



# ANNUAL REPORT



# 2020-21

# MISSION/VISION/VALUES



## OUR MISSION

To offer meaningful services and supports for persons with exceptional needs.

## OUR VISION

Every person lives with dignity as a valued member of the community.

## OUR VALUES

In the tradition of our founding families, we value:

- **A Person-Centered 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.

## 2020-21

## PCL BOARD MEMBERS

Chris Pippy, Chair & Executive Committee Chair

Tom Hunter, Vice-Chair & Governance & Board Process Committee Chair

John Collings, Past Chair

Jeff Harris, Treasurer and Finance and Audit Committee Chair

Eileen Polson, Secretary

Aditi Gupta

Bruce Anderson

Sheila Charters

Fred Masters

Linda Scott Campbell

Dorothy McCabe

# OUR HOMES AND PROGRAMS

## INCLUSIVE LIVING

PCL homes are located in several residential neighborhoods throughout the Waterloo region. We provide a supportive, safe, family type environment for the people we support to call home.



Evelyn Home



Forestlawn Home



Monarch Home



Crimson Home



Blueridge Home



Westheights Home



Casey Home



Pastern Trail Home

## SKILLS DEVELOPMENT



Dream Club Program



Computer Apprenticeship Program (CAP)

## RESPIRE

Respite provides care for those with exceptional needs who still live with their families. It provides the individual with a change of scenery in a safe environment and gives their caregivers a short break from the 24-hour care that they give.



Children Respite  
Malabar Home



Adult Respite  
St. Charles Home

## SUPPORTED INDEPENDENT LIVING



# MESSAGE FROM THE EXECUTIVE DIRECTOR KATHERINE LOVEYS



Katherine Loveys,  
Executive Director, PCL

## AN EXTRAORDINARY YEAR

This last year was certainly one of the most interesting, challenging and inspiring for me as ED of PCL. Despite the challenges faced by the pandemic we managed to fundraise almost \$800,000 in the last year! This is a significant accomplishment for Parents for Community Living given we have never raised this much money before. What a feeling of satisfaction and accomplishment to see the completed project and some of our folks from our group homes moving into their new apartments on July 5! Our community hub and kitchen will be ready when we can continue with the re-opening plan of the province.

We also managed to minimize the impact of the pandemic with only one small outbreak before we were able to get most of the people we support immunized and 90% of our employees have received both vaccinations.

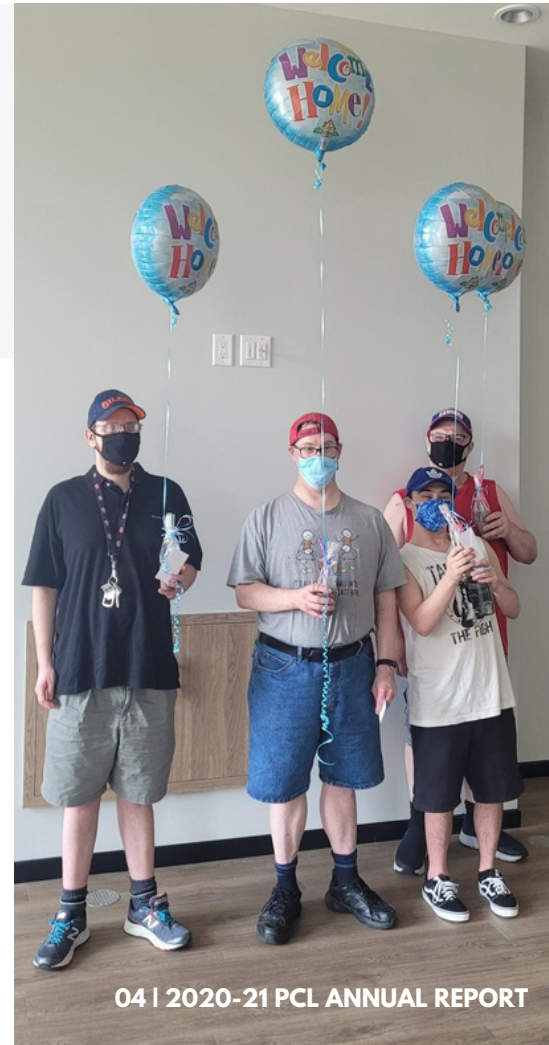
This year was one of extraordinary collaboration with our sister agencies, MCCSS and most certainly the Waterloo Region Public Health unit. We thank them for attending our DSPAC meetings and learning more about the Developmental Services sector and assisting us weekly when we had questions regarding IPAC (Infection, Protection and Control). Our Ministry partners were extremely supportive and assisted us with access to PPE and funding day staff supports with the closures of day programs and other day options. We are also grateful for their recognition of our front-line employees with funding of the temporary wage enhancement. It is our hope that this will continue into the future with permanent wage increases for our very hard-working staff.

We were also pleased to have received 100% compliance ranking for the second year in a row from MCCSS Quality Assurance Measures. This due to the hard work and dedication of our wonderful teams.

