



LEADING AND THRIVING

**ANNUAL
REPORT
2022-23**



OUR 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.

2022-23

PCL BOARD MEMBERS

Board Chair- Tom Hunter

Vice Chair- Kerry-Ann Bent

Treasurer- Linda Scott Campbell

Secretary- Rebecca Smith

Dan Collings

Garry Boland

Aditi Gupta

Rose Demelo Johnson

Jonathan Minnes

Bruce Anderson

Dorothy McCabe

Mike Aiken

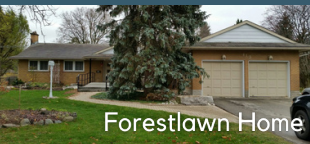
OUR HOMES AND PROGRAMS



Group Living



Evelyn Home



Forestlawn Home



Monarch Home



Crimson Home



Blueridge Home



Westheights Home



Casey Home



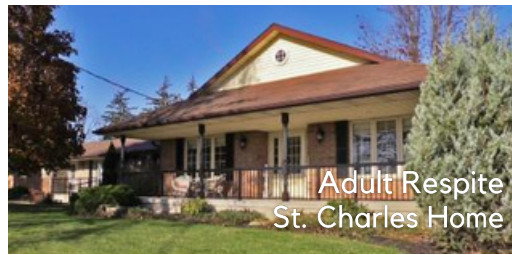
Pastern Trail Home



Respite



Children's Respite Malabar Home



Adult Respite St. Charles Home



Supported Independent Living (SIL)



Bridgeport and Lancaster



Community Participation Support



Community Program



Cooking Classes

CHIEF EXECUTIVE OFFICER REPORT

KATHERINE LOVEYS, CEO



LEADING AND THRIVING

Once again, PCL had a very successful year providing supports and service to 80 children, youth and adults with group living, SIL, day options and respite support.

We will be referencing the recent provincial report, Recruitment and Retention Strategy, to strengthen our HR practices. We are investing in our staff, specifically our Program Supervisors, who are participating over this next year in Operational Leadership training modules. This pilot training program was implemented across the Waterloo Region for all developmental service agencies and funded by MCCSS through the Central Region Planning Table where I represent the Waterloo Region. Be sure to check out Brenda Van Houtven's report on Human Resources for the excellent work being done by our agency and across the province.

Those we support continue to adjust to our new 'normal' with larger congregated settings no longer operating due to the pandemic and a shift in philosophy on both day and group living supports with Journey to Belonging: Choice and Inclusion. We are training our staff on a more person-directed approach to supports and services and providing opportunities for those we support to learn how to advocate for themselves.

As you will see in our Financial Report by our Finance and Operations Director, Terry Smith, our organization continues to grow. Unfortunately, this is due to several crisis placements in the year and the funding required to support these people. Once again, PCL has been extremely responsive to these critical situations, and we are currently supporting 5 additional people who are presently blocking respite beds.

This past year I joined the OASIS (Ontario Agencies Supporting Individuals with Special Needs) Board of Directors and am Chair of the OASIS Governance Committee. PCL is a member agency with OASIS which has over 190 member agencies across the province. <https://oasionline.ca/> It has been a tremendous opportunity to make new connections with ED's/CEO's across the province and work together to advocate for the needs of our developmental service sector.

In March I joined 70 sector partners from across the province for a Day on the Hill. The schedule included meetings with MP's and CMHC at the Valour Building across from Parliament Hill. We were guests of Question Period where our sector was formally acknowledged for our work in advocating for affordable housing and given a standing ovation by all those in the house including the Prime Minister. It was a very successful day with more work that still needs to be done to develop deeply affordable housing for people with disabilities in the province.



I continued my work this year with the Central Region Planning Table as well as on their sub-committee for Anti-Racism, Diversity, Equity and Inclusion. I am very pleased to share two outcomes from our work on this sub-committee. One is a Strategic Framework for Organizations on ARDEI developed in consultation with DiversiPro. This framework provides agencies in the Central Region to start or build upon their work as organizations with DEI. The second is the work our ARDEI Committee chair and I started last year with members of the Community of Practice on DEI and the Real Xchange. As of June 26, 2023, a webpage for ARDEI is now available across the province on the Real Xchange for all provincial DS agencies. <https://realxchange.communitylivingsex.org/equity-diversity-inclusion-resources/>

Katherine Loveys
Chief Executive Officer



STRATEGIC PLAN UPDATE 2021-2024

PCL had an ambitious strategic plan during the pandemic, however, we were able to accomplish some great work toward these goals due to the hard work of our Senior Leadership team and our amazing staff teams.

