



Annual Report 2025/26



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



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.



2025-2026 Board of Directors

Officers:

Chair: Kerry-Ann Bent

Vice Chair: Marion Thomson Howell

Treasurer- Lilian Ng

Secretary: Katherine Cook (non-voting)

Directors:

Mike Aiken

Garry Boland

Dan Collings

Christina Piccinin

Rebecca Smith

Jagroop Sangha

Our Homes and Programs



Group Living

Blueridge
Casey
Crimson
Evelyn
Forestlawn
Lang
Malabar
Monarch
Pastern Trail
St. Charles
Stanwood
Weatherall
Westheights



Respite

Children's Respite - Malabar Home
Adult Respite - St. Charles Home



Supported Independent Living (SIL)

Bridgeport and Lancaster
Harvard



Community Participation Supports



Craft Group



Forever Young
Seniors Group



Cooking Group



Baking Group



Boxing Fitness



And More

Message from the Board Chair and CEO

Dear Community Partners, Families, Donors, Employees, People Supported and Friends,

We are pleased to share highlights from the 2025–26 Annual Report of Parents for Community Living (PCL). As we reflect on the past year, we are proud of the meaningful progress achieved in support of children, youth, and adults with developmental disabilities throughout our community.

Over the past year, PCL continued to strengthen its role as a leading community organization, both locally and provincially. During the first year of our new strategic plan, the organization achieved significant growth and advancement, including a 21.5% increase in financial growth with the addition of four new people receiving services, the establishment of new community partnerships, the development of a comprehensive organizational risk register, and increased workforce stability. These achievements position PCL well for continued success and sustainability in the years ahead.

The impact of our work was also recognized by the broader community. This year, PCL was honoured to receive a Gold Readers' Choice Award as the community's preferred non-profit and charity organization. In addition, we were once again nominated by the Greater Kitchener Waterloo Chamber of Commerce Business Excellence Awards in the Not-for-Profit Charitable Organization category.

These recognitions reflect the dedication of our staff, volunteers, Board of Directors, families, donors, and community partners who make our mission possible every day.



Kerry-Ann Bent
Board Chair



Katherine Cook
Chief Executive Officer

Congratulations Ler Ler!

Ler Ler is officially a Canadian citizen!

The journey wasn't easy, and the waiting was especially challenging, but it was all worth it. After receiving the exciting news in May, Ler Ler officially became a Canadian citizen during her ceremony on July 20 in downtown Kitchener.

To celebrate this incredible milestone, we surprised her with a special party surrounded by the people she loves most. She was showered with so much love, thoughtful gifts, and support, making it a day she'll never forget.



We also experienced an important leadership transition this year. After thirteen years of dedicated service, Terry Smith, Director of Finance and Operations, retired from PCL. We extend our sincere gratitude for his years of leadership and commitment to the organization. We are pleased to welcome Donna Braund as our new Director of Finance and Operations. Donna brings extensive financial expertise and leadership experience from her work within local universities, and we look forward to the contributions she will make as part of our senior leadership team.

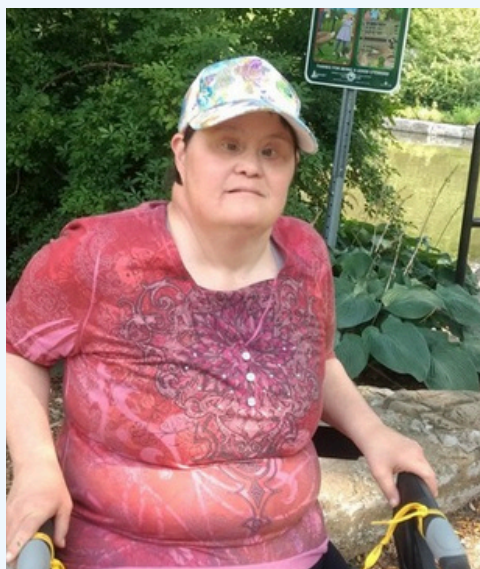
As we look ahead, we remain committed to advancing our strategic priorities, strengthening community inclusion, fostering innovation, and ensuring that the individuals and families we support have access to the opportunities and resources they need to thrive. The accomplishments of the past year demonstrate what is possible when a committed community works together toward a common purpose.

Thank you for your continued partnership, trust, and support. Together, we are creating a more inclusive community where people with developmental disabilities can live meaningful and connected lives.

