal Disorders and safety.

Human Resources Report

Brenda Van Houtven Manager of Residential Services

As an organization we continue to benefit from having a strong contingent of long term staff who consistently demonstrate commitment and care to the people we support. We have attracted many new employees with excellent and quality skills over the past few years.

Although we do not have a Human Resources Department as such we have an excellent Human Resources committee that acts as a resource for management staff to operate this function of the organization. Several policies and procedures were updated to a new format and revised throughout the year as we are in the process of updating our entire Human Resource Policy Manual.

Our benefit plan was changed from a Health Care spending account to a more comprehensive benefit model as of April 1, 2103. We were able to provide these benefits given that we opted out of WSIB and as of July 1, 2103 are covered by a private Workplace Accident Plan provided through Industrial Alliance. We provide ongoing consultation, support and communication in a variety of areas such as disability management, return to work planning, benefits administration, employment standards, corrective action and positive employee relations.

Our investment in staff education includes mandatory courses such as First Aid and CPR, WHMIS, Workplace Violence Prevention and Non-Violent Crisis Intervention (CPI) as well as many other non-mandatory workshops and sessions in the areas of Lifts and Transfers, Documentation, Dementia training and Abuse Prevention Education training. We also send staff to training events external to PCL such as the Annual OADD and OASIS conferences and to many one day workshops and training events.

A major investment in training was undertaken to teach 25 of our key employees about Mindfulness using the Conscious Care and Support Model designed and taught by Peter Marks. We will be continuing with the process of implementing and embedding “Core Competencies” concepts into our HR practices. This is part of a province wide initiative to improve the level of professionalism within the developmental services sector.

Staff Count and Termination Data – April 1, 2013 to March 31, 2104.

	Number of Active Staff (including those on LOA) as at March 31/14	Number of staff whose employment with PCL ended April 1/13- March 31/14	Number of staff who began employment with PCL April 1/13- March 31/14
Full time (30+ hours)	12	2	2
Part time (20+ hours)	30	5	1
Part time (20 hours Relief)	59	10	13
Totals	101	17	16

Finance Committee Report

Brittany Seigner
Chair, Finance Committee

MANDATE

The mandate of the Finance Committee is to regularly evaluate the present financial status of the organization, to plan and consult with the Executive Director and Finance Manager, and report to the Board of Directors.

The Finance committee will support, consult and plan with the Finance Manager and Executive Director on the following:

- annual budget submissions
- monitoring the Ontario Disability Support Payments (ODSP) and making recommendations for changes, e.g. increase in room and board when required
- preparation and application for federal and/or provincial funding
- preparation of a timeline for the organization's financial planning needs both on a short and long term basis
- reviewing of reports to funders; fundraising reports; interim financial statements; internally prepared year-end financial statements
- decisions relating to finance issues e.g. establishing internal controls, investing, banking, accounting methods and financing as reflected in the policy and procedure manual reviewing, updating and recommending, as required, changes to the Finance Manual, policies and procedures

MEMBERSHIP

The committee will consist of:

- The Finance Manager One Board Representative Treasurer (Chairperson)
- The Executive Director of PCL And may also include a Professional Community Member

MEMBERSHIP FOR 2013- 2014 TERM

Chairperson – Brittany Seigner	Board Representatives – Tim Flannery
Finance Manager – Terry Smith	Executive Director – Kathy Loveys
Professional Community Members – Jeff Harris, Farhin Zaman	

MEETING FREQUENCY

The committee will meet quarterly or as requested by the Board of Directors or the Chairperson of the Committee.

During the 2013-2014 operating year, the committee met on five occasions:

Oct. 16, 2013, Dec. 10, 2013, Feb. 11, 2014, March 10, 2014, June 2, 2014

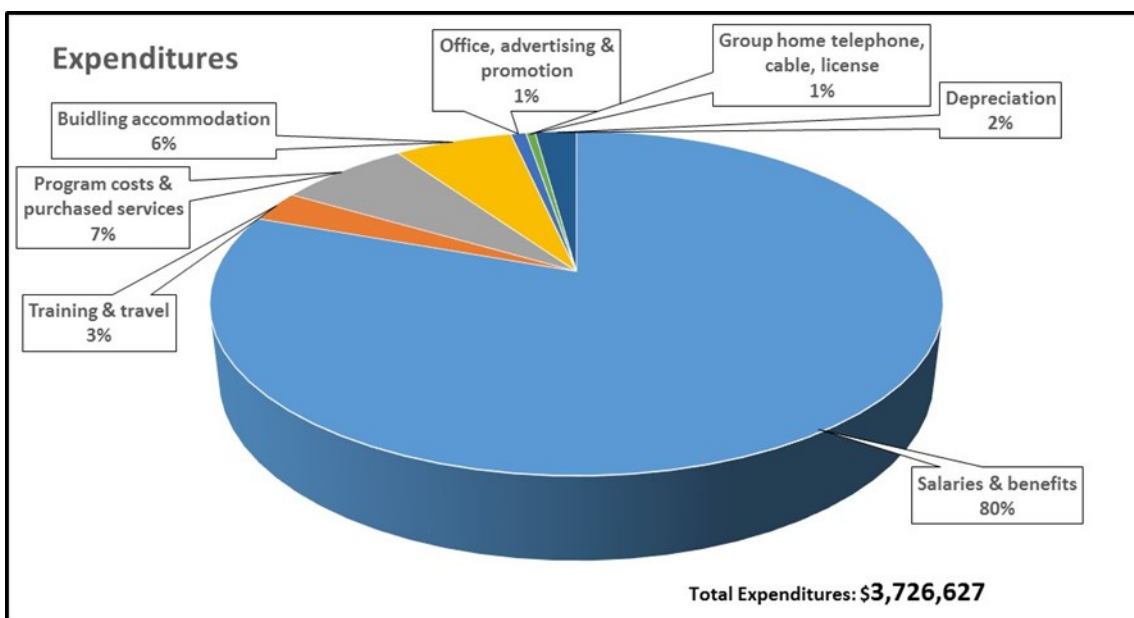
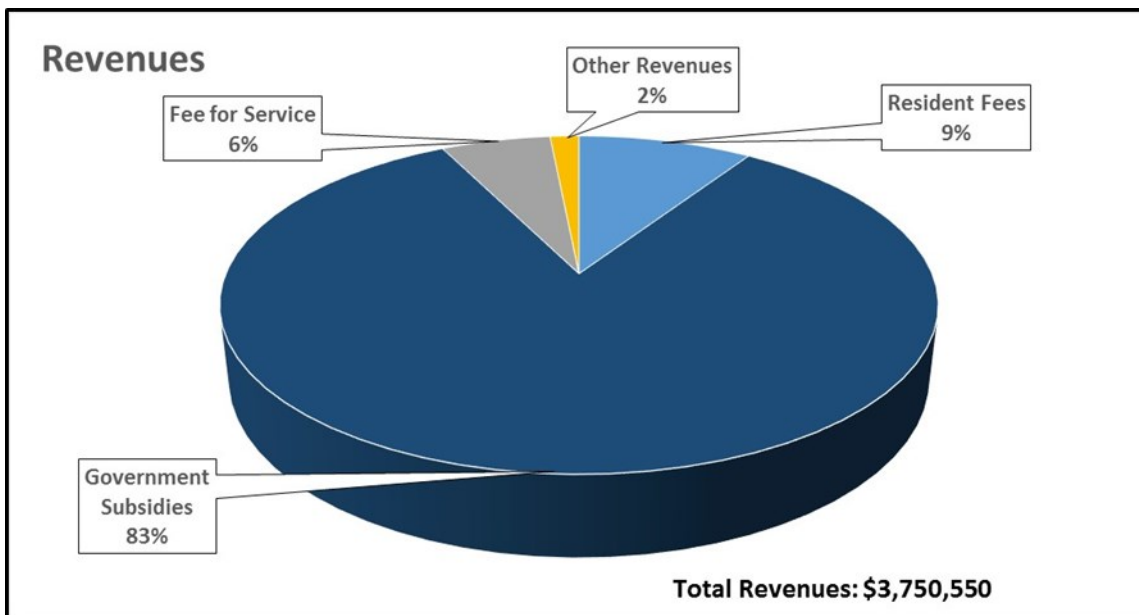
ACTIVITIES

1. Recommended the room and board rate be increased to \$920 monthly effective January 1, 2014 which was in line with ODSP rate increases.
2. Review of proposed 2013-2014 MCSS, MCYS and MOH annual operating budgets and presentation to Board for approval.
3. Review of 2013-2014 audited financial statements and presentation to the Board for approval.
4. Review of annual 2013-2014 Transfer Payment Annual Reconciliation (TPAR) reports and presentation to the Board for approval.

All of the above recommendations were approved by the Board in 2013-14.

Finance Manager Report

Terry Smith
Finance Manager



Fundraising	
Schedule of Fundraising Revenue and Expenditures	
For the year ended March 31, 2014	
Revenue	
Donations	\$57,882
Fundraising	28,566
Other	1,189
	<hr/>
	87,637
Expenditures	<hr/>
	11,814
Excess revenue over expenditures for the year	\$75,823

Fundraising Committee Report

Chris Barker
Chair, Fundraising Committee

MANDATE

The Fundraising Committee will initiate and carry out fundraising activities which will enhance the lives of individuals that are supported by PCL. The Fundraising Committee will report to the Board of Directors and will adhere to the Board's objectives.