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

Training on person centered supports continues for all staff and was embedded into the onboarding and orientation process for new employees.

An Advocacy Group was established to assist the people we support to learn better how to advocate and make decisions for themselves.

A Connectors group was developed by the people we support to empower them to make decisions on how they spend their day and create special events for themselves and their friends.

The implementation of ShareVision software means that our staff have more time to spend with the people we support and assisting them with implementing their goals and dreams.

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

Diversity, Equity and Inclusion responsibilities were incorporated into all job descriptions and evaluations within the agency. The PCL Board of Directors updated their Board skills matrix to include DEI skills and experience. A level of inclusion assessment questionnaire was included in the Board's annual work calendar.

Succession plans were developed for key leadership positions within the agency.

Operational Leadership training is being provided for our Program Supervisors to further develop and build upon their skills. Stay interviews were implemented to better understand the strengths of PCL and learn how to improve upon our engagement processes.

Orientation and Onboarding process expanded to include in person training sessions covering person centred supports, documentation, developmental disabilities 101, ShareVision and general PCL information as well as new hire check ins completed by mentors within the first three months of hire.

Employee engagement "Survivor" and wellness program to enhance employee supports and build relationships and community.

A benefits survey was completed to ensure that our current plan is meeting the needs of our employees and where we may want to look at enhancements.

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

Our community hub has provided opportunities to share our space with several partner agencies as well as the broader community.

With the closure of large, formalized day programs, PCL has networked with others to create a broader range of opportunities for people we support in the community.

Engaged with social media platforms to 'tell our stories' from a person-centred perspective. For example, over a three-month period 16 PCL Facebook posts reached a total of 6069 people averaging 379 views per post. There were 1881 engagements (reactions, comments or shares) with these posts averaging 117 per post.

Our senior leadership team continues to work within and outside of the Waterloo Region on various community and provincial committees. OASIS Business Resource Committee; OASIS Board of Directors; Community of Practice for Technology; Central Region Partners for Aging and Developmental Disabilities; Children's Service Resolution; Waterloo Adult Planning Table and Service Solutions; Real Xchange Advisory Committee; Central Region Planning Table; Anti-Racism, Diversity, Equity and Inclusion sub-committee; Provincial Network on Human Resources and Developmental Services Workforce Initiative (DSWI) on the skills development and training task group and communications task group.



BOARD CHAIR REPORT

THOMAS HUNTER



As Parents for Community Living was successfully emerging from the ravages of COVID this past year it was nevertheless a year of continued challenge for PCL. Unprecedented mass resignations were experienced across our sector, particularly with respect to front line workers. The resignations over the last several years have included many senior leadership positions causing a gap in qualified candidates. Employee recruitment and retention continue to be a challenge for the developmental service sector. Due to the growth and expansion of our services, the PCL workforce has grown in the past few years, as reflected in the number of employees with fewer than three years of tenure. PCL currently has 225 employees spanning direct support professionals, senior direct support professionals, program supervisors, maintenance workers, and senior leadership staff .

As the sources of candidates for positions have become broader and less consistent , PCL has enhanced its strategic approach to sourcing , onboarding , training and retaining team

members. By way of example, PCL partners with various programs at five colleges and universities to develop a candidate pipeline. Once sourced and retained, our team members have a wide range of opportunities to access training and education . Such opportunities include Operational Leadership training modules funded by the Ministry of Children, Community and Social Service . All of our Program Supervisors have either begun, or will be participating, in this skill building training. Recently , we have arranged for one of our senior leadership staff to attend the Rotman’s School of Business Executive Leadership. In addition, we continue to access Capacity Canada educational and training programs that enhance leadership skills, promote knowledge sharing and encourage innovation.

Sourcing and retaining operational staff has not been the only PCL team challenge. Our Board of Directors has experienced significant turnover since last year’s Annual General Meeting as Director terms for Directors came to an end and personal circumstances required the departure of other Directors. As a result, we lost those with valuable skills in specific disciplines, such as accounting and public sector leadership. In that regard, I wish to express my personal thanks to our departing Directors, being Aditi Gupta , Dorothy McCabe and Bruce Anderson for their passion for PCL’s mission, their personal commitment of time and the application of their experience and expertise, all of which has had a positive and lasting impact on PCL.