Sincerely,

Kerry-Ann Bent
Board Chair

Katherine Cook
CEO



In Loving Memory

This year, we remember Janet, who was a cherished part of the Stanwood and PCL family for 29 years.

Janet passed away peacefully on August 15 at her home, surrounded by the staff who cared for and supported her.

We are grateful to everyone, past and present, who helped make Stanwood a place Janet could truly call home—filled with care, dignity, familiarity and belonging.

Janet will be greatly missed and warmly remembered.

Human Resources Report



Brenda Van Houtven
HR Director

The people we support are at the heart of everything we do.

Through support, development & a positive workplace culture, we're building a stronger, more inclusive community.



Key Accomplishments:

- Advanced succession planning through updated interviews, analysis, and policy revisions aligned with the strategic plan.
- Reviewed the mentor role and development goals to support leadership, coaching, and staff support.
- Continued policy and compliance updates connected to workforce readiness and HR planning.
- Advanced employee engagement through stay interviews, mentor development, wellness involvement, and career conversations.
- Supported targeted training in Trauma-Informed practice, Core Competencies, CPI, Leadership, coaching, Indigenous Learning, Epilepsy and Person Centred supports for those aging with a developmental disability.
- Supported recruitment and employer branding through video testimonials.

Leadership Development Training Day

PCL leaders came together for a day of learning focused on communication, conflict resolution, cultural intelligence, and inclusive leadership. The morning featured Chantal Huinink, MSW, RESW, MDiv, who led an engaging session on the Developmental Services Core Competencies and practical conflict resolution strategies drawing on her lived experience and professional journey. In the afternoon, Mimi Mahmud, Equity Strategist and Jayme Pembleton, Community Facilitator from Extend-A-Family WR facilitated a session on Building Cultural Intelligence, encouraging leaders to reflect on their own perspectives, deepen their understanding of diversity and inclusion, and foster a stronger sense of belonging across teams and communities.

Feedback was overwhelmingly positive, with participants reporting new insights, increased confidence, and practical tools they can apply in their roles to support people, strengthen teams, and contribute to a positive workplace culture.



THE POWER OF STAY INTERVIEWS

Now in its fourth year, PCL's Stay Interview initiative continues to gather valuable feedback from employees to strengthen the employee experience and enhance the lives of the people we support. This year, 58 Direct Support Professionals from all 14 programs participated.

Feedback highlights a highly engaged, purpose-driven workforce that views PCL as a caring, supportive, and values-based organization. Employees shared the meaning they find in helping people reach their goals, build independence, connect with their communities, and live fulfilling lives. Overall, the interviews reflect strong employee commitment, positive morale, and high trust in PCL's leadership and values.

QUICK STATS

- 91% of the employees that participated in the stay interviews indicated they plan to stay with PCL for another year or more.
- 8.6% Employee turnover rate for 2026



PCL is creating recruitment video testimonials for promotional purposes.

Celebrating 25 Years

Mary Anne Linka, PCL Service Director

Mary Anne played a key role in expanding respite beyond in-home support, helping to develop safe, reliable options for families—including the Malabar and Evelyn Homes. With the encouragement and support of Katherine Cook, she piloted new approaches and helped shape the respite programs families rely on today.

For Mary Anne, the greatest achievement is the impact of respite itself: giving families time to recharge while creating meaningful experiences for children and adults.

Sonya Mehta, PCL Service Director

Sonya's journey with PCL began in direct support, where she discovered the power of meaningful relationships and person-centred support. Over the years, she helped shape services, contributed to new programs, and played a key role in opening Evelyn, PCL's first adult respite home.

Encouraged by strong mentors, Sonya has stepped into leadership and learned that leading others is another way of creating lasting impact.

EMPLOYEE LONG TERM YEARS OF SERVICE RECOGNITION

25 YEARS

SONYA MEHTA
MARY ANNE LINKA

20 YEARS

SCOTT WILFORD

15 YEARS

TYSON HAAS

10 YEARS

ELAINE SZENMAN
CELINA GROSSO
ANGELA MURDOCH

Employee Engagement

MENTOR PROGRAM

At PCL, mentors play an important role in supporting employee growth, confidence, and success. They provide guidance, share knowledge and experience, model best practices, and help employees strengthen their skills while fostering a positive learning environment. Mentors contribute to building a culture of continuous learning, collaboration, and person-centred support. We are also proud to recognize that Kimberly Godfrey has expanded her mentoring role by becoming a trainer for PCL's Core Competencies program, helping employees understand and apply the competencies that support excellence in developmental services.

