



# Annual Report

2023-24





# Welcome

Providence Village is a Catholic-sponsored organization dedicated to creating a welcoming and supportive community hub that serves everyone, regardless of their differences, where all individuals are respected and valued. Grounded in the values of compassion, respect and integrity, we believe in the inherent dignity and worth of every person and strive to provide a safe and inclusive space for all who come to the Village. Regardless of your background, beliefs, or identity, you are embraced as a valued member of our community.

*Everyone is welcome here.*







Providence Village is situated on the traditional lands of the Anishinaabe, Haudenosaunee and Huron-Wendat peoples. We thank these nations for their care and stewardship of these lands on which we are grateful to be able to live, learn and play.



# A message from our Chair

It is with pride that I reflect on the progress and achievements of Providence Village over the past year. Our first not-for-profit subtenant, the Alzheimer Society of Kingston, Frontenac, Lennox & Addington Counties, joined us at the Village, bringing a sense of community and compassionate care that aligns perfectly with our mission.

Additionally, significant strides have been made on two other partner projects at the Village. Progress on Providence Care's new 10-suite hospice residence is well underway. Providence Care has also broken ground on their new Providence Manor long-term care home, adding 77 beds and enabling Providence Care to serve a larger portion of the community.



*(Left) The Providence Motherhouse property prior to Providence Care's Providence Manor and hospice residence groundbreaking and development (early 2023).*

*(Right) The community at Providence Village comes to life with the development of Providence Care's Providence Manor and hospice residence groundbreaking and development (April 2023).*





**We're so grateful to these partners for believing in Providence Village and our mission and for becoming part of the legacy of the Sisters of Providence of St. Vincent de Paul.**

We look forward to welcoming other health, housing and social service organizations to the Village to create a true hub of complementary organizations offering integrated care and support opportunities for individuals in need in our community. To achieve this, the Board has reevaluated Providence Village's partnership strategy and created principles to guide the Village's growth and expansion, ensuring that all partnerships align with the Sisters of Providence of St. Vincent de Paul's vision for Providence Village.

We extend our gratitude to the Sisters, especially those who live onsite at the Providence Motherhouse, for their patience and understanding as they experience disruptions to their daily lives due to construction. We also thank our neighbours and the broader community for their continued support and cooperation as we work to bring the Sisters' vision to life.

Thank you to our dedicated staff for their commitment to our vision. Together, we are creating a Village of diverse partners offering compassionate care and support services, uplifting and empowering vulnerable populations in our community for generations to come.



**Doug Hogeboom**  
**Chair, Board of Directors**





# A message from our President & CEO

I am pleased to share the remarkable progress and achievements we have made at Providence Village over the past year in our first annual report. It has been a year marked by growth, evolution and a steadfast commitment to our mission of building a community of hope, belonging and wellbeing for vulnerable populations in our region.

One of the significant milestones achieved was the official transfer of all Providence Motherhouse operations. This includes managing the care of all Sisters of Providence of St. Vincent de Paul residing at the Motherhouse, as well as overseeing all Motherhouse staff and contractors. This transition was officially completed at the end of December 2023. It was a complex process that required meticulous planning and execution. We feel privileged to hold the trust of the Sisters in their request of us and I want to extend my sincere thanks to our dedicated Staff and Senior Team for their care of the Sisters, and their professionalism, patience and understanding during this period of change and growth.

Furthermore, we have made significant progress on various capital projects within the Motherhouse, including accessibility upgrades, internal signage and wayfinding, and security and access. Additionally, we have advanced plans for the development of a parking garage and central utility plant infrastructure upgrades for the broader Village, ensuring our facilities meet the evolving needs of our community.

As Providence Village continues to grow and evolve, we remain committed to advancing our reconciliation efforts. We are in the early stages of developing an Indigenous Relations Plan, which will guide our engagement with Indigenous communities and ensure that our practices align with and demonstrate the principles of reconciliation.

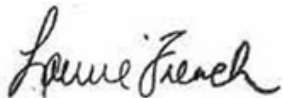




This year, we also continued to advance feasibility work on behalf of the Sisters of Providence of St. Vincent de Paul for the prospective Providence Commons project. This project explores the possible reuse of the existing 220,000 square foot Providence Manor building into a hub of affordable housing and community services for vulnerable populations in Kingston and area.

As we look to the future, we are excited to embark on additional partner engagement and outreach initiatives to attract new partners and subtenants to the Village. This will enable us to expand the types of care and services available to Kingston's vulnerable populations here at Providence Village, further fulfilling our mission.

**I want to express my gratitude to our Board of Directors, our subtenants and partners, and the community for your continued support and commitment to Providence Village. Together, we are honouring and continuing the enduring legacy of the Sisters of Providence of St. Vincent de Paul in our community.**



**Laurie French**  
**President & CEO**  
**Providence Village**





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# About us

Providence Village Inc. (PVI) is an independent not-for-profit charitable organization sponsored by the Catholic Health Sponsors of Ontario (CHSO).

Founded by the Sisters of Providence of St. Vincent de Paul, Providence Village manages the expansive 30-acre Providence Motherhouse property at 1200 Princess Street in Kingston, Ontario. Providence Village is delivering on the Sisters' ambitious mission to build a community hub of housing, health and social services to support, empower and uplift vulnerable populations in our region and continue their legacy of compassionate care into the future.



**HOPE • BELONGING • WELLBEING**



# Our Mission

Providence Village is a community of hope, belonging and wellbeing for the vulnerable where diverse partners offer compassionate care and support services to honour and continue the spirit and Catholic legacy of the Sisters of Providence of St. Vincent de Paul.