We were fortunate and very excited to welcome 3 new Board Members since last years AGM, being Mike Aiken, Lillian Ng and Marion Thompson Howell. Our three new Board Members bring deep accounting, human resource, developmental services and not-for profit expertise and experience to our Board. It is an exceedingly positive testament to PCL's accomplishments that it has been able to attract new Board members of such high quality and in such a short time span.

One other source of challenge for our sector arises from the Provincial Government. Journey to Belonging: Choice and Inclusion, is a Ministry of Children, Community and Social Service vision for developmental services. The plan was released in May 2021 after significant stakeholder engagement. With our focus upon team, PCL will be well-equipped to address the initiatives underway as part of this plan including the impending results of an operational survey of all developmental services agencies in the Province by KPMG.

On behalf of the Board, I would like to thank our Chief Executive Officer, the senior leadership team and the entire PCL staff. Their flexibility and resilience during Covid and their unwavering dedication to those we serve is a daily manifestation of PCL's commitment that every person has the right to live with dignity as a valued member of the community.

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

Thomas Hunter
PCL Board Chair



Non Profit/ Foundations— Personal Services.

Thank you for voting for us!



P | C | L



Journey to Independence – Dawn's story

Written by, Angela Murdoch, PCL Marketing and Communications Manager

Dawn is a loving, soft-spoken young woman in her late 30's, who, until two years ago, lived at home with her mother and father. Diagnosed with ADHD and mild cognitive impairment, Dawn has many abilities but does require consistent support and guidance. For Dawn's parents, the role of 24-hour caregivers was all-consuming. For Dawn, it was limiting as she relied heavily on her parents and had limited opportunities to make decisions and learn skills because they were made or done for her.

The life plan was for Dawn to live with her parents in their home, for as long as she could be cared for there. Dawn did not have a life plan outside of the support of her family, and as she watched her younger sister reach milestone after milestone, Dawn desired and yearned to reach her own milestones.

When an opportunity for Dawn to live independently became available through PCL's supported independent living program (SIL), it was met with mixed emotions. The decision was deeply personal for her parents as they weighed their daughter's safety and emotional well-being against Dawn's desire for independence. This was a life-changing decision. In the end, Dawn was given her opportunity, and plans were put in place to transition her into PCL's supported independent living program (SIL) at Bridgeport and Lancaster. The SIL program would allow Dawn to live in her own apartment in an environment with 24-hour on-site support based on her needs.

In October 2021, Dawn moved into her own apartment. Regular communication with PCL SIL staff provided reassurance for Dawn's parents and younger sister during the transition process.

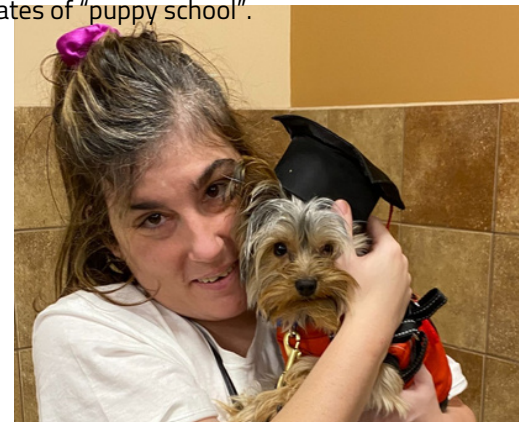
With support from her family and PCL staff, Dawn has flourished. Dawn has experienced a heightened sense of self-worth and confidence as she's learned to manage her daily tasks, make decisions with a new sense of confidence, and overcome challenges. Dawn has made remarkable achievements. She has newfound friendships and feels connected to her community. She participates actively in PCL activities and regularly volunteers to help the participants with games and puzzles at PCL's supported skills program.

Dawn has also welcomed a new member to her family, a little teacup yorkie named Talon that her parents bought for her when she was settled in her apartment. Dawn loves taking care of Talon, and they make quite a pair. Regular walks help with routine and have fostered connections with people who live in the building. Both Dawn and Talon are also proud graduates of "puppy school".

PCL staff and family are immensely proud as they have watched Dawn develop a strong belief in her own abilities and how this newfound confidence spills over into other aspects of her life, fostering a positive self-image and a greater willingness to stand up for herself and pursue her goals.

Dawn and her parents have a renewed parent-child relationship. Her mom and dad have been able to step back from the primary caregiving role and connect in new ways.