Meet Your Mentor

How long have you worked at PCL and what program do you mentor for?

I have been working with PCL for about 3 years as a Direct Support Professional. I currently work at the St. Charles Home and support staff within this team.

What do you like about being a mentor?

I enjoy being able to support and guide new staff as they grow in their roles. It is rewarding to share my experience, help build their confidence, and see them develop strong, positive relationships with the people we support.

MEET
Dinto

most proud of?

That earlier in my career, I found it hard to make sure I was doing it right. Over time, I have learned to be more confident in my own abilities instead of trying to do it all myself.

of your time? (eg. Do you have hobbies or what do you love to do?)

Yes, exploring new places, reading, and spending time with my family.

u admire in people.

Yes, those who make a difference in the lives of others.

MENTOR Spotlight

Support, Laughter and Leadership

"Kimberly brings both **dedication** and a **great sense of humour** to her work. She is especially skilled at supporting new employees, using her **strong communication skills** to guide them through orientation and provide ongoing mentorship. **Kimberly's approachable style helps people feel comfortable, confident, and supported** as they settle into their roles.

Kimberly is **hardworking** and always willing to step in to **support her coworkers**. She is flexible, embraces new challenges with a positive attitude, and **consistently leads by example**. Her ability to bring laughter and encouragement into the workplace **creates a welcoming and supportive environment for everyone**.

Raj P.
Direct Support Professional
St. Charles Home

PARENTS FOR COMMUNITY LIVING



PEER TO PEER RECOGNITION

"What Good Support Looks Like" is a PCL employee recognition campaign that highlights real examples of outstanding support provided by employees. Through peer nominations and shared stories, the campaign celebrates the values, actions, and everyday moments that demonstrate exceptional support and make a difference in people's lives.

Rose O. (Positive Energy Award)

"Arrives with a smile in the morning. She's caring, considerate, giving, hard-working and conscientious.

Kind with requests.

Very positive and great attitude."

Recognized by: Kami (Stanwood)

Fransisca H. (Positive Energy & Culture Builder Award)

"Fransisca is a bright, cheerful, and encouraging presence who lifts the team with her positivity. She connects deeply with people she supports especially during tough times and helps create an inclusive and values-driven environment."

Recognized by: Athira & RaeAnne (Forestlawn)

PCL Employee Buzz

PCL's monthly employee newsletter designed to keep employees informed, connected, and engaged across the organization. It shares agency updates, employee recognition, wellness initiatives, training opportunities, upcoming events, and stories that celebrate the contributions of employees while strengthening communication and organizational culture.



Employee Wellness Program



Just as Canada is strengthened by its diversity, PCL is strengthened by the unique talents, perspectives, and contributions of the people who make our community thrive.

EMPLOYEE WELLNESS

Canada Coast to Coast is PCL's employee wellness and engagement theme, celebrating the unique cultures, landscapes, traditions, and experiences that make each province and territory special. Throughout the year, the theme has encouraged employees to connect, learn, and celebrate the diversity that makes Canada such a vibrant country.

We carried that spirit into our annual PCL Summer Games, where more than 120 employees and volunteers came together for a day of teamwork, friendly competition, and connection. The event was an opportunity to recognize and thank the incredible people who bring PCL's mission to life every day. From team challenges to shared experiences, the day reflected the strong sense of community, collaboration, and belonging that makes PCL such a special place to work.



Service Directors Report



Mary Anne Linka
Service Director



Sonya Mehta
Service Director



This year reflected our continued commitment to growth, innovation, and person-directed support. We saw progress across community participation supports, clinical collaboration, and quality improvement, all while keeping the people we support at the centre of every decision. As we look ahead, we will continue to strengthen meaningful Community Participation Supports, respite options, employee development, and service excellence, ensuring each person has the opportunity to pursue their goals, build connections, and live a life of dignity, purpose, and belonging

Transitions and New Opportunities

- Four people transitioned from children's services or other group living settings into new adult living arrangements.
- Two people moved to the Lang home when it opened in October 2025, and another person who had been on the wait list also moved in.
- In September 2025, one person moved from the Casey home into an apartment, where they have enjoyed greater independence and secured paid employment.
- Another person moved from Malabar to the Stanwood home in July. These transitions created opportunities to welcome three children into children's homes: two at Malabar and one at Casey.



New Initiatives and Program Development



Day Program Re-Imagining

To support meaningful days and vibrant lives, planning focused on more flexible and person-directed opportunities. From music and fitness to horticulture, baking, cooking, recreation, sensory activities, and community participation, these spaces create more opportunities for people to learn, connect, contribute, and thrive.



