

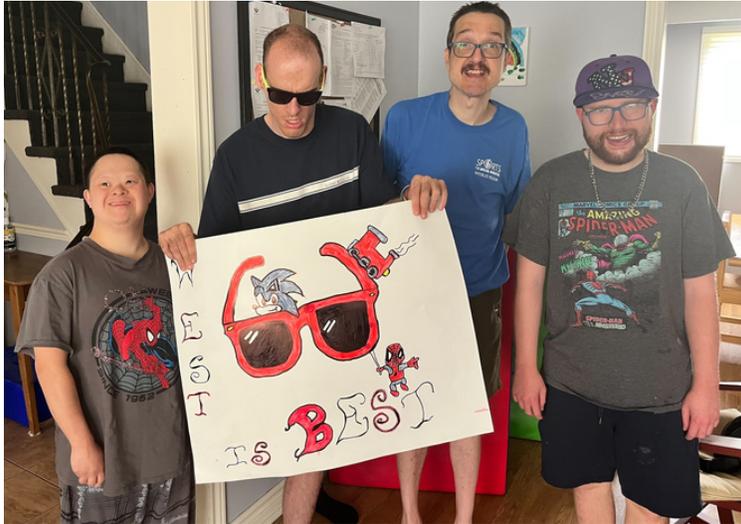


# ANNUAL REPORT



# 2021-22

# 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.



## 2021-22

## PCL BOARD MEMBERS

Tom Hunter, Board Chair

Fred Masters, Vice-Chair

Chris Pippy, Past Chair

John Collings, Secretary

Linda Scott Campbell, Treasurer

Bruce Anderson

Kerry-Ann Bent

Sheila Charters

Aditi Gupta

Dorothy McCabe

Rebecca Smith

# OUR HOMES AND PROGRAMS

## GROUP LIVING

PCL homes are located in neighborhoods throughout the Waterloo Region. We provide a supportive, safe, family-type home environment.



Evelyn Home



Forestlawn Home



Monarch Home



Crimson Home



Blueridge Home



Westheights Home



Casey Home



Pastern Trail Home

## SKILLS DEVELOPMENT



Dream Club Program  
and Cooking Classes



Financial Literacy Classes  
with Kindred Credit Union

## RESPIRE

Respite provides support for those with exceptional needs who still live with their families. It provides the child/adult with an opportunity to try new activities and gives their caregivers a break from providing 24-hour care.



Children's Respite  
Malabar Home



Adult Respite  
St. Charles Home

## SUPPORTED INDEPENDENT LIVING



Bridgeport and Lancaster

# CHIEF EXECUTIVE OFFICER REPORT

## KATHERINE LOVEYS



Katherine Loveys,  
Chief Executive Officer

### GROWTH & CHALLENGE

Every year brings with it both challenge and success. We had both, perhaps in equal measure. Despite all our hard work on IPAC procedures, active screening and masking, we began 2022 with several outbreaks in our homes from Christmas 2021 through to the end of February 2022. And then once again in April through May. As of this writing, we find ourselves again with an outbreak at one of our homes. While we would love to think that COVID is behind us, the numbers tell us otherwise. And so, we persevere.

Employee recruitment and retention has been one of the biggest challenges we faced along with all Provincial developmental service agencies, as well as many other sectors. We are grateful to the provincial government for recognizing the hard work of our front-line employees with making the Temporary Wage Enhancement permanent as of our new fiscal year. Our AMAZING staff teams deserve this recognition and bump up in wages. Due to our growth over the last year, our staff team grew by almost 11% adding 22 new positions. On our Senior Leadership team we are pleased to welcome Amber Alexander, Human Resources Assistant, to support our Human Resources department.

The adults and children we support have been happy to go back to school, work and volunteer placements when they could. All are enjoying the summer months where they are engaging in many outdoor activities. PCL grew by 22 % serving 11 new children and adults over the last year. Our community hub is providing support to a small group of people living in the community who come for some daytime activities both at the hub and in the community. Our kitchen is being used as the drop off point for Second Harvest, Food Rescue donations which are often shared with the tenants of the entire apartment building as well as our group homes.

Parents for Community Living experienced a financial growth of almost 30% with the opening of the affordable housing project with MennoHomes and St. Paul's Lutheran Church. We accomplished our fundraising goal of \$800,000 for our new community hub and commercial kitchen. We are preparing for the next stage of development with Phase 2 and count on our supporters to help us with another important affordable housing project and much needed program space.

A handwritten signature in blue ink that reads "Katherine Loveys". The signature is fluid and cursive.

Katherine Loveys  
Chief Executive Officer



On August 25/22, a staff retreat and training event was held. Over 50 employees attended this event. We had two guest speakers, Jincy George from Red Rabbit Learning and Tina Young from Synergy Learning.