MEMBERSHIP

The Committee consists of:

- Chair / Board Representative- Chris Barker
- Executive Director (ex officio)-Kathy Loveys
- Parent and Membership Committee representative-Denis Turenne
- Board Representative- Gary Howell
- Board Representative – Marion Kelterborn
- Board Representative – Teresa Radford
- Administrative Assistant – Donna Lenz

MEETING FREQUENCY

There were approximately twelve meetings held in the 2013-2014 year. These also include sub-committee meetings.

ACTIVITIES

- Pamper Yourself Lottery (2013 -2014) tickets were sold and PCL received \$770
- Annual mail out – (Nov. 2013) PCL received \$9,700 (Furnaces \$2,900, General \$6,800)
- Annual Golf Tournament
- June 19 2014 – PCL raised \$10,000
- Bowlathon April 5 2014 – PCL raised \$2,500
- Boston Pizza Fundraiser – May 2015 – PCL raised \$510

The Fundraising Committee has endeavoured to form strong community awareness by promoting PCL. The hope is that a higher profile means more fundraising dollars.



Parents and Members Report

Chris Lasovich

Board Representative, Parents and Members

MANDATE

The mandate of the Parents and Members Committee is to act as advocates for individuals of PCL Homes and programs, to serve as a resource group for PCL management, support providers and Board of Directors as well as for other parents and members and to act as guardians of the PCL philosophy, vision and mission. The committee will always act in the best interests of the individuals of PCL Homes and programs and PCL in general.

The Parents and Members Committee may appoint "ad hoc" sub-committees from time to time, as required, for the duration of specific projects.

MEMBERSHIP

Parents, siblings and friends of a Person with developmental disability are invited to join this group. Also anyone interested in supporting or advocating for a Person with a developmental disability is welcomed.

The Parents and Members Committee will nominate the chair person, which requires PCL Board approval. A member of the Board of Directors will present a Board report to the membership at its regular meetings and will present a PMC report to the Board at its regular meetings.

PARENTS AND MEMBERS COMMITTEE 2013-2014

Chair: Denis Turenne

Secretary: Kevin Buko

Board Reps: Ed Koenig and Chris Lasovich

MEETING FREQUENCY

Meetings were held each month Oct 2013 thru June 2014. St. Francis Church continued to provide a meeting room free of charge for which we thank the congregation.

ACTIVITIES

- Members were kept informed about issues dealt with at Board meetings.
- News from PCL homes was shared.
- Executive staff members attended several meetings to share information about issues that Parents and Members Group members were particularly interested in.
- Several guest presenters provided information on topics such as financial and legal planning.
- Members participated in various fund raising events including the Golf Tournament.
- Members arranged Christmas gifts, birthday recognitions, and 25th Anniversary Summer Picnic.
- Members continued working on orientation materials (e.g. PCL's history).



Ed K. and the band at the 25th anniversary picnic



The chefs!

Governance and Board Process Committee Report

Shereen Rowe

Chair, Governance and Board Process Committee

MANDATE

The Governance and Board Process Committee Mandate is to work with the Board of Directors and the Standing Committees to ensure Parents for Community Living's Bylaws are consistent with our incorporating documents and to ensure all actions or powers exercised are in compliance with our Letters Patent and any applicable legislation. We will be responsible for soliciting and recruiting candidates for the Board of Directors as per the current PCL Bylaws.

The Governance and Board Process Committee receives and responds to governance issues such as: Risk Assessment, Liability, Auditing, Due Diligence, Board Policies and Procedures, Board Orientation, Development, and Evaluation.

MEMBERSHIP

The Governance and Board Process Committee will be made up of at least one member of the Board of Directors and at least one Parent and Members Group member. It is preferred that the committee includes a member from the legal profession, if possible, and a PCL staff member if possible.

CURRENT MEMBERS

- Shereen Rowe – Chair of Committee
- Tim Flannery – Chair, Board of Directors
- Darren Becks – Board of Directors
- Kevin Buko – Community Member
- Ed Koenig – Board of Directors
- Kathy Loveys – Executive Director

MEETING FREQUENCY

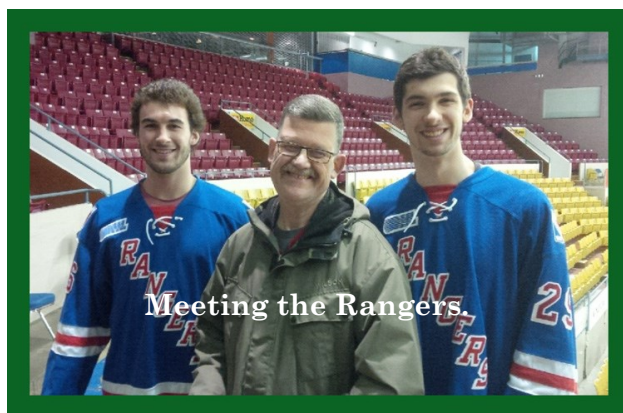
The Governance and Board Process Committee will meet at least annually, including May/June in preparation for AGM in September, and as required.