Our new Strategic Plan 2021-2024 was rolled out with the assistance of Capacity Canada executives, Hugh Munro and Liz Dennis. This plan will guide us as we move with confidence out of this pandemic with a renewed focus on individualized supports. Our strategic plan aligns with the Ministry's new framework Journey to Belonging: Choice and Inclusion. We anticipate further positive changes in the lives of people with exceptional needs at PCL and throughout the province.

A handwritten signature in blue ink that reads "Katherine Loveys".

Katherine Loveys  
Executive Director  
Parents for Community Living KW Inc.



# REPORT FROM THE BOARD CHAIR

## CHRIS PIPPY



Chris Pippy,  
Board Chair, PCL

During the past year, our Board was focused on supporting PCL's COVID response, executing on our very successful Campaign of Compassion & Promise in partnership with Menno homes and St. Paul's Lutheran Evangelical Church and completing the refresh of our strategic plan supported by our engagement with Capacity Canada.

The Board continued to provide oversight of PCL's response to the COVID-19 pandemic to help ensure all of our clients and staff were kept healthy and safe.

The Executive Director and the senior management team did an outstanding job managing pandemic risks, developing mitigation plans, working with our stakeholders and implementing appropriate policies and procedures. They recognized staff for their contributions and provided timely, transparent, and thoughtful communication to PCL clients, families, and stakeholders.

The Board is very appreciative of the work that the entire PCL team accomplished throughout this crisis, and we extend our sincere thanks and appreciation to everyone involved for their professionalism and compassion.

On behalf of the Board members, I would like to thank our Executive Director, the senior leadership team and the entire PCL staff. Their expertise, compassion and dedication to those we serve reinforces PCL's commitment to our vision that every person lives with dignity as a valued member of the community.

I would also like to personally thank our Board members. Your experience, expertise, insight and dedication have made a significant difference to the organization and are greatly appreciated.

This past year Parents for Community Living has further built on their outstanding reputation as a highly respected and recognized leader in the Development Services sector. PCL is very well positioned to meet the opportunities and challenges ahead.

Chris Pippy  
PCL Board Chair



The fundraising plan "Campaign of Compassion & Promise" was incredibly successful. The building construction was completed this summer and PCL clients moved into the facility in July. The goal to help address the need for affordable housing and supportive programs within our community for those with exceptional needs was fulfilled. Planning for Phase 2 is already underway.

# 544 BRIDGEPORT ST. WEST KITCHENER



Affordable Housing (48 Households)  
Community Space (Hub)  
Community Kitchen  
Skill Development  
St. Paul's Lutheran Church Worship Space

**Thank you to our partners**  
**MENNOHOMES & ST. PAUL'S LUTHERAN CHURCH**



# INCLUSIVE & SUPPORTED INDEPENDENT LIVING REPORT



Mary Anne Linka  
Community Services Director

This has been an exceptionally busy year with work primarily focused on protecting the people we support and our employees from COVID-19.

With the assistance Sunbeam and K-W Habilitation, and their hosting of pop-up vaccination clinics, we were able to get the majority of the people PCL supports vaccinated against COVID-19.

We had eight individuals from our group homes realize their dream of moving into their own apartment when the Bridgeport at Lancaster affordable housing project officially opened late June. Mike F an individual from this community moved into our 9th apartment and we are currently looking at profiles to fill the final 10th spot. It was an exciting but exhausting day on July 5th as movers brought furniture and personal possessions to their new home and we were kept busy setting up furniture, getting their phones, cable and internet set up.

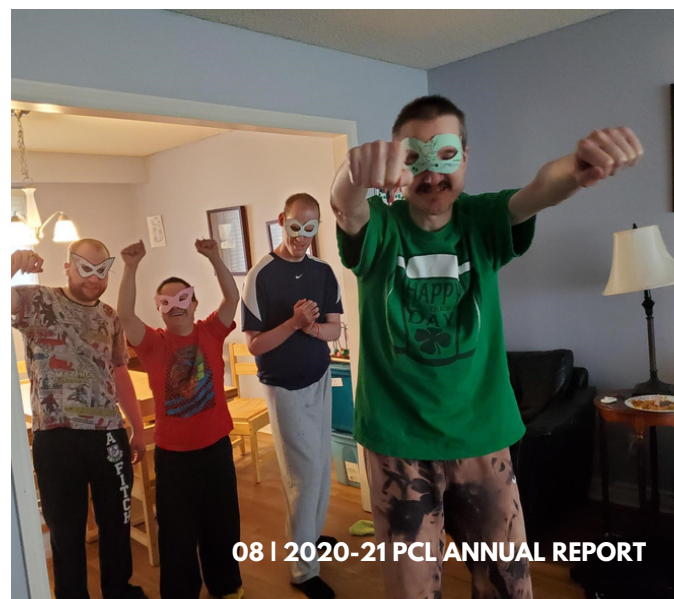


Sonya Mehta  
Residential Services Director

These moves allowed us to free up some children's beds as there were 4 children who had aged out of children's services. We have currently placed two new children in our Casey home as we welcome Nolan and Andrew. These two are familiar to us as we supported them in the past through our respite program at Malabar. We are in the process of filling 2 more children's beds, one at Casey and one at Malabar.