Home has a new meaning for Dawn now. Home is a place she visits where mom and dad live and then there is her own home which she is always eager to return to.



GROUP & SUPPORTED INDEPENDENT LIVING REPORT

MARY ANNE LINKA & SONYA MEHTA, SERVICE DIRECTORS



Mary Anne Linka

This has been an exciting year for the people supported. Many of the people supported have returned to their activities, jobs and placements. Group sporting activities have returned and many of the social groups that people enjoyed prior to COVID. There are still many programs that have not returned that were in place prior to COVID-19. Day programs have not returned to the same level of capacity they had prior to COVID-19. As a result, we continue to look for innovative and community activities for the people supported. We continue to make use of Kitchener Community Centres for sports activities as well as a weekly craft class that PCL runs.

Our homes experienced some change this year. We lost Hans at the Blueridge Home who died after a brief illness with cancer. The Blueridge team made his last days very enjoyable celebrating many Hawaiian themed days as this is a place he always wanted to visit.

David Hewey, who had been living at St. Charles since May, moved into the Blueridge Home at the end of August.

In June, we had a staff retreat day for all the Program Supervisors. Kathy provided an update and a review of the past year, including some of the initiatives she has been involved in. It also gave the Program Supervisors time to connect with each other and get caught up with what was going on in their homes. They also had a chance to work together to brainstorm on innovative solutions to complex problems.

Kathy also attended staff meetings at all the homes/programs in July and August to review the past year's accomplishments and provide agency and Ministry updates.

In July, the Wellness Committee held their Survivor Finale Games Day for all staff. We had over a hundred staff attend and their teams competed against each other. It was a great day of games and good friendly competition. Having almost half of our staff attend this day reflects our employee engagement and dedication.



Sonya Mehta

Mary Anne and Sonya sit on several community committees: Regional Directors Group, Waterloo Adult Planning Table and Service Solutions, Childrens Service Resolution, Community Respite Task Committee, and Waterloo Regional Family Network Partnership Group.



Some supported people went on vacation this past summer to a cottage, camping, Niagara Falls and Windreach Farm. They have gone to many concerts, live theatre, to Disney on Ice, WWE, AEW, Blue Jays games, Raptors games, Medieval Times, Ribfest and Mountain Track.

Passes for Grand River Parks, Bingemans, Canada's Wonderland, the YMCA and African Safari were purchased for this past summer and were really enjoyed and used frequently by all the homes.

RESPITE & DAY PROGRAM REPORT

PCL continues to run virtual programming as well as in-house programming. Eleven individuals attend in-person programming on various days of the week. Twenty-five individuals participate in various virtual programming throughout the week. Some of the in-person programming includes enjoying live music by Ryan, who plays guitar and has sing-alongs, cooking classes, Tessa music therapy, walking various tracks in the community, walks in community parks, and visits to the library.

Respite has continued in a limited basis. We have offered respite to 2 adults this past year and 7 children.

Our community kitchen has been offering weekly evening cooking classes. Eight people supported participate weekly. Each week after they finish preparing their meal, they plan next weeks meal. Some of the meals they have prepared are Smash Burger tacos, Tilapia, potatoes and broccoli, chicken enchiladas, ham, and scalloped potatoes.

Two of our SIL tenants participated in a cooking class with the apartment tenants. Shirley Lichti, a volunteer with Beyond Housing, obtained 30 freezers donated by Danby in Guelph. Foodland donated the food for the cooking classes in Ayr. Those who participated in the program were given a small freezer for their apartment and given the ingredients every other week to make the meals. The cooking classes were pre-recorded, and recipes were given beforehand so the individuals could prepare the meals when they had time. The only stipulation to keep the freezers was to commit to 6 of the 12 virtual classes offered. The program runs from May to October 2023.

Our community hub has been rented to Sunbeam Community and Developmental Services for their weekly Applied Behaviour Analysis (ABA) Program, as well as using the room for a day-long management meeting. Tim Hortons has also rented the room for their staff meetings. Extend A Family also used the community hub for a staff training event and musical evening. Beyond Housing used our community hub and the St. Paul's sanctuary for their AGM. We are pleased to see this space used as intended for our community!



THE CONNECTORS GROUP

The Connectors Group is a group of 18 people, which includes both people supported, along with front-line staff, that meet on a regular basis. The group plans social activities and plans for things they would like to do in the community or outings they would like to attend. This past year, they planned the Halloween Party, the Christmas Party, a St. Patrick's Day Party and welcome to summer BBQ and a BBQ at the end of August.