# DIVERSITY, EQUITY & INCLUSION UPDATE

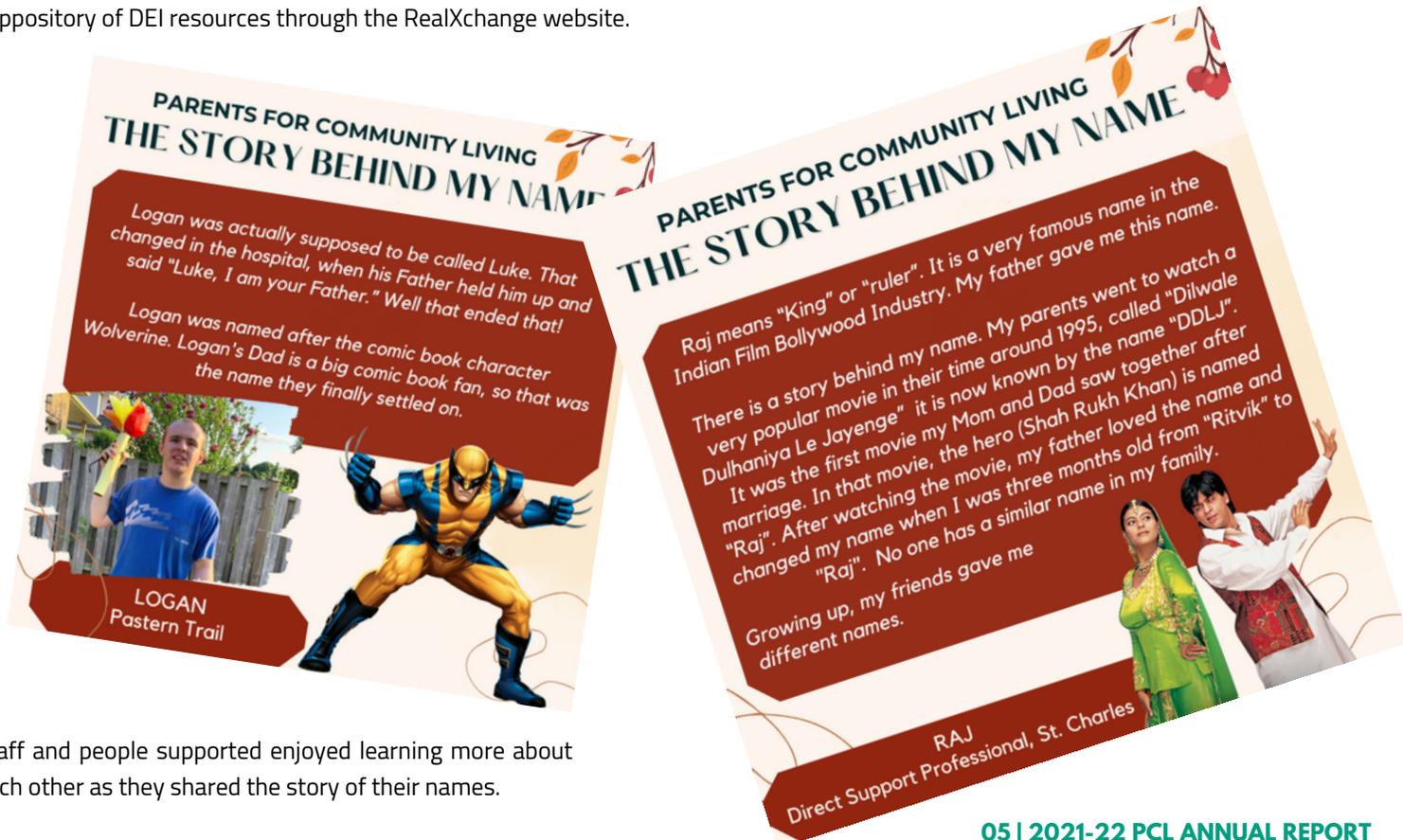
## KATHERINE LOVEYS

We have achieved many of our goals and objectives in the first year of our Diversity, Equity and Inclusion program logic model. DEI responsibilities have been added to our job descriptions, a new DEI policy was developed and we removed the word residential from Sonya Mehta's title, which is now Service Director.

Members of our Board also participated in Capacity Canada's virtual boot camp with a focus on DEI in December of 2021. As a result, the Board updated their Board matrix, implemented a Governance DEI policy and completed a Level of Inclusion survey, a tool from the Building Inclusive Governance Workbook published by Ryerson University in collaboration with OnBoard Canada.

Brenda completed an Indigenous Studies Course through the University of Alberta. Kathy completed the Four Seasons of Reconciliation through First Nations University, Saskatchewan.

Kathy has joined the Central Region Planning Table (CRPT), representing the Waterloo Region's DSPAC (Developmental Services Planning and Advisory Council). The Central Region encompasses Halton, Peel, Simcoe, Dufferin, Waterloo and Wellington regions. She has also joined CRPT's Anti-Racism, Diversity, Equity and Inclusion Committee. This committee is going to develop a workplan in the fall with the assistance of a consultant. She connected with the provincial Community of Practice on DEI and they are working together to share resources and ensure our work is complementing each other. Both groups are beginning to work together to create a provincial suppository of DEI resources through the RealXchange website.



Staff and people supported enjoyed learning more about each other as they shared the story of their names.

# STRATEGIC PLAN UPDATE 2021-24

## KATHERINE LOVEYS

Activities related to the pandemic and the various waves of infection prevented PCL from focusing on strategic plan work. Nevertheless, we managed to accomplish a few tasks over the last year and complete some work on our plan. At the direction of the PCL Board of Directors, we included Diversity, Equity and Inclusion as an important objective of our Strategic Plan.

### 1 Priority One: Champion the person-centred approach in everything we do.

Program Supervisors and other key staff have received training in person-centred planning. A number of people we support have completed the Steps to Independence tool, which prepared them for their move into our new apartment program at Bridgeport at Lancaster.

### 2 Priority Two: Offer a fulfilling and progressive work environment for staff.

- PCL's Human Resource Director worked with the Provincial Network on a number of initiatives including revising the Core Competencies, engaging in the new marketing/recruitment materials for the developmental service sector as well as the Cultivating Community Wellness Initiative. A number of wellness initiatives are available for staff across the province. In addition, wellness activities are on-going at PCL with our very active Wellness Committee.
- Our job descriptions were revised to include responsibilities related to DEI.
- We promoted two employees internally to Program Supervisors this year demonstrating our commitment to mentoring and developing our employees for promotion opportunities.

### 3 Priority Three: Expand our presence in the Waterloo Region.

- Our partnership with MennoHomes and St. Paul's Lutheran Church provided us with the opportunity to develop relationships with new donors and the broader community.
- Provincial exposure through participation by members of our Senior Leadership team on various provincial committees has expanded our presence beyond the Waterloo Region and provides opportunity for collaboration on projects with other DS agencies, eg. Ontario Business Resource Committee; Developmental Workforce Initiative; Central Region Planning Table (CRPT) and the CRPT Anti-Racism, Diversity, Equity and Inclusion committee.