These moves also allowed us to continue to support the children who are now adults and require adult services. DeAndre was able to move into the Evelyn home from Malabar and Abby who had lived at Casey also moved into Evelyn. Alexa from Casey moved into one of the apartments.

We welcomed Nick at St. Charles who moved in the end of June this year and Alicia who moved into the apartment at the Crimson home.





# INCLUSIVE & SUPPORTED INDEPENDENT LIVING REPORT



Audrey, a long-time resident of the Crimson home, moved into the Monarch home to better address her changing needs.



Maria from Evelyn moved into the Pastern Trail Home along with Logan from Casey. Two sisters who were receiving emergency respite at St. Charles have also just moved into the Pastern Trail home.

COVID-19 has greatly affected us all but especially the people we support with the ways in which they can engage in their community. As a result, PCL created many virtual activities for the people we support. It has been a challenging year trying to ensure everyone has meaningful activities and maintaining and building upon the relationships with family and friends in their lives. We continue to do Friday pub nights with a local guitar player, Crock A Doodle Doo, Art shine, Zumba, various games, as well as music therapy, to name a few. This is one way of allowing the people we support to join in with activities with their peers and friends. While we would rather see each other in person, it has been a great way to keep our homes connected. All the homes have Grand River Park passes for the season and have been making good use of these excursions.

Staff continue to use technology to keep everyone connected with friends and families. PASSPORT rules changed during COVID to allow the people we support to purchase iPad's and computers and we have helped them to download useful apps to help with schedules and to improve communication.

# INCLUSIVE & SUPPORTED INDEPENDENT LIVING REPORT



The Wellness Committee also continues to keep our houses connected through sharing special recipes handed down by their families. Many special events occurred throughout the year to keep everyone engaged. Employees and people supported participated in an Olympic activity and medals were delivered to 'award-winning' homes.

Hopefully moving forward, we will be able to return some programming that occurs outside of the home. We feel very fortunate that we have employees who are very creative in the delivery of programming and services that have helped to keep everyone healthy and safe. This is the result of the tireless efforts of our front-line staff who have gone above and beyond since the beginning of this pandemic.

We continue to be involved with the Second Harvest Food Rescue Program. In the past 12 months we have rescued 6,030 meals, valued at \$21,659. We have made 310 rescues and interacted with 19 different businesses in our community. We have averted over 16,958 lbs of food from potential Green House Gas emissions. We have evenly distributed the rescued food throughout our homes.

The Residential Service Director and Community Services Director sit on several community committees: Regional Directors Group, Waterloo Adult Planning Table and Service Solutions, Children's Service Resolution, Community Respite Task Committee, and the Waterloo Regional Family Network Partnership Group.

# RESPIRE & DAY PROGRAM REPORT

Respite continues to be an ongoing need in our community. There are few options available to families in our community and we continue to have lengthy wait lists for both our children and adult respite homes. We continue to be the go-to agency for crisis placements which blocks respite beds until a permanent placement is found.