The group developed a bicycle and a walking group and was the driving force to start the craft group. They have informed us of plays, concerts, and sporting events they would like to attend.

An Advocacy Group has also been started and we are meeting with 8 people supported and 12 staff on a regular basis. The group's purpose is to educate, empower and help individuals have control over their lives. The group will also guide individuals to groups and resources to help them succeed. This would be decisions over where they want to live, educational opportunities, and job career choices.



We continue to be involved with Second Harvest Food Rescue Program. In the past 12 months, we have received 19,865 meals valued at \$69,153. We have made 1,305 rescues and interacted with 14 businesses in our community. We have diverted over 73,544 lbs of food from Green House Gas Emissions. We evenly distribute the food among all our homes and the apartment tenants.

HUMAN RESOURCES REPORT

BRENDA VAN HOUTVEN, HUMAN RESOURCES DIRECTOR



Although the past year has had its ups and downs in terms of staffing shortages, I am happy to say that PCL is no longer in a staffing crisis. With some creative recruiting techniques in collaboration with the colleges and universities and in particular international students we have been able to onboard many talented and skilled professionals. Our employees come with a multitude of educational and experiential backgrounds creating a holistic and inclusive community in which to work. Educational backgrounds include nursing, health care sciences, social services, developmental services, personal support workers, child and youth workers and those with bachelor's degrees in psychology and sociology.

Our employees have evolved from the pandemic with valuable learnings and new/creative approaches to ensuring person centred supports.

We have moved some interviewing to in-person but continue with some virtual interviewing and all on-boarding practices and orientation are now completed in person again. We have created a robust on-boarding practice which now involves an orientation session with HR to review policies and learn about developmental disabilities, documentation and person centred supports along with the vision of Journey to Belonging: Choice and Inclusion. As well our mentors complete new hire check ins with all new employees within the first three months and stay interviews are conducted with employees after 2 years of service. The feedback from these is used to evaluate our training and orientation and make changes as appropriate.

As of August 2023, our employee COVID-19 fully vaccinated rate is 91% which has had a positive impact in keeping those we support and our employees healthy. We have not had any COVID-19 related outbreaks since February 2023 even with the removal of mandatory masking in April 2023.



My work as a member of the Provincial Developmental Services Workforce Initiative Sub-Committee to develop and co-design an implementation approach to modernize the Developmental Services Core Competencies just wrapped up this June 2023. This role enabled me to develop networks with like individuals across the province and to participate in facilitating provincial sessions regarding the Modernized core competencies. PCL has initiated the process of implementing the modernized core competencies and will begin our official formal training plan in September of 2023. Another Sub-Committee focused on developing an Operational leaders training program as part of the initiative and I was fortunate to be able to partner with Sunbeam and KW-Hab Services to develop and deliver a pilot of this training to Operational leaders from all agencies in our region. We will be facilitating 4 cohorts, one of which wrapped up on June 12/23 of which 5 of PCL's Program Supervisors attended to learn the behavioural and technical skills needed for good leadership. The six-week learning program focuses on:

- Moving to the role of operational leader
- Financial Management
- Time Management
- Building High performing teams
- Performance Management
- Conflict Resolution and Coaching

The next session begins in the fall and 5 more PCL supervisors will attend this session. The Provincial Network has announced plans for new sub-committees as a continuation of the Developmental Services Workforce Initiative and I hope to be a part of the Workforce Sustainability task force. I am currently a member of the Provincial Network Human Resources Committee and part of developing the provincial DSHR Conference in October.

Our mentors continue to help support new and current teammates We also have a great team of PCL Ambassadors who assist in promoting a positive and respectful workplace culture. This year we have focused on an employee engagement strategy based on the television show Survivor where our employees have created teams that participate in monthly challenges and activities to promote inclusion and respect with each other and to have some fun. This culminated in a Summer Survivor Games Day in July 2023. Over 102 employees participated in the Survivor Challenge, Survive, Thrive and Flourish, hosted by the Knights of Columbus. Participation for these activities w



At this point in time, most of our training, meetings and events have returned to in person and it has been refreshing to see everyone engaging in discussions again.

HUMAN RESOURCES REPORT CONTINUED

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 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 Trios College. Placements have been both in person and virtual and continue on a regular basis.