# WE HAVE THE BEST STAFF!

## PCL "PROPS" TO THE FOLLOWING STAFF:



Jason B. from SIL for creating a rib challenge amongst the homes and inspiring other homes to create their own challenges.



Charlie W. from Evelyn for helping out whenever asked to work in other homes when available.



Ellen C. from Evelyn for creating a music video with Deandre.



Karan M. from Crimson for supporting Alicia to create awesome meals.



Amie P. from Forestlawn for putting together a wellness package of activities and resources for the ladies to use.



Michelle V. from SIL for organizing day trips this summer.



Ashley S. from Blueridge for recruiting and supporting our volunteers.



Tara B. from Forestlawn for managing all of the PPE for the organization throughout COVID.



Jikulunu J. from Stanwood for offering Zumba classes each month and customizing classes to match our wellness activities.

## Outstanding



## DIRECT SUPPORT PROVIDERS AWARD RECIPIENTS



Victoria C. from SIL  
Nominated by Hannah K. DSP



Maeghan A. from Westheights  
Nominated by Steven A. Program Supervisor



Marzena G. from SIL  
Nominated by Emily R. Senior DSP



Rodas T. from Malabar  
Nominated by Rick A. Senior DSP



Shelley L. from Blueridge  
Nominated by Jenn S. DSP

Kamie M. from Stanwood  
Nominated by Ana G. DSP &  
Jikulunu J. Program Supervisor

## SPECIAL MENTION AWARDS

Sara M. from Crimson  
Vanessa W. from Crimson  
Francisca M. from Forestlawn  
Nick S. from St. Charles  
Nicoleen C. from St. Charles  
Amanda W. from St. Charles  
Raj P. from St. Charles  
Seetha T. from Malabar  
Cameron K. from Stanwood



(L-R) Vanessa W,  
Seetha T, Sara M,  
Francisca M, Amanda  
W. &  
Brenda Van Houtven

# BOARD CHAIR REPORT

## TOM HUNTER



Tom Hunter,  
Board Chair

This was an incredible year of resilience and accomplishment operationally for Parents for Community Living. Our exceptional staff teams managed the COVID outbreaks remarkably well, ensuring compliance with Provincial regulations and the maintenance of service levels. The Board ensured that employees were properly compensated for their extraordinary efforts within the confines of the legislation, notably, Bill 124.

The Ministry's Quality Assurance Measures compliance and Children's licensing inspections resulted in only a few minor non-compliances at our adult homes and only one non-compliance at one of our children's homes. This is truly extraordinary, especially given the rigorous nature of children's licensing inspections. Congratulations to our AMAZING staff teams and our senior leadership staff.

Our Senior Leadership team provided prudent financial management in these uncertain times as we ended the year, once again, with a balanced budget.

The Board continues to look to the future as we sourced, recruited and elected four new outstanding Board members this year. We have updated our Governance policies to include Diversity, Equity and Inclusion and expanded our Board matrix criteria to include DEI skillsets to ensure our Board reflects the diversity of our community. We have begun the process of reviewing our bylaws and incorporating documents related to the new Ontario Not For Profit Corporations Act.

We celebrated the completion of our Community Hub/Affordable Housing project in partnership with MennoHomes and St. Paul's Lutheran Church. The people we support who moved into their new apartments are adjusting well and have newfound independence. We look forward to our continued partnership with MennoHomes and St. Paul's Lutheran Church as we plan for Phase 2 which will include much needed affordable housing, office and program space.

On behalf of the Board members, I would like to thank our Chief Executive Officer, 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 passion for PCL's mission and your personal commitment of time and the application of your experience and expertise has had a positive and lasting impact on the organization.

Parents for Community Living is a highly respected and recognized leader in the Developmental Services sector and it is well positioned to meet the opportunities and challenges that lie ahead.

Thomas Hunter  
Board Chair



# A YEAR OF AMAZING GROWTH!

By Michelle Vasconcelos, Program Supervisor

Bridgeport and Lancaster - It's hard to believe a year has gone by already. We had some minor growing pains, as was to be expected with any new program, but we have had so many wonderful accomplishments.

Upon moving into the building, the people in our supported independent living (SIL) program began developing friendships with tenants in the building and people in the surrounding neighborhood. They have enjoyed exploring their neighbourhood and discovering local amenities and trails. There is a corner store for quick supplies and a Tim Hortons and Subway where they are regulars and to their delight, the staff knows what they want before they even order! They also found out that the gas station is a short walk from their home has slushies!



The people in SIL were invited by neighbours, Harriet and Norman Faulk, to their pottery studio for the afternoon for a tour and were each given a piece of their work as a housewarming gift.



Financial literacy classes were provided by our Partner, Kindred Credit Union, in the PCL community room.



A bus stop at the doorstep of Bridgeport and Lancaster provides opportunities to get out into the community.

Each person develops their menu for the week and prepares a grocery list. They have a budget they are learning to work within, and together with staff, they go to the grocery store by public transit to purchase their own groceries.

With the convenience of the bus, our friends in SIL have enjoyed going to Centre in the Square, St. Jacobs Farmers Market, St. Jacobs Playhouse, various community centres for outdoor sports, swimming, lessons, walking tracks, Kitchener Auditorium for hockey games/events, movie theatres, parks and so much more!

It has been a wonderful year of learning, growing and developing new skills.

We have developed community in many ways within the building. Through our weekly food rescue via Second Harvest, we have been able to share free bread not only with the people we support but also with our neighbors in the apartments. We have had joint BBQs together, campfires, fireworks that we hosted for everyone, dinners with the other tenants and movie nights.



Friendships have been developed over the past year and many of the supported people are invited by the friends they have made in the building to join them for special occasions like birthdays and Christmas.

We have been utilizing our community kitchen to the fullest extent. Our day program uses it twice a week for healthy cooking and baking recipes. In addition, the people supported in the apartments enjoy coming down to participate in Sunday brunches, making snacks for "pub nights" once a month, making homemade dough for fun recipes like pizza, pretzels, and homemade buns, and fun spur of the moment recipes our very imaginative staff come up with.