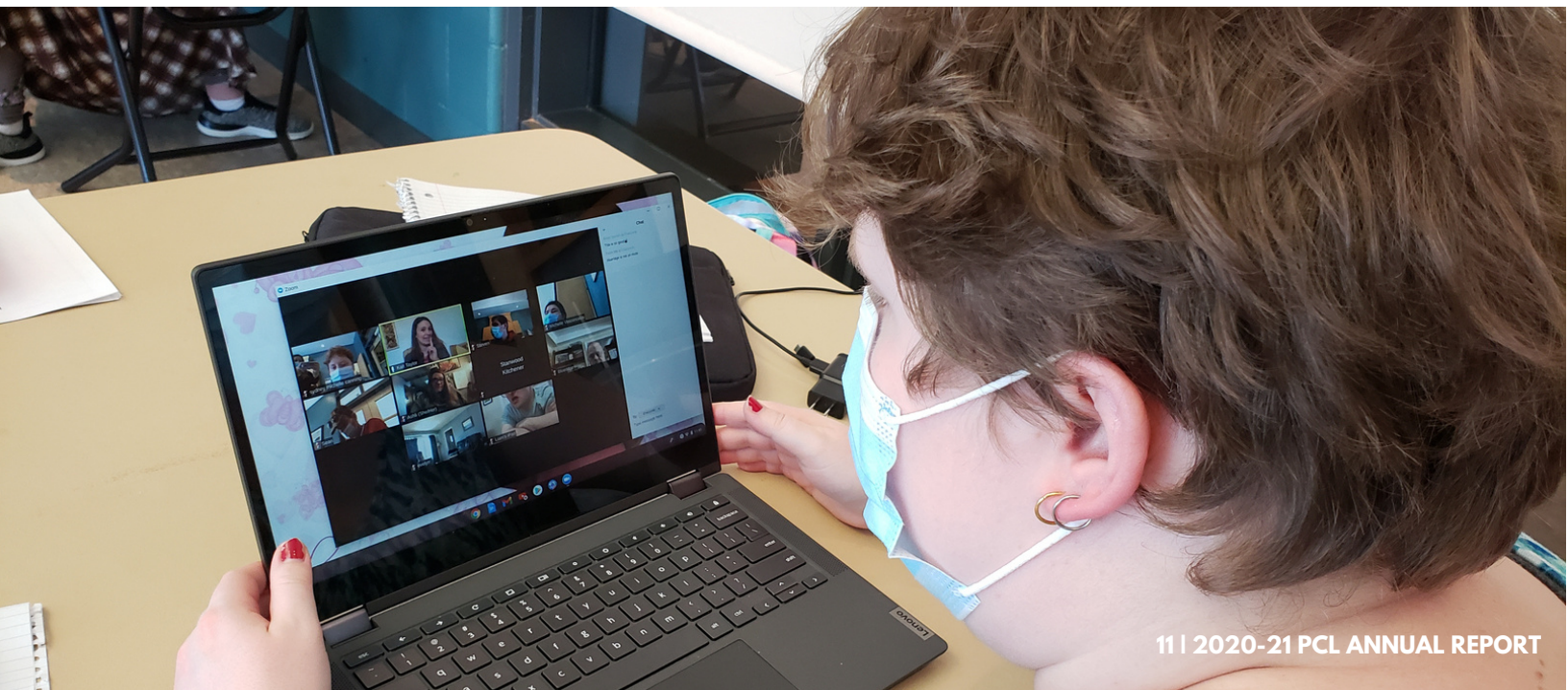
We invited the IPAC team through Grand River Hospital to assess our children's respite home in the hope of re-opening our respite services. Their advice was to provide 2 week or longer respite periods rather than the traditional weekend respite we had been doing prior to COVID-19 to minimize risk. As a result, we started offering respite to children identified as most in need. We provided support to 4 families of children to date offering a minimum of 2-week blocks. We will continue offering respite in this format for the time being.

This past year we also responded to several crises in our community and supported 5 adults with long term respite until suitable accommodations could be found.

In September 2020 we developed a collaborative partnership with two of Kitchener's Community Centres. We operated in-house programming for adults at the Williamsburg Community Centre and Forest Heights Community Centre. We supported 5 individuals a day Monday to Friday with in-person programming while providing virtual programming to approximately 15 community participants as well as virtual programming for those in our homes. There were up to 3 offerings per day plus some evening programming.

We are looking forward to operating individualized day options out of our new Community Room at 544 Bridgeport Road. This program will begin in September with smaller groups due to continuing COVID-19 restrictions and to provide a more individualized approach to service delivery. The pandemic has taught us that large, congregated gatherings are not favourable for health and safety reasons nor is it an individualized approach to service delivery. Over the last year and a half the people we support have benefited from a more personal and individualized approach to service. Our new strategic plan reflects this focus and we look forward to new and exciting opportunities.

We also look forward to starting our cooking programs in our brand new accessible commercial kitchen when it is safe to do so.



# HUMAN RESOURCES REPORT

## BRENDA VAN HOUTVEN, HUMAN RESOURCES DIRECTOR



Brenda Van Houtven  
Human Resources Director

## Make A Difference Every Day!

We are growing and looking to increase our staffing resources



As the pandemic continues through 2020 and 2021, our staffing practices and resources adapted and changed as necessary. Our employees were very resilient in working long shifts and overtime due to staffing shortages and we are very grateful for the dedicated employees that have continued to provide exceptional supports during such a difficult time. PCL has demonstrated our appreciation in various ways throughout the year including t-shirts, prizes, gift cards, gift baskets, and many other ways to say thank you for a job well done.

We continue with virtual interviewing and on-boarding practices for the most part, but we have begun some in person orientation time at the office as of May 2021.

We developed two new positions within the agency this year. A Technology and Operations Manager to assist with the technology strategy and monitor our infrastructure needs moving forward. We have also created a new role of Finance Coordinator to provide greater assistance to our Finance and Operations Director.

With the planned opening of our new Supported Independent Living Apartment Program in July 2021, our staffing needs increased significantly. We initiated a targeted recruiting campaign to hire and train approximately 30 new employees during the months of May, June, and July. These new employees were hired to back fill any positions needed when some of our current employees moved over to the apartment program.

As of August 2021, we have 214 employees with approximately 194 currently active. The task of recruiting and keeping employees over the past year has been challenging due to lack of qualified candidates and the single employer rule resulting from the COVID-19 pandemic.

On behalf of PCL I have been selected as a member of the Developmental Workforce Initiative Sub-Committee to develop and co-design an implementation approach to modernize the Developmental Services Core Competencies. This work began in July 2021 and will continue until March 2022.



As of August 2021, our employee COVID-19 fully vaccinated rate is 90% which is excellent and will help to keep the people we support healthy and enable community activities once again.