Recognition is also a big part of retention and engagement and we have regular recognition activities for our employees to recognize each other and to share their stories and cultures with us. PCL also has a formal recognition program for years of service.

Another part of employee wellness program involves monthly themes focusing on different areas of wellness that employees can learn about, and we share a monthly cultural calendar of different holidays, occasions and events for all cultures as part of our focus on diversity, equity and inclusion.



NATIONAL VOLUNTEER WEEK SPOTLIGHT

Michael K., SSW
Conestoga College



MICHAEL K.

It was a pleasure having Michael at Evelyn for his SSW placement. We appreciated how Michael ensured he spent quality time with each person supported at Evelyn. His friendly, positive and kind attitude made a huge impact on everyone! We are looking forward to having him volunteer with us in the near future.

EVELYN



This year, the Wellness committee focused on employee engagement and promoting a healthy workplace. This year's theme was Survivor and focused on recovering, thriving, and flourishing in the workplace. Several team-building activities and challenges throughout the year culminated in the PCL Summer Survivor games.



TRIBAL COUNCIL

HERE'S WHAT THE TEAMS WHO PARTICIPATED ARE SAYING!

MALABAR MISFITS

I like that there are prizes!
This was a great way to learn about our teammates.
If you like to win, this is the place to be.
It was competitive and fun!

EVELYN ETERNALS

Very engaging as a team-building exercise.
IT WAS FUN!
Get your lungs ready.
I got to learn more about my teammates.

PASTER TRAILBLAZERS

Showed our team's strength - patience
Fun getting to know each other more.
Liked how we all encouraged each other.
The final challenge was a challenge!

CRIMSON LADIES

It kind of felt like I was in Survivor
Thumbs Up!
It left me breathless.
I enjoyed it!



YES, IT REALLY IS THAT GOOD!!



IT & OPERATIONS REPORT

DIANA DARCEY, OPERATIONS MANAGER



In the past year, we have embarked on several significant projects aimed at enhancing our operational efficiency and the experiences of the people we support in our homes. With the roll out of the ShareVision software we spent this past year focusing on finding ways to optimize our tracking by creating customizations tailored to each supported person's unique needs. With customized tracking or documentation, we can then quickly pull summary reports that provide an overview of the accomplishments, challenges, and outcomes that can help guide families, doctors and our teams in next steps. ShareVision has also created opportunities to find efficiencies in how long staff are spending completing documentation, reviewing changes, polices etc. so that they have more time to spend with the people they are supporting in our homes. We have also started the process of digitizing historical files so that they are more easily reviewed by our staff teams.

We have completed several repairs, maintenance and renovation projects over the year. We renovated the main floor of the Blueridge home, removing several walls and widened doorways to make it more accessible for the men supported in the home. This renovation included new flooring, an accessible washroom, the second washroom replaced, new light fixtures and more. We are thankful to MCCSS for providing the funding for this project through the PFR process. At St Charles we renovated the kitchen, a washroom, replaced windows in 2 bedrooms and several areas of flooring on the main floor of St Charles. We also upgraded the heating and cooling in areas of the main floor. We renovated the largest washroom in the Malabar home and replaced the flooring in the kitchen and surrounding areas. At the Evelyn home we replaced flooring on the main floor kitchen and surrounding areas. At Westheights we replaced the flooring in the kitchen, front entrance and surrounding areas, replaced several exterior doors and completed outdoor lighting fixtures upgrades. We also replaced exterior doors at Pastern Trail, Stanwood, Blueridge and Westheights.



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 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 include:

- Domestic Violence in the workplace
- Compassion Fatigue
- Building Resilience
- Vaccines, Variants and Vacations by the Cultivating Community Wellness Committee
- Mental health webinars and resources
- IPAC champion certifications
- 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 locations 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 2023. Annual fire inspections returned to in person inspections by all fire departments.

FINANCE DIRECTORS REPORT

TERRY SMITH, FINANCE AND OPERATIONS DIRECTOR



The ability to provide respite services was limited due to blocked children and adult beds along with recruitment challenges. PCL recovered pandemic expenses of \$1,024K. Government subsidies increased 19% through supporting additional adults. PCL broke even for the year calculated in accordance with the Basis of Accounting prescribed by MCCSS. The difference of \$487K 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.

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.

2023

7.708M
4.453M

Total Assets
Total Liabilities

2022

7.405M
4.734M

There was a 19% Government subsidies increase in revenue and a 54% decrease in fee for service revenue.