With such supportive, amazing staff and people supported, Bridgeport has become a hub of fun activity and a welcoming space for all.



## BRIDGEPORT AND LANCASTER

We are proud of our partnership with MennoHomes & St. Paul's Evangelical Lutheran Church and our building that includes a community hub, teaching kitchen, 48 affordable housing apartments and worship space for St. Paul's Lutheran Church.

# GROUP & SUPPORTED INDEPENDENT LIVING REPORT

## MARY ANNE LINKA & SONYA MEHTA



Mary Anne Linka  
Service Director

This has been a year of slowly getting back to a new “normal.” We continue to focus on protecting the people we support from COVID-19 as well as our employees. We are in the process of ensuring that people we support receive their 4th vaccine. We continue to follow the guidance we receive from Waterloo Regional Public Health, who have been very supportive of our organization, especially in guiding us through several outbreaks this past year.

The people we support are slowly returning to their activities, jobs, and placements they enjoyed prior to COVID-19. There has also been a return to sport and group activities which everyone has approached with much enthusiasm.



Sonya Mehta  
Service Director

We have new additions to our Children's homes. We welcomed Keely to our Malabar home in December and Joshua to our Casey home in January. We also welcomed 2 young men, Derek and Cameron to our Malabar home.

Our homes have also experienced some change over the past year. Gayle retired from Bluebridge this past year after 19 years of service to PCL. We planned a drive by party, but everyone seemed to stop, get out of their vehicles and stay awhile. There were so many smiles and conversation as this was the first time many of us had been together since the beginning of the pandemic. We wish Gayle well in her retirement!

Ashley moved from the Monarch Home to Blueridge as the Program Supervisor, and we welcomed Kara to the position of Program Supervisor at Monarch. Amber became our HR Assistant and Anna moved into the role of Program Supervisor at Evelyn.



PCL's Health and Wellness Committee arranged for Tristyn Day, from Indigenous Creations by Day, to run a virtual workshop just for PCL on how to make a dream catcher. Along with instruction, Tristyn also shared the history of why dream catchers are a sacred tool in Indigenous culture.

### COMMUNITY INVOLVEMENT

The Service Directors sit on several community committees:

- Regional Directors Group
- Waterloo Adult Planning Table and Service Solutions, Children's Service Resolution, Community Respite Task Committee
- Waterloo Regional Family Network Partnership Group

COVID-19 has greatly affected us all but especially the people we support with the ways in which they can engage in their community. PCL continues to run virtual activities for the people we support in conjunction with in-house programming. We continue to do Friday pub nights with a local guitar player, 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 and keep in person gatherings to a minimum. 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.



This past summer there have been trips to the Blue Jays Game, a Grand River Boat Cruise, and Medieval Times to name a few. Staff continue to use technology to keep everyone connected with friends and families. Staff download different Apps that allow for better communication and also as a way of enhancing every day life skills.

## BRIDGEPORT AND LANCASTER

The Bridgeport and Lancaster affordable housing/community hub project has been up and running for over a year. We had a special get-together to celebrate our first anniversary which everyone enjoyed. We have developed a sense of community at the apartments. Some of our staff and individuals have joined the social committee which is run through MennoHomes by their Community Support Worker. They discuss plans for three months at a time and set dates. Our folks have suggested many amazing ideas that are being put into action. For each event, different tenants volunteer to help organize the activity. Some events they have already enjoyed are a Strawberry Social and a campfire. They made s'mores and stayed outside chatting and enjoying the fire. They also played outdoor games such as bocci ball and soccer.



A Connectors Group has been started. The Connectors are a group of individuals, along with staff, that plan activities and events the people we support want to see happen. They have started a biking group and decide on events they would like to go to such as Disney on Ice. They also planned a BBQ in May as well as picnics in July and August. They have been meeting monthly and have plenty of ideas that they would like to organize and implement.





The Wellness Committee keeps our homes connected by sharing different activities and challenges. The theme for the summer was the "PCL Olympics." Homes created unique names to represent their group in fun Olympic challenges.

# RESPITE & DAY PROGRAM REPORT

## MARY ANNE LINKA

### RESPITE

Respite continues to be an ongoing need in our community. There are few options available to families in our community and there continues to be 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. There are currently 2 blocked children's beds at Malabar which limited the number of children we could support this summer. The developmental service staffing crisis continues and this has also impacted our ability to provide respite. We have been offering respite to children identified as most in need. This summer we provided 7-day respite stays to 6 different families. Scheduled respite will return at our adult site this fall.

### DAY PROGRAM & COMMUNITY KITCHEN

We began operating individualized day options out of our new Community Room at 544 Bridgeport Road. This program is being operated with smaller groups due to continuing COVID-19 restrictions and to provide a more individualized approach to service delivery. There are currently no more than 5 participants attending at a time. Community members and some of the people supported also join some of the programming over zoom. 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. The individuals attending the programming are very much involved in deciding what they would like to do in the program.

Our accessible commercial kitchen was inspected by Waterloo Regional Public Health this past year and 2 of our SIL staff obtained their Safe Food Handling Certificate. We have done cooking classes with our SIL tenants and day program participants. We look forward to offering more cooking classes to the community this coming year.



We continue our partnership with Second Harvest, Food Rescue Program. In the past 12 months, we have rescued 21,109 meals, valued at \$68,369. We have made 1138 rescues and interacted with 19 different businesses in our community. Over 68,537 lbs of pounds of greenhouse gases have been averted by food rescue. We have evenly distributed the rescued food throughout our homes as well as the apartment tenants.