# HUMAN RESOURCES REPORT

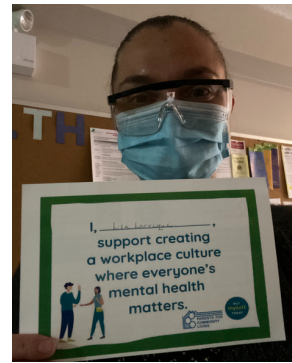
We continue to use HR downloads for online learning and our COVID-19 screening. Most education and training continue to occur virtually but there is hope that in person training may begin again soon. First Aid and CPR will be held in person as of August 2021.

In the fall of 2020, we developed a Diversity and Inclusion Task force comprised of direct support and management staff. We involved the expertise of Sharmalene Mendis-Millard and Nicole Burns from Wilfrid Laurier University to assist us with our task force committee and develop a logic model which will ensure that diversity and inclusion will continue to be addressed in our agency. Our Task Force members, mentors, Program Supervisors and Senior Management completed a training program called Working through Difference facilitated by Wilfrid Laurier University. We continue to develop our action plan around this project.

Our mentors continue to help support new and current teammates and have been especially helpful during the pandemic. We also have a great team of PCL Ambassadors who assist in promoting a positive and respectful workplace culture.



We have a small but dedicated team of volunteers who assist with home and yard maintenance and spending time one to one with the people we support.



We have partnered with the Canadian Mental Health Association to provide mental health supports to our employees through the Not Myself Today Program. Our agency is also participating in the Cultivating Community Wellness Initiative through the Provincial Network on Developmental Services.

We have benefited from the expertise and enthusiasm of students from several different educational institutions throughout the year. We partner with Wilfrid Laurier University, University of Waterloo, Conestoga College and Conestoga/McMaster Nursing program, Nipissing University, Sheridan College, Medix College and Trios College. Placements have been both in person and virtual and continue on a regular basis.

# HEALTH & SAFETY REPORT

## BRENDA VAN HOUTVEN, HUMAN RESOURCES DIRECTOR

The Health and Safety Committee wishes to thank everyone for doing their part to maintain and promote a safe and healthy work environment. The committee has met several times over the year as the pandemic continues to ensure the ongoing safety measures are in place for both our employees and the people we support. The committee conducts annual inspections at each worksite and recommendations are made as needed. Health and Safety representatives in conjunction with their Program Supervisors conduct monthly work site inspections and make recommendations for improvement to their directors. The committee also continues to review and make recommendations regarding staff accident/illness reports.

The Health and Safety committee continues to play a role in reviewing all policies related to the pandemic and assisting in training and support to all staff working in the homes. All staff have really stepped up and increased cleaning, infection prevention and control with all safety measures to ensure that the people we support in our homes have been kept safe and happy.

We continue with on-line learning for training such as WHMIS, Fire Safety and Safe Lifting. In person training for CPI and First Aid and CPR has been halted due to the pandemic but is now available in a blended session where we can have employees complete part of the training on-line and we will have in-person training when it is allowed again.

Our Workplace Wellness Committee created an amazing calendar of healthy workplace themes and events for the 2020 year but had to adapt our plans due to the COVID-19 pandemic. The committee has worked hard to ensure that each month has been filled with healthy activities and events that can be completed safely to keep both our staff and those we support busy and positive during the pandemic.

PCL has instituted many measures to create a supportive environment that supports positive mental health. We purchased the Not Myself Today program from the Canadian Mental Health Association to provide resources, activities and supports for all employees and we participate in a provincial wellness initiative, called Cultivating Community Wellness, for the Developmental Services Sector. Our PCL Ambassadors assist in providing support and encouragement to their teams through these programs. We continue to provide care packages and t-shirts to recognize staff working on the front lines. Our annual wellness initiative has been combined with these programs and we continue to engage our employees and those we support with fun activities monthly.

PCL continues to work with both Kitchener and Waterloo Fire Departments to ensure that we meet all fire safety standards. Annual inspections and evacuations have been postponed due to COVID-19 but all homes continue to complete monthly fire drills.

### Members of the Joint Health and Safety Committee:

Chairperson: Brenda Van Houtven Management Rep  
Katryna Montag Non-management rep

### Certified Members:

Pavel Bahdanovich St. Charles Management rep  
Mary Anne Linka Management rep  
Cassie Sutton Malabar Non-management rep

### Members:

Tamara Haas  
Vinaya Arun  
Jill Benham  
Jonathan Armstrong  
Cathy McRae  
Douglas Currie  
Taylor Herron

Blueridge  
Westheights  
Stanwood  
St. Charles  
Pastern Trail  
SIL Apartments  
SIL Apartments

Gifty Owusu  
Idah Oduho  
Jacqueline Chapman  
Karan McBride  
Rodas Tewolde  
Kara Canning  
Firos Shamszada

Forestlawn  
Evelyn  
Casey  
Crimson  
Malabar  
Monarch  
Maintenance



# IT & OPERATIONS REPORT

## DIANA DARCEY



Diana Darcey  
IT & Operations Manager

This year we introduced a new role to our Senior Leadership team, an IT and Operations Manager. This position will allow us the opportunity to implement our Technology Strategy and we have already begun this implementation. In addition, this role allows for the tracking of our major and minor operational issues faced by our homes. This data will be maintained on a database for ease of use and access.