Palliative Model of Care with the Support of Hospice Waterloo Region

We continue to build our capacity to provide compassionate, coordinated, and person-centred care for people experiencing significant health changes or approaching end of life. All program supervisors participated in this valuable learning opportunity, helping ensure that people and their families receive support that is respectful, responsive, and rooted in dignity.



Program & Service Highlights

Individualized opportunities were developed based on each person's interests, strengths, needs, and goals. Opportunities such as music, cooking, swimming, baking, singing, seniors programming, community recreation, and individualized day support helped people pursue what matters most to them while building skills, fostering relationships, and enhancing their overall quality of life.



Finding Faith, Friendship, and Connection

Michelle's faith continues to be an important part of her life. Michelle LOVES music and enjoys singing, she looks forward to attending a weekly Friendship Group, where participants come together for music, prayer, Bible stories, and meaningful connection. The group has become a valued part of Michelle's routine, providing a welcoming community where she can share her faith, enjoy friendships, and do what she loves most. Several other people supported by PCL also take part, creating opportunities for connection and belonging.



Self-Advocacy

The Raise Your Voice initiative continued to create opportunities for people supported to discuss rights and responsibilities, voting, finances, future planning, identity and inclusion.



Advocacy In Action

In October 2025, Amanda dedicated countless hours to organizing a special fundraiser at the Kitchener Market in support of the PCL Advocacy Group. She invited her housemates to sell their own creations at her table, giving them an opportunity to earn money and share their talents with the community. Amanda also collected donated items to sell, with the proceeds supporting the Advocacy Group. From planning the event to designing a beautiful promotional flyer, Amanda brought creativity, generosity and heart to every detail.



Voices for Change!

In the Fall 2025, Anna, Andrea, and Michelle participated in an accessibility research study with the Schlegel-UW Research Institute, sharing their lived experience to help shape more inclusive and accessible communities. Through hands-on activities and feedback, they influenced research that will inform how everyday spaces are designed and improved for people who use mobility aids.



Children's services

The Extensive Needs Integrated Pathway- Extensive Needs Service (ENS) is a new program with Sunbeam Community Services as the Program Lead. This project is in collaboration with McMaster Children's Hospital, Holland Bloorview Kids Rehabilitation Hospital and Children's Hospital of Eastern Ontario. Funded by the Ministry of Health and Ministry of Children, Community and Social Services.

PCL is participating by providing respite supports for these children. This program provides services to 5+ children and youth with complex needs annually who are currently not eligible for other services such as the Ontario Autism Program, Urgent response Services or CSN funding. Each child/youth receives up to 3 months of intensive service. As a result PCL's Children's services expanded through this Extensive Needs Service and after school programs, helping families access safe, consistent and responsive support for increasingly complex behavioural, medical and developmental needs.



Impact Statement:

"We just dropped Keela off at Lang and she marched in like she's always lived there. We couldn't believe it. We wanted to thank everyone who made this possible by organizing and preparing such a warm and welcoming place for her. Erin and I got pretty emotional and we said to each other, that even if we had had the chance to dream up a place for Keela to have as her forever home, we wouldn't have dared imagine something so nice and warm. It felt like Keela came home and we can't help but wonder if she felt it too. She seemed very happy to be there. Again, thank you for making this happen and working so hard at making the place a home for the two girls."

- Keela's Parents (October 2025)

Respite

Respite continues to be a vital service for families, providing trusted support, peace of mind, and opportunities to rest and recharge while knowing their loved one is receiving quality care.

Seven adults and 21 children accessed respite services, representing approximately 2756 hours (including our children's after school program) & 618 days. Adult respite was provided at 2 locations across PCL.

We'd like to give a special shout out to the Evelyn team which stepped up to the plate last spring when St. Charles was forced to reduce services due to extensive flooding. The Evelyn team embraced this role with warmth, flexibility, and genuine commitment. Their dedication reflects PCL's long-standing commitment to responding to the growing need for respite services in our community.

One family's experience highlights the impact of these services. In October 2025, Zak stayed at Evelyn for three weeks, allowing his mother to travel to the UK and reunite with sisters she had not seen in 36 years. Following the trip, Zak's sister shared, *"We can't thank you enough for helping make this reunion happen."* It was a powerful reminder that respite not only supports people and families day to day, but also makes life-changing moments possible for their families.