REVENUES

	2023		2022	
Government subsidies	9,140,366	82.6%	7,678,088	78.3%
Fee for service	127,931	1.2%	278,266	2.8%
Resident fees	660,760	6.1%	610,814	6.2%
Other revenue *	1,141,218	10.3%	1,234,335	12.6%
Total	11,070,275	100%	9,801,503	100%

EXPENDITURES

Wages & benefits	9,046,512	85.5%	8,168,366	84.8%
Program costs & purchased services	450,119	4.3%	482,765	5.0%
Amortization	182,618	1.7%	168,208	1.8%
Building, Office, Vehicle & Other	848,040	8.0%	787,992	8.2%
Training	55,552	0.5%	29,929	0.3%
Total	10,582,841	100%	9,637,260	100%
	487,434		164,243	
	1,024,084		1,090,684	

* related to Covid-19 relief

FUNDRAISING

Schedule of Fundraising Revenue and Expenditures For the year ended March 31, 2023

Revenue	
Donations	87,132
Interest	9,279
Total Revenue	96,411
Expenditures	626
	626
Excess revenue over expenditures for the year	95,785



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 & 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.



Significant Activities

- Reviewed MCCSS and PCL financial reports.
- Provided oversight to annual financial audit and reviewed the external auditor's performance.
- Reviewed 2022-2023 Audited Financial Statements and the independent auditor's reports thereof for presentation to the Board for approval.
- Reviewed and recommend approval of the 2023-2024 MCCSS Budget.
- Review of 2022-23 Annual Information Return (AIR)
- Confirmed payment of all government remittances.
- Confirmed the completion of the 2022-23 Registered Charity Information Return.
- Reviewed current borrowing arrangements and mortgage renewals for PCL real estate and recommended early repayments of the Casey demand loan and the Malabar mortgage.
- Reviewed and confirmed PCL's insurance coverage. Reviewed the third-party 2022 Financial Review of people supported.
- Developed an Investment Policy for PCL and brought this to the Board for approval

2022-23 Members of the Finance and Audit Committee

Linda Scott Campbell - Chair of the Committee & Board Treasurer
Tom Hunter – Chair of the Board of Directors.
Aditi Gupta – Board of Directors Member
Chris Pippy- Community Member
Adam Gauthier – Community Member
Terry Smith – Finance & Operations Director, PCL (non-voting)
Kathy Loveys – Chief Executive Officer, PCL (non-voting)



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 and community members.

Meetings

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

Significant Activities:

- The committee completed an annual fund development plan for 2023/24.
- A total of \$93,412 was raised during the fiscal year (April 2022-March 2023), which includes \$37,842 for the capital campaign (multi-year commitments).
- The committee sent out PCL's annual mail-out letter, resulting in \$19,790 raised.
- The committee has planned a comedy event for October 18, 2023, Stand Up for PCL.



2022-23 Members of the Fund Development Committee

Bruce Anderson – Chair of the Committee
Mike Aiken – Board Member
Dan Collings – Board Member
Dorothy McCabe – Board Member
Kerry-Ann Bent – Board Member
Marion Kelterborn – Community Member
Kathy Loveys – CEO (non-voting)
Ashley Schieckoff – Program Supervisor (non-voting)
Angela Murdoch – Marketing and Communications Manager (non-voting)

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GOVERNANCE & BOARD PROCESS COMMITTEE REPORT

THOMAS 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.
- Ensured that corporate documents were updated and filed as required.
- 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.
- Researched new models of board inclusion evaluations and modified and implemented the Board Readiness Assessment for an Intentional Inclusive Culture.
- Revised and ensured completion of the Board Evaluation survey tool.
- Reviewed legislative updates as it relates to the new Ontario Not for Profit Corporations Act.
- Initiated a review by legal counsel of the agency bylaws and incorporated documents related to ONCA.
- One member of the Board and the CEO attended the Capacity Canada Board Governance Boot camp. Resources from the boot camp were shared with the Board.

2022-23 Members of the Governance & Board Process Committee

Tom Hunter – Chair of Board and Committee
Rose Demelo Johnson – Board Member
Jonathan Minnes – Board Member
Rebecca Smith – Board Secretary
Garry Boland – Board Member
Chris Pippy – Community Member
Kevin Buko – Community Member
Kathy Loveys – CEO (non-voting)





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