We have started to use several new technology platforms with our teams to help us support the people in our homes. We are moving our documentation from a pen and paper model to ShareVision. This is an online platform that will allow us to complete documentation and access information in a more efficient way.

This software has been rolled out to most of the homes and will be fully implemented by October 2021. ShareVision allows us to document our daily log notes, communication books, incident reports and much more. We are starting slowly with our log books and communication books to allow your team to adjust to the new software. We will be adding more forms as time goes on until we are paperless. We have also rolled out Microsoft Teams for scheduling, team meetings, and much more across all homes, SIL and community supports.



We have completed several repairs, maintenance and renovation projects over the year. We put new roofs on our Westheights and Evelyn homes. Removed and trimmed many overgrown trees at our Malabar home. The lower level at Crimson has been totally remodelled to be brighter and fresher. The 2 bathrooms at Pastern have been totally remodelled as well as the accessible bathroom at Stanwood. We are in the process of having the driveways at St. Charles and Forestlawn completed. Stanwood had a new floor installed in the living room, Pastern Trail had new flooring installed as well as the carpet on their stairs replaced.

# FINANCE REPORT

## TERRY SMITH, FINANCE & OPERATIONS DIRECTOR



Terry Smith  
Finance & Operations Director

**2021**  
**7.020M**  
**4.512M**

**Total Assets**  
**Total Liabilities**

**2020**  
**6.299M**  
**4.006M**

### REVENUES

	2021		2020	
Government subsidies	6,314,167	71.4%	6,359,751	80.9%
Fee for service	696,070	7.9%	851,521	10.8%
Resident fees	505,760	5.8%	529,400	6.7%
Other revenue *	1,331,182	15.0%	116,147	1.5%
<b>Total</b>	<b>8,847,179</b>	<b>100%</b>	<b>7,856,819</b>	<b>100%</b>

### EXPENDITURES

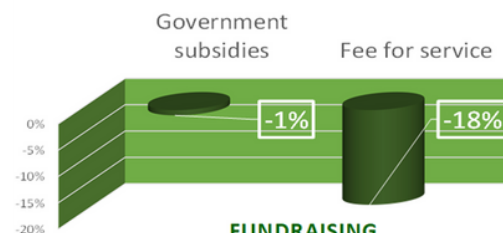
Wages & benefits	7,105,387	82.2%	6,358,880	82.5%
Program costs & purchased services	711,097	8.2%	496,134	6.4%
Building accommodation	266,692	3.1%	274,162	3.6%
Amortization	137,097	1.6%	166,998	2.3%
Office expenses	176,584	2.0%	173,453	2.2%
Vehicle expenses	181,676	2.1%	170,984	2.2%
Other	52,499	0.6%	55,874	0.7%
Training	16,322	0.2%	12,555	0.2%
<b>Total</b>	<b>8,647,354</b>	<b>100%</b>	<b>7,709,040</b>	<b>100%</b>

\* related to Covid-19 relief

1,266,602

COVID-19 had a major impact on Fee for Service due to program closures. PCL was able to recover pandemic expenses of \$1,266K. Government subsidies decreased 1% from the discontinuance of adult summer respite. PCL finished the year with a \$3,978 deficit calculated in accordance with the Basis of Accounting prescribed by MCCSS. The difference of \$204K represents the adjustment to reflect the financial position in terms of accounting standards for Not-for-Profit Organizations with the treatment of amortization and deferred contributions. Capital campaign fundraising is deferred to 2021-2022 to align with the capital project expenditures.

### Decrease in revenue



### FUNDRAISING

Schedule of Fundraising Revenue and Expenditures

For the year ended March 31, 2021

Revenue	
Donations	10,527
Other	3,707
<b>Total Revenue</b>	<b>14,234</b>
Expenditures	0
<b>Total Expenditures</b>	<b>0</b>
<b>Excess revenue over expenditures for the year</b>	<b>14,234</b>



# FINANCE & AUDIT COMMITTEE REPORT

## JEFF HARRIS, CHAIR



### PURPOSE

The Finance and Audit Committee regularly evaluates the financial status of the organization in consultation with the Executive Director and the Finance and Operations Director.

### RESPONSIBILITIES

- Review the annual budget and recommend to the Board of Directors for its consideration;
- Monitor the monthly, year-end and projected financial position of the organization in relation to stability, viability and potential financial risk;
- Review internal controls and recommend any revisions to the Board of Directors for its consideration;
- Review the Audited Financial Statement and Management Letter of the Auditor and recommend to the Board of Directors for its consideration;
- Review the performance of the Auditor and make a recommendation regarding appointment for the next fiscal year;

- Ensure a Request for Proposal for auditing services every five years is developed and implemented;
- Review, update and make recommendations, as required, to the Finance Policy and Procedures Manual;
- Annual review of appropriate insurance.