WONDERS of WINTER

A Festival of Lights ❄️ *In Waterloo Park*



Supported Independent Living (SIL)

SIL offered more than 20 types of outings, programs and special events during the year, along with recurring weekly opportunities in fitness, boxing, walking, cooking, baking and crafts. People participated in a wide variety of sports, concerts, theatre outings, celebrations and community initiatives, and two people secured employment with a local business.



Nick's New Chapter of Independence

This year, Nick reached several exciting milestones-moving into his own apartment and employment!

Having lived at Casey since he was 12 years old, Nick spent years building the skills, confidence and determination needed to achieve this goal. Along the way, he graduated from high school, completed construction and safety certifications, and gained valuable volunteer experience.

Nick also successfully found and secured a job close to his new home. While PCL staff supported him with his resume, Nick took the lead in finding the opportunity and earning the position himself. The job has been a great fit, and he is incredibly proud of what he has accomplished.

Today, Nick is thriving in his community, enjoying greater independence and building the future he has worked so hard to achieve. His journey is a powerful reminder of what can happen when perseverance, opportunity and the right supports come together.



Five Years of Independence

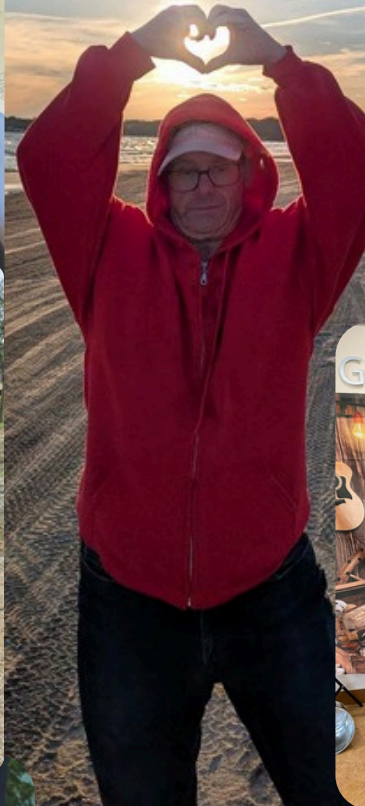
This year, PCL celebrated the fifth anniversary of the Supported Independent Living (SIL) program, a milestone that reflects five years of growth, choice, and achievement.

To mark the occasion, the people PCL supports at SIL and PCL employees gathered for a barbecue and shared what they were most proud of. For Kyle, it was living independently, choosing his own meals, and navigating the city bus system. Dawn spoke about caring for her support dog, learning to cook, making her own choices, and volunteering in the community. Doug shared his appreciation for having his own space while also having opportunities to connect with others when he chooses.

Their stories are a reminder that independence looks different for everyone. Together, these achievements reflect the power of choice, community, and the opportunities that help people build the lives they want.



A Year of *EXPERIENCES!*





Community Participation Supports:



Boxing Fitness Group

Participants build confidence, improve coordination, and stay active through an inclusive boxing program designed for people of all abilities. Using partner-based drills with mitts and pads, participants develop fitness skills while enjoying a fun, supportive, and engaging group experience. Led by Courtney H., owner of MoveMEANT for All, the program creates meaningful opportunities for physical activity, social connection, and personal growth in an inclusive environment.



Craft Group

Is one of our most popular programs - and now it's open to the community! Each session offers a chance to create meaningful, hand-made crafts in a fun and inclusive environment. Participants work on a variety of projects that reflect their interests and creativity, with support available as needed.



Forever Young Seniors Group

This program provides age-appropriate social, recreational & community based opportunities for older adults to build friendships, remain active and participate in meaningful activities.

Baking & Cooking Groups

Popular and often FULL - PCL's Baking Group & Cooking Group, provide participants with practical kitchen skills through hands-on experiences. In the Baking Group, participants prepare simple treats and take home their creations, while Cooking Group focuses on developing confidence and independence through meal preparation and basic cooking techniques. These programs are highly sought after, reflecting the value participants place on learning new skills, connecting with others, and increasing their independence in everyday life.

D'ARCY H. SWARTZ COMM



Finance & Operations Report



Terry Smith
Finance & Operations Director

PCL had a small deficit of \$1,350 for the year calculated in accordance with the Basis of Accounting prescribed by MCCSS. The difference of \$88K represents the adjustments to reflect the financial position in terms of accounting standards for Not-for-Profit Organizations including the treatment of amortization and deferred contributions.