# HUMAN RESOURCES REPORT

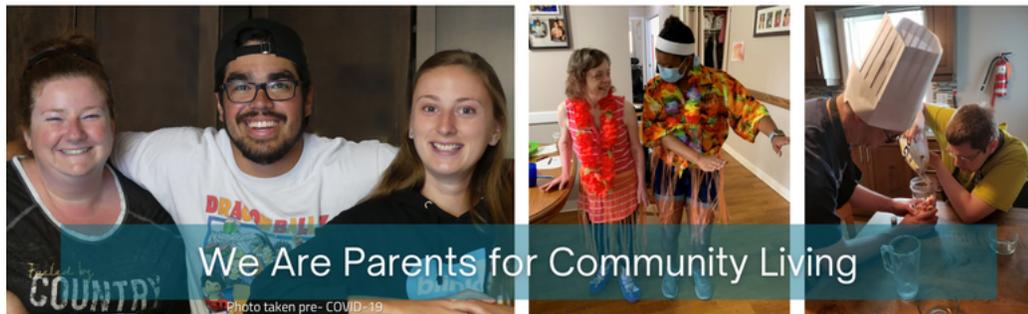
## BRENDA VAN HOUTVEN



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, our staffing practices and resources adapted and changed as required. Our employees have been very resilient with working long shifts and overtime due to staffing shortages and we are very grateful for our dedicated employees that have continued to provide exceptional supports during such a difficult time. Understandably, the pandemic has taken a toll on our employees overall mental health and they are feeling tired, stressed and many have needed to take time off or take a leave of absence to recover. PCL continues to demonstrate our appreciation in various ways throughout the year to say thank you for a job well done. We are looking forward to an in-person staff training day at the end of August to educate and re-energize our teams.

We continue with virtual interviewing and on-boarding practices for the most part, but we have added some in-person orientation at the office and some in person training.

We developed a new Human Resources Assistant position this year to assist the HR Director with human resources work as well as office administration. Amber Alexander, former Program Supervisor of the Evelyn home, started this position as of June 2022.

Three Program Supervisors attended a six-week class for "First Time Leaders" through Red Rabbit Learning.

We also created a Senior Direct Support Professional role for some of the larger programs in order to assist those Program Supervisors with the day-to-day work in those homes and take on some of the case management duties for those we support.



Our employee vaccination rate with two COVID-19 vaccines is at 97%. Many of these employees also have their 3rd booster dose as well. We are encouraging all employees to be vaccinated to provide the best protection for the people we support as well as themselves.

Staff recruitment and retention continue to be a challenge across the Developmental Service sector, as well as many other sectors. We have been working with colleges, universities and the DS HR Strategy to recruit, hire and retain prospective employees. PCL has also supported many newcomers to Canada with employment through our hiring processes and relationships with the colleges/universities.

**As of August 2022, we have 223 employees within the agency.**

We have revitalized our Mentor Program in June 2022 with currently 16 employee mentors across the organization, including the 4 Senior DSPs. These mentors will be engaging in training and development in order to support and coach our new and existing staff teams with on-boarding and encourage engagement with PCL.

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 continue to use HR downloads for online learning. Most education and training continue to occur virtually, but some classes, such as First Aid and CPR and CPI are now in person again.



**Celebrating**  
— 20 YEARS —

Tara Babbage, Program Supervisor,  
Forestlawn

Ellamae Hawkins, Direct Support  
Provider, Malabar



# HUMAN RESOURCES REPORT

## BRENDA VAN HOUTVEN

We have implemented our DEI Program Logic Model and completed many of our first-year goals and objectives. Training and education for all employees continues to be on-going as we continue to roll out our workplan.

### COMMUNITY PARTNERS

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 specifically the SSW, Social Services Management and PSW programs. We also partner with the Conestoga/McMaster Nursing program and Trios College. Placements have been both in person and virtual and continue on a regular basis. The Academy of Learning assisted us with PSW students for unpaid placements during the 5th wave.

### COMMUNITY INVOLVEMENT

- Brenda is an active member of the Developmental Services 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 December 2022.
- Brenda continues to co-chair the Central Region Partnership on Aging and Developmental Disabilities (CRPADD), a cross-sectoral committee working to ensure best practices in supporting aging adults across the sector.
- Brenda was selected to sit on the Provincial Network Human Resources Committee and she will attend her first meeting of this committee in September 2022.



Allison and Jacob weed, cut grass and tend to the gardens at several PCL properties.

### VOLUNTEERS

We have a small but dedicated team of volunteers who assist with home and yard maintenance and spend time one-to-one with the people we support. In addition, we have a volunteer student from Conestoga College through its Business Administration Program assisting us in the office.

Thank you to Gisèle Denommé for keeping the Crimson gardens looking their best! Gisèle comes every other week to do the trimming and weeding in the Crimson gardens. We look forward to seeing "Roberts Rose" bloom every year.



**THANK YOU TO ALL OF OUR VOLUNTEERS!**

# HEALTH & SAFETY REPORT

## BRENDA VAN HOUTVEN

### HEALTH AND SAFETY COMMITTEE

The Health and Safety Committee wishes to thank everyone for doing their part to maintain and promote a safe and healthy work environment.

The Health and Safety Committee met several times over the year as the pandemic continued to ensure ongoing safety measures were in place for our employees and the people we support. The committee conducted annual inspections at each worksite and recommendations were 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 Service Director. The committee also continues to review and make recommendations regarding staff accident/illness reports.

The Health and Safety Committee continues to play an important role in reviewing all policies related to the pandemic and assisting in training and support to all staff working in the homes.

### STAFF TRAINING

Training provided to staff for health safety and wellness during the pandemic:

- Domestic Violence in the workplace
- Compassion Fatigue
- Building Resilience
- Vaccines, Variants and Vacations by the Cultivating Community Wellness Committee
- Mental health webinars and resources
- We continue with online learning for training such as WHMIS, Fire Safety and Safe Lifting. In-person training for CPI and First Aid and CPR began in the spring of 2022.



We have health and safety reps in every location and certified reps through Occupational Health and Safety in the location it is required.



### FIRE SAFETY STANDARDS

PCL continues to work with both Kitchener and Waterloo Fire Departments to ensure that we meet all fire safety standards. All Fire Plans have been reviewed and updated as of June 2022. Annual fire inspections have been completed in person by the Waterloo Fire Department and virtually by the Kitchener and Woolwich Fire Departments.