### AUTHORITY AND ACCOUNTABILITY

The Finance and Audit Committee reports to the Board of Directors through the Chair. It works in partnership with the Executive Director, staff, volunteers and members to maximize efforts and outcomes.

### MEMBERSHIP

Membership consists of the Chair (Board Treasurer), PCL Board Chair, other Board members, Executive Director, Finance and Operations Director, and professional community representatives. The committee shall have at least four members; 50% of the committee members must be PCL Board members.

### MEETINGS

The Finance and Audit Committee meets, at a minimum, quarterly and otherwise at the call of the Chair. Task groups will be established and meet as required.

### SIGNIFICANT ACTIVITIES

- Reviewed MCCSS and PCL quarterly financial reports.
- Provided oversight to annual financial audit; and reviewed the external auditor's performance.
- Reviewed 2020-2021 Audited Financial Statements and the independent auditor's report thereof for presentation to the Board for approval.
- Review of annual 2020-2021 Transfer Payment Annual Reconciliation (TPAR), and Annual Information Return (AIR) are pending the form from MCCSS required to prepare and submit.
- Confirmed the completion of the 2020-2021 Registered Charity Information Return.
- Confirmed payment of all government remittances.
- Completed an inventory and valuation of PCL's real estate assets. Reviewed current borrowing arrangements, and mortgage renewals.
- Reviewed and confirmed PCL's insurance coverage.
- Reviewed and monitored fundraising and donations.
- Reviewed and assessed achievement of Strategic Plan Priorities that fell within the scope of the committee's mandate.
- Monitored and reviewed impact of COVID-19 on the agency's revenue and expenses.

### 2020-21 MEMBERS OF THE FINANCE & AUDIT COMMITTEE

Chris Pippy – Chair of Board of Directors  
Jeff Harris – Chair of Committee & Board Treasurer  
Aditi Gupta- Board of Directors Member  
Fred Masters - Board of Directors Member  
Linda Scott Campbell – Board of Directors Member  
Adam Gauthier – Community Member  
Terry Smith – Finance & Operations Director, PCL  
Kathy Loveys – Executive Director, PCL

# FUND DEVELOPMENT COMMITTEE REPORT

## BRUCE ANDERSON, CHAIR



### PURPOSE

The Fund Development Committee is a standing committee of the PCL Board of Directors. Working in collaboration with the ED, its purpose is to support the fund development of PCL and includes planning, coordination, implementation and evaluation of fund development activities that is consistent with the strategic and operational direction of PCL.

### RESPONSIBILITIES

a) To work in collaboration with the ED or designate to develop a revenue diversification strategy and annual budget, based on PCL's strategic priorities and including:

- Timelines for various fund development initiatives (i.e. annual events)
- Implementing an evaluation plan on the ongoing success

b) Assist in the cultivation and recruitment of external members of the committee

c) Foster Board involvement in fund development activities

d) Establish a strategic plan that includes:

· Donor cultivation, solicitation, recognition, stewardship and reporting gift impact

· Annual campaign

· Legacy giving program

e) Recommend policies to support fund development activities

f) Monitor fund development efforts and ensure ethical practices are in place.

### AUTHORITY AND ACCOUNTABILITY

The Fund Development Committee reports to the Board of Directors through the Chair. It works in partnership with the Executive Director, staff, volunteers and members to maximize efforts and outcomes.

### MEMBERSHIP

Membership will consist of a minimum of two PCL Board members, one of whom will Chair the committee, Executive Director (ex-officio), Manager of community representatives.

### MEETINGS

The Fund Development Committee will meet, at a minimum, quarterly and otherwise at the call of the Chair.

### SIGNIFICANT ACCOMPLISHMENTS

Due to COVID-19 it has been a challenging year for the Fundraising Committee. As you are aware we had to cancel several planned events, our annual golf tournament, an evening at Culinary Studio and several other events we were considering. None of these have been rescheduled at this time.

We used this last year to develop Fund Development Policies and Procedures to guide our Board and committee as we embarked on our capital campaign.

The Fundraising Committee has a new name, we are now known as the "Fund Development Committee" This change was approved by the Board in May 2021.

Our focus has been to continue to foster our current relationships and develop new ones to broaden PCL's presence in the community. Given COVID-19 it has been difficult to meet personally with our current donors and develop prospective new relationships. Nevertheless, we have phoned and used Zoom to connect with people as we shared our Campaign of Compassion.

### 2020-21 FUND DEVELOPMENT COMMITTEE

Bruce Anderson – Chair of the Committee

Gary Howell – Community Member

Denis Turenne – Community Member

Marion Kelterborn – Community Member

Kathy Loveys – Executive Director, PCL

Ashley Schieckoff, Program Supervisor, PCL

Angela Murdoch, Marketing and Communications. PCL

# FUND DEVELOPMENT COMMITTEE REPORT

Our joint project with MennoHomes and St. Paul's Lutheran Church has inspired many people to give to our capital campaign and we are just a few thousand shy of our \$800,000 goal!!