2026		2025	
7.83M	Total Assets	7.93M	There was an 5% Government subsidies increase in revenue and a 56% increase in fee for service revenue.
4.09M	Total Liabilities	4.35M	

REVENUES	2026		2025	
Government subsidies	11,731,957	86.4%	11,173,643	88.0%
Fee for service	866,906	6.4%	556,406	4.4%
Resident fees	796,357	6.0%	780,216	6.1%
Other revenue	178,409	1.3%	186,139	1.5%
	13,573,629	100%	12,696,404	100%
EXPENDITURES				
Wages & benefits	11,677,278	86.6%	11,021,031	86.9%
Other service costs	1,613,571	12.0%	1,467,562	11.6%
Amortization	195,082	1.4%	186,561	1.6%
	13,485,931	100%	12,675,154	100%
	87,698		21,250	

DONATIONS & FUNDRAISING	
For the year ended March 31, 2026	
Revenue	
Donations & Fundraising	72,648
Interest Income	33,902
	106,550
Expenditures	33,264
	33,264
Excess revenue over expenditures for the year	73,286





Quality Assurance, Integrity & Innovation Report



"This year was defined by growth, collaboration, & continuous quality improvement at PCL."

Tara Hyatt
Director of Quality Assurance,
Integrity and Innovation



QUALITY
Strengthening
accountability



COMPLIANCE
Improving
practices



INNOVATION
Using data to help
To drive decisions

My portfolio has helped strengthen organizational excellence while improving outcomes for employees and people supported. This role continues to emphasize the importance of evidence-informed decision-making to enhance our service quality, strengthen our compliance practices, and support employees in delivering person-centered supports. These efforts all align closely with PCL's Strategic Priorities and have supported our ability to remain responsive, accountable, and forward-thinking in a complex and evolving service environment.

BUILDING A CULTURE OF INCLUSION

PCL continues to build a culture where diversity, belonging, and inclusion are valued and celebrated. Through the leadership of the **DEI Action Group** which is made of employees in all areas of PCL, educational resources, learning opportunities and awareness events, we continue to foster meaningful conversations and increase understanding across the organization.



IDEA Binders were assembled for each of the PCL homes and programs containing accessible social stories developed by KW Habilitation IDEA Collective. These resources will help bring important conversations about inclusion, diversity, equity, accessibility, respect, and belonging directly to people across PCL programs.



"She was able to create a story to deliver the presentation which made it very easy to lean into the information she was presenting" - PCL Employee

Indigenous & Cultural Intelligence Training

As part of our ongoing commitment to learning, in June for National Indigenous History Month, 30 employees participated in an impactful learning session led by Indigenous educator Irene Tomatuk from Moose Factory, Ontario. Her session Looking Back as We Move Forward expanded our understanding of Indigenous experiences and history in Canada, demonstrated the importance of Indigenous culture and the impacts of colonization and encouraged personal reflection for all participants.



CONTINUOUS IMPROVEMENT IN ACTION

Quality assurance efforts focused on **strengthening accountability, continuous improvement, and regulatory compliance**. While MCCSS compliance reviews identified opportunities to enhance some protocols and practices, they also affirmed many areas of organizational strength, including employee and Board governance processes and financial assistance for the people supported. In response to MCCSS recommendations, targeted improvements were implemented to further strengthen medication management, safeguard protocols, and documentation practices. These actions continue to enhance service quality and reduce organizational risk.

INNOVATION & DIGITAL TRANSFORMATION

New data collection initiatives, including technology use and employee demographic surveys, are providing valuable insights that will help shape future planning and service innovation.

Key Accomplishments:

- ✓ Sharevision enhancements.
- ✓ Log Notes 2.0 implemented across all programs.
- ✓ Improved documentation consistency.
- ✓ Employee demographic data collection.
- ✓ Strengthened consistency throughout PCL.
- ✓ New technology use survey.



As PCL continues to evolve, the Quality Assurance, Integrity and Innovation portfolio remains focused on creating meaningful improvements that strengthen quality, advance inclusion, support compliance, and reduce risk. By leveraging data, fostering collaboration, and maintaining a commitment to continuous learning, this work helps ensure PCL is well-positioned to meet future challenges while continuing to deliver exceptional support to the people and communities we serve.

IT & Operations Report



Diana Darcey
Operations Manager

"Technology and strong operations help us provide safer, more consistent and more person-centred support across PCL."



STRONGER DOCUMENTATION

Improved consistency in documentation and reporting, reducing administrative burden and support planning.