# HEALTH AND WELLNESS IN THE WORKPLACE

## BRENDA VAN HOUTVEN

### WORKPLACE WELLNESS COMMITTEE

Our Workplace Wellness Committee created an amazing "Tune into your Wellness" theme for 2022 and each month, we have focused on a musical to inspire crafts, activities and events. We have also ensured that each month has been highlighting the organization's diversity.

PCL continues to support the positive mental health of our employees by providing education, awareness and promoting the use of our company EAP program as needed.

We continue participating in the provincial wellness initiative, Cultivating Community Wellness for the Developmental Services Sector.

 **2022**  
**TUNE** INTO YOUR WELLNESS  
Parents for Community Living



*Thank You*

Thank you to our PCL Ambassadors who assist in providing support and encouragement to their teams through these programs. 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.

# MARCH 2022

## TUNE INTO YOUR WELLNESS

### THE LION KING

March 14th  
St. Patrick's Day  
Activities!

March 16th  
Hakuna Matata  
Musical  
Challenge

Share the story of your name  
Send to [angieandj@pclwv.org](mailto:angieandj@pclwv.org)

A Meal and a Movie Fit for a  
Lion King (Cook an African  
Dish and watch Lion King)

Listen to  
the Lion  
King  
Soundtrack

CRAFTS

Join us every Tuesday  
at 10am for  
ZUMBA Gold  
with Jackie

\*\* Special Lion King Zumba on  
Tues March 22nd at 10:00am

ZUMBA  
Gold with  
Jackie

Lion King  
Platter Challenge

WORLDIE  
Daily  
Challenge

Life is full of challenges but we should  
not let our worries overcome us.

START



# FEBRUARY

## GREASE IS THE WORD!

# GREASE

How many points can your  
home/program collect for the  
PCLboard Leaderboard?

**W**HOLE LOTT  
HEALTHY  
SHAKING GOING  
ON!

**H**AND JIVE  
CHALLENGE

**Z**UMBA  
WITH JACKIE

**H**EALTHY HEART  
MONTH  
CHALLENGE

**S**OCK HOP  
WITH  
RYAN MAJOR



## ZUMBA GOLD WITH JACKIE

A CLASS FOR EVERYONE!

PLEASE JOIN US!

DANCE TO GREAT MUSIC WITH GREAT PEOPLE AND BURN CALORIES WITHOUT EVEN REALIZING IT.

VIRTUAL ZUMBA GOLD SESSIONS



## APRIL 2022

### TUNE INTO YOUR WELLNESS

# MAMMA MIA!

April 12th  
National Grilled  
Cheese Day!

April 13th  
National  
Siblings Day!

April 17th  
EASTER

April 19th  
National  
Flower  
Photos  
Contest

April 21st  
National  
Window  
Decorating

Join us every Tuesday  
at 10am for  
ZUMBA Gold  
with Jackie

WELCOME SPRING

Fun 70's  
Workout

70's Karaoke at Home



# 2022

## TUNE INTO YOUR WELLNESS

Parents for Community Living

# IT & OPERATIONS REPORT

## DIANA DARCEY



Diana Darcey  
IT & Operations Manager

We continued to implement our Technology Strategy over this past year through the implementation of our ShareVision software as well as CIRA, a new software we have implemented to train our staff and track patterns in cyber security.

We continue to add to our technology platforms with our teams to help us support the people in our homes. We have now fully moved our documentation from a pen and paper model to ShareVision. This is an online platform that allows us to complete documentation and access information in a more efficient way.

Sharevision has been rolled out to all homes and SIL since November 2021. ShareVision allows us to document our daily log notes, communication books, incident reports, and much more. We started slowly with our log books and communication books to allow our team to adjust to the new software. Since the roll-out, we have been switching all of screening, rapid test reporting, health and safety tracking and so much more to the new system. Sharevision also allows us to communicate more efficiently. We can now post memos, announcements, notes in communication books etc and staff will receive live email alerts. We continue to use 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 have added additional insulation to all of our home attics to provide additional comfort and energy savings in the peak winter and summer months. We had a new roof installed at St Charles, as well as some windows that will be replaced later this summer in several bedrooms. We updated the front siding at Westheights, added an accessible chair lift into the house at Pastern and a new shed for storage at Pastern. We repaired and updated one of the washrooms at Stanwood as well as a washroom at Evelyn. This fall we will be replacing the deck at Monarch with a bigger and wheelchair accessible deck, updating the St Charles Kitchen and completing a renovation of the main living area, both main floor washrooms and 2 bedrooms at Blueridge.

We are thankful to our Ministry of Children, Community and Social Services partner for providing funding for the majority of these projects.



# MARKETING & COMMUNICATIONS REPORT

## ANGELA MURDOCH



Maintaining a solid connection during Covid was very important, especially for the people we support at PCL. With the unprecedented challenges of being quarantined, we understood the importance of staff and supported individuals seeing one another, even if it was virtually. I was very thankful to the Sr. Leadership team for supporting my video projects like our PCL "Live" episodes wellness videos and our "virtual" holiday play.

Throughout the pandemic, I was grateful that I was able to help support the Sr. Management team with their goals and projects and to work with our wellness team to create fun monthly challenges.

Angela Murdoch  
Marketing and Communications Manager

In the Summer/Fall of 2021, I was part of the Grand Opening Celebration Team for Bridgeport at Lancaster. Although we weren't able to do a Grand Opening celebration in person, our team worked with the production company Prisma Light and created a video to share the story of how St. Paul's Lutheran Church on Bridgeport partnered with PCL and MennoHomes to repurpose their property to benefit the community. It's an incredible partnership story; I encourage you to watch it if you haven't already. Our videos can be found in the stories section of our PCL website.