We continue to focus on planned giving as this is a key opportunity for PCL to move forward and grow into the future. We are leveraging the awareness we generated about PCL through our capital campaign to inform the community about the significant waiting list that exists and how many more individuals in the community that need support.

Together with you and our generous community we can do more to create new opportunities into the future to provide much needed housing and program support.

## Capital Campaign Contributions

92% of funds have been raised as of September 17, 2021

This number includes our 2020 Mailout Campaign, Giving Tuesday and other capital campaign fundraising initiatives.

**THANK YOU TO EVERYONE WHO CONTRIBUTED TO THE CAMPAIGN.**



# GOVERNANCE & BOARD PROCESS COMMITTEE REPORT

## TOM HUNTER, CHAIR



### PURPOSE

The Governance and Board Process Committee will work with the Board of Directors, Standing Committees and Management to ensure Parents for Community Living's bylaws are consistent with our incorporating documents, that all powers and actions are exercised in compliance with our Letters Patent and any applicable legislation, and oversee the recruitment, orientation and development of Board members.

### RESPONSIBILITIES

- Review the bylaws of the organization and recommend amendments to the bylaws for consideration by the Board of Directors and for approval by the Members of the Corporation at the Annual General Meeting;
- Review the governance policies and procedures and recommend any revisions to the Board of Directors for its consideration;
- Facilitate the recruitment and selection process of potential candidates for the governing body and recommend a slate of potential new board members for consideration by the Board of Directors;
- Schedule and facilitate the orientation process for new board members;
- Survey board members on topics for board development and finalize any plans for board education and/or training activities;
- Identify a board self-evaluation tool and arrange for completion by board members. Summarize information collected from the self-evaluation tool and discuss areas of improvement in regard to the governance process with the Board of Directors.

### AUTHORITY AND ACCOUNTABILITY

The Governance and Board Process Committee reports directly to the Board of Directors through the Chair. It works in partnership with the Executive Director and its members to maximize efforts and outcomes.

### MEMBERSHIP

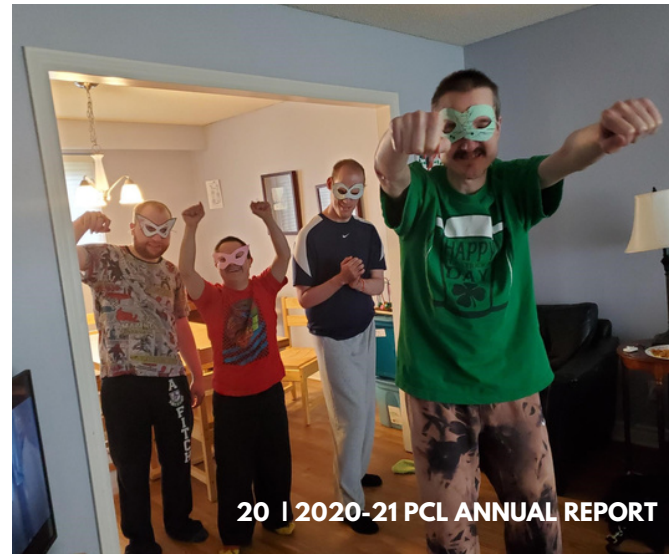
Membership will consist of the Chair (Board Representative), PCL Board Chair, Executive Director, other PCL Board members and community representatives. The committee shall have at least four (4) members; 50% of the committee members must be PCL Board members.

### MEETINGS

The Governance and Board Process Committee will meet, at a minimum, three times each year, and otherwise at the call of the Chair.

### SIGNIFICANT ACTIVITIES

- Advised the Board with respect to the new By-Law #9 and brought this forward to the PCL membership for approval.
- Began work on the categorization of members into Founders, Builders and Patrons of PCL.
- Updated and revised the Governance and Board Process Committee Terms of Reference approved by the Board.
- Ensured that Corporate documents were updated and filed as required.
- Updated the Board matrix, recruited and interviewed new Board members to address the skillsets required for the Board.
- Reviewed the terms of office for Board officer positions and recruited accordingly to address upcoming changes.



# GOVERNANCE & BOARD PROCESS COMMITTEE REPORT

## SIGNIFICANT ACTIVITIES CONT..

- Ensured completion of the Board Evaluation survey tool and made recommendations to Board with respect to the updating of the survey tool
- Updated the regular education/training plan for Board members focusing on key governance matters and competencies required
- Reviewed and updated the Orientation Plan for new Board members, and ensured same includes our diversity statement, case for support and history of the organization.
- Regularly reviewed legislative updates as they relate to the proposed new Ontario Not for Profit Corporations Act.

## 2020-21 GOVERNANCE & BOARD PROCESS COMMITTEE

Tom Hunter – Chair of Committee  
John Collings – Past Chair, Board of Directors  
Eileen Polson – Board of Directors Member  
Chris Pippy – Chair, Board of Directors  
Kevin Buko – Community Member  
Sheila Charters – Board of Directors Member  
Kathy Loveys – Executive Director





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