OPERATIONAL SUPPORT

Expanded tools and processes to support service planning, quality improvement and efficiency.



Over the past year, we have continued to strengthen our technology, documentation, and operational systems to improve service quality, compliance, and staff efficiency. A major focus has been the ongoing development of ShareVision. This included the redesign and implementation of enhanced log notes, improvements to reporting and data collection, customized forms, and new tools to better track information for the people we support. These enhancements have improved consistency in documentation, strengthened reporting capabilities, and reduced administrative burden on staff. We have also expanded our use of data analytics and AI tools to identify trends, support decision-making, and improve service planning. Enhancements to documentation systems and reporting tools have strengthened our ability to identify trends, measure outcomes, and use data to support service planning, quality improvement, and operational decision-making.

Key Accomplishments:



Cybersecurity training & awareness.



Cyber risk management.



Data protection and privacy.



Incident response planning.



A Safer, Stronger Organization

We continue to enhance cybersecurity awareness and business continuity practices through employee and leadership team training and increased awareness of cybersecurity best practices, including phishing prevention, password security, cyber threat identification, data protection, privacy responsibilities, and organizational incident response procedures. We have also expanded our focus on cyber risk management and planning to ensure PCL is prepared to respond effectively to technology and security-related disruptions.

Health Safety and Incident Reporting

Over the course of this year, efforts focused on maintaining compliance, supporting staff training, coordinating health and safety initiatives, and strengthening organizational oversight have remained a priority for our Health & Safety Committee.

- Technology and reporting tools continue to support improved monitoring of incidents, hazards, and health and safety trends across the organization.
- A new staff accident reporting tool has been implemented to enhance our ability to identify trends, track near misses, and recognize potential risks before injuries occur. This data supports a more proactive approach to workplace health and safety by helping us implement preventative measures, address emerging concerns, and reduce the likelihood of future incidents.
- We also redesigned our annual health and safety inspection process based on best practices observed within the developmental services sector. The revised process is more comprehensive while simplifying data collection, allowing us to better identify trends, prioritize risks, track corrective actions, and focus on preventative measures that reduce the likelihood of incidents before they occur.



Communications Report



*Building Connections,
Strengthening Community,
and Preparing for the
Future.*

Angela Murdoch
Impact Development Specialist



Throughout 2025, work focused on strengthening PCL's visibility, community impact, and long-term sustainability through strategic communications, community engagement, fundraising, partnership development, and organizational initiatives. I also played an active leadership role on the Provincial Network, Developmental Services Workforce Initiative (DSWI) Communications Task Group, supporting provincial initiatives focused on workforce recruitment, professional development, and sector awareness. This work helps attract the right people to the developmental services sector while promoting the skills, knowledge, and core competencies needed to support high-quality services across Ontario.

Key Accomplishments:

- ✓ Led PCL's rebranding initiative, guiding the RFP process, stakeholder engagement, and agency selection.
- ✓ Enhanced PCL's visibility through strategic communications, storytelling, employee recognition, wellness, and fundraising initiatives.
- ✓ Expanded community partnerships, creating new opportunities for collaboration, sponsorship, awareness, and inclusion.
- ✓ Supported the Fund Development Committee by coordinating the Stand Up for PCL fundraiser and year-end giving campaign.
- ✓ Represented PCL at community events and awareness initiatives, strengthening relationships and increasing awareness of PCL's services across Waterloo Region.



Organized the World Down Syndrome Day game with the KW Titans, bringing together more than 13 local organizations to promote inclusion, awareness, and community connection.



Governance & Board Process Committee Report



Marion Thomson Howell
Chair

Committee 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.

Significant Activities:

- Reviewed and updated the Governance Policies and Procedures.
- Initiated new Governance Policies.
- Reviewed and updated the committee Terms of Reference.
- 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.
- Revised, updated and completed the Board Matrix tool.
- Ensured completion of the board levels of inclusion assessment tool.
- Ensured completion of the Board Evaluation survey tool.
- Ensured completion of the annual CEO evaluation.
- Initiated Board development on various topics.