### Accomplishments:

- Member of the Grand Opening Celebration Team for Bridgeport at Lancaster
- Manage and update the PCL website and social media accounts.
- Transferred donor records into Salesforce CRM for Nonprofit.
- Helped implement the PCL Board Portal
- Active team member of the PCL Fund Development Committee, Workplace Wellness Committee and the DEI committee.
- Created the PCL Pulse, the PCL "Staff" Pulse and "Good News" News.
- Prepared the Christmas Mailout and Bridgeport at Lancaster Updates
- Prepared various marketing materials for recruitment, employee handbook, events and the PCL annual report.

The best way to stay current on what's happening at PCL is to follow us on social media. This is where we share stories about the accomplishments of the people we support, highlights/spotlights of our incredible staff and upcoming events.



# FINANCE REPORT

## TERRY SMITH



Terry Smith  
Finance & Operations Director

COVID-19 had a major impact on Fee for Service due to program closures. PCL was able to recover pandemic expenses of \$1,090K. Government subsidies increased 22% from the additional programs. PCL broke even for the year calculated in accordance with the Basis of Accounting prescribed by MCCSS. The difference of \$116K 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 align with capital project expenditures.

### Accomplishments:

Numerous projects were completed by the Finance department during the year.

- A new accounting system, Sage 300, was implemented. This system offers PCL several advantages towards integration and process authorization when dealing with banking as well as Passport management. We transitioned to a new banking platform which integrates with Sages 300 allowing us to issue and collect payments electronically. This has greatly reduced the number of paper cheques being printed as well as trips to the bank!
- We onboarded our new Finance Coordinator, Robin Managh, who has greatly assisted with the accounting and banking projects increasing the department's productivity.
- The Finance department lead PCL to a breakeven financial result with the Ministry. This was achieved while managing significant growth and dealing with the financial impact of the COVID-19 measures.
- We also worked with our new auditors to deliver a stress-free year-end audit with a clean opinion on our financial statements.

Terry continues his role with the OASIS Business Resource Committee. OBRC's objectives are to focus attention on business issues that will assist member agencies and to provide a consistent voice to the Ministry to effect efficient and uniform change through better business policies and practices.

<b>2022</b>		<b>2021</b>
<b>7.405M</b>	<b>Total Assets</b>	<b>7.020M</b>
<b>4.734M</b>	<b>Total Liabilities</b>	<b>4.512M</b>

There was a 22% Government subsidies increase in revenue and a 19% decrease in fee for service revenue.

REVENUES	2022		2021	
Government subsidies	7,678,088	78.7%	6,314,167	74.3%
Fee for service	278,266	2.9%	342,671	4.0%
Resident fees	610,814	6.4%	505,760	6.0%
Other revenue *	1,185,609	12.2%	1,331,182	15.7%
	<b>9,752,777</b>	<b>100%</b>	<b>8,493,780</b>	<b>100%</b>
EXPENDITURES	2022		2021	
Wages & benefits	8,168,366	84.8%	6,920,795	83.4%
Program costs & purchased services	482,765	5.0%	542,290	6.5%
Amortization	168,208	1.7%	137,097	1.8%
Building, Office, Vehicle & Other	786,776	8.2%	677,451	8.2%
Training	29,929	0.3%	16,322	0.2%
	<b>9,636,044</b>	<b>100%</b>	<b>8,293,955</b>	<b>100%</b>
	<b>116,733</b>		<b>199,825</b>	
* related to Covid-19 relief	<b>1,090,684</b>		<b>1,266,602</b>	

### FUNDRAISING

Schedule of Fundraising Revenue and Expenditures  
For the year ended March 31, 2022

Revenue	
Donations	48,726
Other	0
	<b>48,726</b>
Expenditures	1,216
	<b>1,216</b>
Excess revenue over expenditures for the year	<b>47,510</b>

# FINANCE & AUDIT COMMITTEE REPORT

## LINDA SCOTT CAMPBELL, CHAIR



### PURPOSE

The Finance and Audit Committee regularly evaluates the financial status of the organization in consultation with the Chief Executive Officer 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 Chief Executive Officer, staff, volunteers and members to maximize efforts and outcomes.

### MEMBERSHIP

Membership consists of the Chair (Board Treasurer), PCL Board Chair, other Board members, Chief Executive Officer, 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.



Summer is a very happy time for Nolan as he loves looking at flowers in his neighbourhood. He has a fondness for bees and hornets and enjoys watching them buzz from flower to flower.

### 2021-22 MEMBERS OF THE FINANCE & AUDIT COMMITTEE

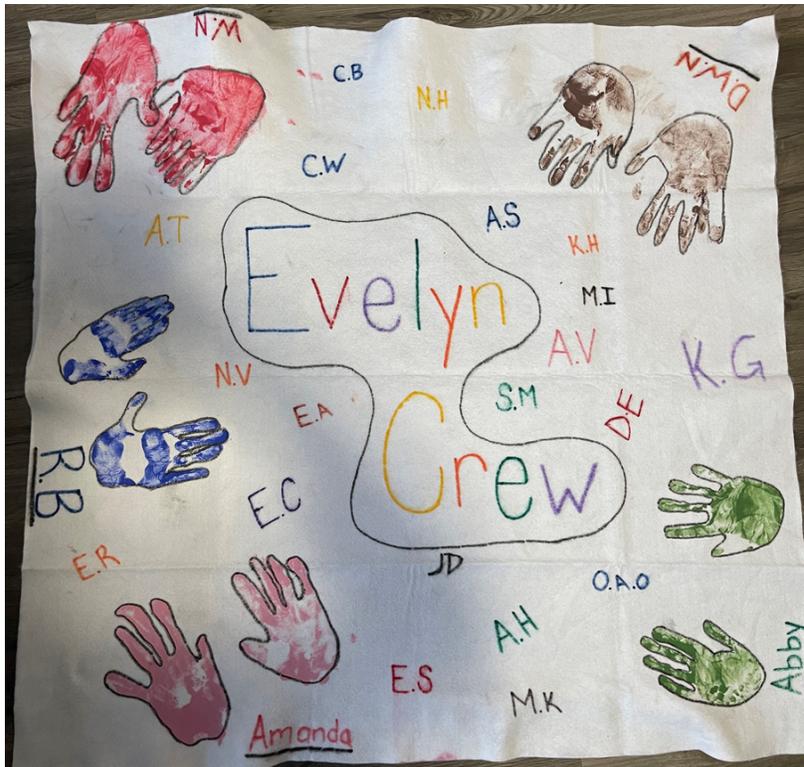
- Linda Scott Campbell – Chair, Finance & Audit Committee
- Tom Hunter, Board of Directors, Chair
- Aditi Gupta- Board of Directors Member
- Fred Masters – Board of Directors Member
- Adam Gauthier – Community Member
- Terry Smith – Finance & Operations Director, PCL (ex-officio)
- Kathy Loveys – Chief Executive Officer, PCL (ex-officio)