During 2013-2014 the committee met four times:

- January 30, 2014
- March 27, 2014
- April 24, 2014
- June 2, 2014

ACTIVITIES

- Finalized draft Board Governance Policies and Procedures and brought them forward to the Board for approval.
- Reviewed terms of office for Board members and identified upcoming vacancies. The committee developed a skills matrix as a tool to help identify skills currently held by existing Board members and priorities to be addressed in Board recruitment. All existing Board members as well as prospective Board members will complete the skills matrix and self-identify their skills and knowledge in key areas (e.g. finance and investment, risk management, non-profit governance).
- New Board candidates to replace departing Board Members were identified and endorsed by the Board for final approval at the AGM.
- Discussed a planning day retreat for the Board to review the Strategic Plan, mission, vision and Board members expectations which will be undertaken in the Fall 2014.
- Received updates on the implementation of the Not-for-Profit Corporations Act and are planning for changes to comply with the legislation and regulations when they take effect.



Human Resources Committee Report

Darren Becks

Chair, Human Resources Committee

MANDATE

The mandate of the Human Resources Committee is to be a resource and support source for the Manager of Residential Services and the Board of Directors of PCL in matters pertaining to Human Resources issues. Specifically, the committee will:

- make recommendations to the Board of Directors regarding any changes in personnel policies and procedures;
- review job descriptions for management positions on an “as needed” basis;
- make recommendations to the Finance committee on Human Relations and technical support needs issues that have a financial impact for PCL;
- ensure that an adequate compensation package and a cost efficient benefits package is provided for employees of PCL, commensurate with available funding;
- research Human Resources issues, as required, from time to time;
- serve as intermediary between the Board of Directors and employees, in the conflict resolution process, where the conflict was not satisfactorily resolved following due process;
- perform performance appraisals for the executive director;
- perform Board of Directors’ performance appraisal, as required;
- serve in a recruitment and selection capacity for senior management positions (for executive level position, committee will make a recommendation to the Board of Directors; for Senior level employees, the committee will make the decision).

MEMBERSHIP

The committee will consist of:

The Chairperson (a member of the Board of Directors of PCL)

Two to four membership representatives

The Manager of Residential Services of PCL (non-voting member)

The Executive Director of PCL (non-voting member)

MEETING FREQUENCY

According to the by-laws, the committee will meet at least annually and as requested by the Board of Directors or the Chairperson of the Committee.

During 2013-2014 the committee met once on October 7, 2013. All other HR needs were dealt with via email.

ACTIVITIES

I am pleased to report the accomplishments during the 2013-2014 period:

1. Several policies were reviewed in 2013-14 and where required, were brought forward to the Board for approval.
2. PCL Retention Strategy and priorities were presented and reviewed. Staff updated the HR Committee on its plans, objectives and initiatives. This also considered the plans and initiatives outlined within the 2010-2015 HR Business Plan.
3. The HR Committee reviewed, and continues to monitor compensation trends within comparator organizations. The Committee continued to review and discuss compensation and benefit options, including the transition from WSIB.
4. The HR committee, through the work of a sub-committee with resources from the Finance Committee, prepared a series of recommendations for the Board regarding full time hours for the Executive Director, and motions to request that the management team undertake multi-year operating budget and capital plan development. A motion to rescind the Bonus Policy and have management develop alternatives was also recommended, and subsequently passed at the Board level.

Senior Support Providers 2014



MISSION / VISION / VALUES

Mission

To enhance the quality of life of individuals with developmental disabilities by providing services and family-like homes in our community.

Vision

Every individual with developmental disabilities lives with dignity as a valued member of our community.

Values

In the tradition of our founding families, we value:

A Person-Centred Approach – personal growth and independence by respecting individual choice and changing needs.

Community Connection – involving those we support as active members of our community.

Family Involvement – continued connection and meaningful participation

Excellence in Leadership and Staff – caring, compassion, innovation and integrity.

Partnerships – working collaboratively to develop and deliver high quality programs and services.

Parents For Community Living Board of Directors, 2013– 2014

Timothy Flannery (chair)

Gary Howell (Secretary)

Brittany Seigner (Treasurer)

Chris Barker

Darren Becks

Chris Lasovich

Ed Koenig

Shereen Rowe

Larry Scanlon

Marion Kelterborn