Governance & Board Process Committee Members 2025-2026

Marion Thomson Howell- Board Vice-Chair and Committee Chair
Kerry-Ann Bent- Board Chair
Christina Piccinin- Board Director
Rebecca Smith-Board Director
Kevin Buko - Community Member
Katherine Cook - CEO, Secretary of Board (non-voting)



Fund Development Committee Report



Dan Collings

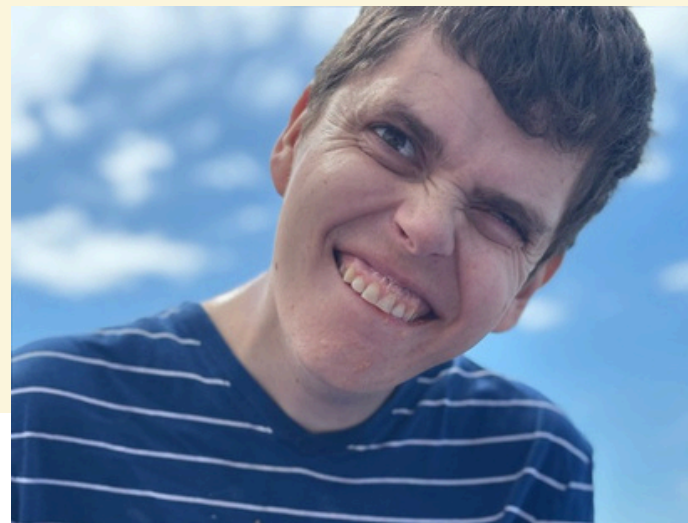
Fund Development
Committee Chair

Committee 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.

Significant Activities:

- A total of \$73,253 (net) was raised during the fiscal year (April 2025-March 2026, inclusive of the revenue below but excluding interest income).
- The committee sent out PCL's annual mail-out letter, resulting in \$19,485 raised.
- The committee planned a successful comedy event, Stand Up for PCL on November 5, 2025 resulting in \$12,745 (net of expenses) funds raised.
- PCL received funds through the Waterloo Region Community Foundation: PCL Robert Denomme Fund of \$6,700; and the Landmann Family Fund of \$2,000.
- The committee plans on another Comedy night in the spring of 2027.
- The committee is planning a Friendraiser event in the fall of 2026.
- A total of \$33,902 was earned through investment interest.
- The committee initiated the Capital Campaign Feasibility Study from Hussey Philanthropic and received regular updates on the study.
- Fund Development Policies and Procedures were reviewed and updated.
- The committee reviewed and updated its Terms of Reference.





The Fund Development Committee remains committed to advancing our mission at Parents for Community Living through strategic fundraising, effective stewardship, creative initiatives and strong financial management. We are grateful for the unwavering support of our donors, volunteers, and partners. Together, we look forward to another successful year of growth and impact.

Thank You



**Landmann
Family Fund**

**Robert Denommè
Fund**

Fund Development Committee Members 2025-2026

- Dan Collings-** Committee Chair
- Garry Boland-** Board Director
- Kerry-Ann Bent-** Board Chair
- Mike Aiken-** Board Director
- Gary Howell-** Community Member
- Angela Murdoch-** Impact Development Specialist *
- Katherine Cook-** CEO *
- *Non-Voting Member

FINANCE & AUDIT COMMITTEE REPORT



Lilian Ng
Chair

Purpose

The Finance and Audit Committee will regularly evaluate the financial status of the organization in consultation with the Chief Executive Officer and the Finance and Operations Director.

Significant Activities:

- Reviewed PCL financial reports.
- Provided oversight to annual financial audit and reviewed the external auditor's performance.
- Reviewed 2025-26 Audited Financial Statements and the independent auditor's reports thereof for presentation to the Board for approval.
- Reviewed and recommend approval of the 2022-2027 MCCSS Budget.
- Review of 2025-26 Annual Information Return (AIR).
- Confirmed payment of CRA government remittances.
- Confirmed the completion of the 2025-26 Registered Charity Information Return.
- Reviewed and updated current borrowing arrangements and mortgage renewals for PCL real estate.
- Reviewed PCL's investments and recommended to the Board reinvestment of those funds.
- Reviewed PCL's insurance coverage.

- Reviewed and updated the Finance and Audit committee's Terms of Reference.
- Reviewed the third-party 2025-26 Financial Review of people supported.
- Updated PCL's investment policy for inclusion in the governance policies and procedures.
- Reviewed the resident rent and made recommendation to the Board to increase the rent relative to the ODSP annual increase.

Finance and Audit Committee Members 2025-2026

Lilian Ng- Committee Chair and Board Treasurer
Kerry-Ann Bent- Board Chair
Jagroop Sangha - Board Director
Jason Kingston- Community Member
Terry Smith- Finance and Operations Director *
Katherine Cook - CEO *

*non-voting member



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