# FINANCE & AUDIT COMMITTEE REPORT

## LINDA SCOTT CAMPBELL, CHAIR

### SIGNIFICANT ACTIVITIES

- Reviewed MCCSS and PCL financial reports.
- Provided oversight of the request for proposal for auditing services and made a recommendation to the Board of Directors regarding approval of Graham Mathew as PCL's auditor for the 2021-22 year.
- Provided oversight to annual financial audit and reviewed the external auditor's performance.
- Reviewed 2021-2022 Audited Financial Statements and the independent auditor's report thereof for presentation to the Board for approval.
- Reviewed and recommended approval of the 2022-2023 MCCSS Budget.
- Reviewed the 2021-2022 Annual Reconciliation Report (ARR) and the 2020-21 Annual Information Return (AIR).
- Confirmed payment of all government remittances.
- Confirmed the completion of the 2021-22 Registered Charity Information Return.
- Reviewed current borrowing arrangements and mortgage renewals for PCL real estate.
- Reviewed and confirmed PCL's insurance coverage.
- Reviewed the third party 2021 financial review of people supported.
- Provided oversight to the SAGE software conversion and change in banking at CIBC to a CMO system.
- Reviewed and monitored fundraising and donations.
- Monitored and reviewed impact of COVID-19 on the agency's revenue and expenses.



# 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 CEO, 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

- To work in collaboration with the CEO 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
- Assist in the cultivation and recruitment of external members of the committee

- Foster Board involvement in fund development activities.
- Establish a strategic plan that includes:
  - Donor cultivation, solicitation, recognition, stewardship and reporting gift impact
  - Annual campaign
  - Legacy giving program
- Recommend policies to support fund development activities.
- 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 Chief Executive Officer, 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, Chief Executive Officer (ex-officio), Marketing and Communications Manager (ex-officio) and community members.

### MEETINGS

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

### SIGNIFICANT ACCOMPLISHMENTS

- The committee reviewed the success of our capital campaign and discussed next steps as it relates to Phase 2.
- The committee began work on developing an annual fund development plan for 2022/23.
- Established membership levels (Patron, Founder & Builder)
- A total of \$178,924 was raised during the fiscal year (April 2021-March 2022) which includes \$159,870 for the capital campaign.
- The committee sent out PCL's annual mail-out letter resulting in \$15,140 raised.
- Designing Back hosted a Jazz Night fundraiser for PCL in April of 2022 at the Jazz Room in Waterloo in memory of Chloe Kresky. A total of \$10,000 was raised for PCL.

THANK YOU TO EVERYONE WHO CONTRIBUTED TO PCL

### 2021-22 FUND DEVELOPMENT COMMITTEE

Bruce Anderson – Chair of the Committee

Dorothy McCabe – Board Member

Kerry-Ann Bent – Board Member

Denis Turenne - Community Member

Marion Kelterborn - Community Member

Kathy Loveys- Chief Executive Officer, PCL (ex-officio)

Ashley Schieckoff-Program Supervisor, PCL (ex-officio)

Angela Murdoch-Marketing and Communications Manager, PCL (ex-officio)



JAZZ FUNDRAISING EVENT HOSTED BY  
DESIGNING BACK

# 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 Director Members of the Corporation.
- 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 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 of 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 Chief Executive Officer and its members to maximize efforts and outcomes.

### MEMBERSHIP

Membership will consist of the Chair (Board Representative), PCL Board Chair, Chief Executive Officer, 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, four times each year and otherwise at the call of the Chair.

### SIGNIFICANT ACTIVITIES

- Reviewed and updated the Governance Policies and Procedures and added a new policy on Diversity, Equity and Inclusion. These were brought to the Board for approval.
- Ensured that corporate documents were updated and filed as required.
- Updated the Board matrix to include Diversity, Equity and Inclusion categories, 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.



- Completed the Levels of Inclusion Assessment tool (Building Inclusive Governance), reviewed the results and made recommendations for improvement for the tool.
- Ensured completion of the Board Evaluation survey tool.
- Reviewed and revised the committee terms of reference and brought to the Board for approval.
- Reviewed legislative updates as it relates to the new Ontario Not for Profit Corporations Act. Invited legal counsel to the Board meeting to review the upcoming changes to the bylaws and articles of incorporation related to ONCA.

## 2021-22 GOVERNANCE & BOARD PROCESS COMMITTEE

Tom Hunter – Chair of Board and Governance & Board Process Committee

John Collings – Secretary, Board of Directors

Rebecca Smith—Board of Directors Member

Chris Pippy – Past Chair, Board of Directors

Sheila Charters—Board of Directors Member

Kevin Buko – Community Member

Kathy Loveys – CEO (ex-officio)

# THANK YOU

To all our volunteers for sharing your time and talents.



The Board of Directors, staff, and the people we support would like to thank all of our volunteers. Your dedication helps PCL fulfill its mission and enhance the lives of people with exceptional abilities in our community.

THANK  
YOU  
LANDMANN  
FAMILY FUND  
&  
ROBERT  
DENOMMÉ FUND





Parents For Community Living  
102-30 Dupont Street East  
Waterloo, Ontario  
N2J 2G9  
Tel: 519-742-5849  
[www.pclkw.org](http://www.pclkw.org)