# Our Vision

Providence Village will be a neighbourhood of people helping people, inspiring hope, fulfillment and care of the Earth while being mindful to:

1

Uphold a spirit of humility, simplicity and charity;

2

Demonstrate responsible stewardship of resources; create opportunities to connect, innovate and collaborate;

3

Be open, welcoming and supportive; and

4

Foster holistic life and wellness all in keeping within the values of compassion, respect and integrity.



# Providence Village Priority Setting

In the past year, the Providence Village Board of Directors and senior management team engaged in a comprehensive priority-setting exercise. This exercise established the organization's immediate priorities, including managing the integration of Motherhouse operations within Providence Village; redesigning our financial sustainability model and the value proposition for partners; and developing operational and governance plans.

Additionally, the Board of Directors renewed a set of principles to guide the expansion and evolution of the Village in 2024 from our pre-covid origins in 2017. This involved assessing community needs and clarifying the potential partners we now seek that align with our vision and mission.

A priority for the 2024-25 fiscal year will be to operationalize these principles to develop and launch a partner engagement strategy and negotiations as we invite more organizations to join the Village.

These priority-setting efforts were complemented by ongoing operations, special projects and construction projects throughout the year, which required careful management and coordination and helped move the organization forward.

## Providence Village Guiding Principles:

- We will prioritize Village space for:
  - Non-profit organizations
  - Agencies / organizations that support the vulnerable
  - Organizations that are compatible with and provide synergy to existing and future Villagers.
- We will undertake due diligence that no Villager will cause harm to any Villager.
- All Villagers will pay an equitable amount so that PVI is thriving and self-sustaining.
- The Village will operate within requirements that comply with and reflect our charitable status.
- The Village will be a place where:
  - We protect and manage all green spaces for the benefit and enjoyment of all Villagers.
  - We are committed to equity, inclusivity, respect, dignity and compassion.
  - We will work with all Villagers to comply with the appropriate sections of the Health Ethics Guide.





PRINCESS STREET

FAIRVIEW ROAD

PHILLIPS STREET

FOUNDATION WAY

PROVIDENCE  
MOTHERHOUSE

PROVIDENCE  
VILLAGE PARKING  
GARAGE

PROVIDENCE  
MANOR  
LTC

PROVIDENCE  
CARE  
HOSPICE

VILLAGE  
COMMONS

ELMWOOD STREET

SIR JOHN A MACDONALD BLVD



# Motherhouse Operations Transfer

At the request of the Sisters of Providence of St. Vincent de Paul, Providence Village embraced the new responsibility of managing and overseeing Providence Motherhouse's staff, operations and property. This transition, agreed upon by the Providence Village Board of Directors and our sponsors, the Catholic Health Sponsors of Ontario, established Providence Village as the official employer of all Motherhouse staff (excluding Generalate employees) as of January 1, 2024. We worked diligently with legal advisors to ensure a seamless transition, prioritizing the wellbeing of the Sisters, staff (both unionized and non-unionized employees), and Providence Village partners and service providers. Some administrative adjustments were implemented as part of the transition, however, day-to-day roles, responsibilities and operations were unaffected.

The transfer process was successfully completed by December 31, 2023, and we maintained open communication with staff throughout, ensuring they were well-informed and supported. This transition marks significant growth and change for Providence Village, as our staff has expanded to nearly 80 employees.







# Human Resources and Change Leadership

Providence Village's Human Resources department achieved significant milestones in employee relations, health and safety and pay equity this year, working in partnership with our union as appropriate.

A new four-year (2024- 2027) collective agreement was successfully negotiated with Liuna 3000, focusing on operational needs, improved compensation and benefits, which achieved a mutually beneficial agreement to management and employees. Non-union staff were also supported with compensation and benefit improvements to reflect our ongoing commitment to all employees and their contributions to the Village mission.

# The Providence Commons Project



Providence Village conducted a feasibility study to explore the viability of the Providence Commons project on behalf of the Sisters of Providence of St. Vincent de Paul. The Sisters' project explores the possibility of redeveloping the existing Providence Manor building into a community hub that could provide affordable housing and community services, particularly for women-led households and vulnerable populations in Kingston. The study involved issuing a request for proposal, community engagement efforts, and consulting with affordable housing and architecture experts, including Tim Welch Consulting and Shoalts and Zaback Architects Ltd. Following a successful Community Forum in January 2024, the final feasibility study report is expected to be presented to the Providence Village Board of Directors in summer 2024. Next steps for this project will be determined following review of the report and consultation with the Board of Directors and the Sisters of Providence.





# Indigenous Relations

Providence Village has taken steps towards prioritizing reconciliation for the organization. We are in the early stages of developing an Indigenous Relations plan, which aims to guide our engagement with and support of Indigenous communities. As part of this initiative, our organization engaged in Indigenous cultural safety training and education, beginning with the KAIROS Blanket Exercise for staff and senior leadership in March 2024.

Moving forward, Providence Village will continue to seek opportunities to engage with and support Indigenous communities, with the goal of incorporating these efforts into our Indigenous Relations plan to be implemented in the next fiscal year. These efforts are fundamental to Providence Village's commitment to reconciliation and our ongoing efforts to create a more inclusive and equitable community for all.



# Walking Paths Opening

In October 2023, together with the Sisters of Providence of St. Vincent de Paul and their associates, we celebrated the official opening of walking paths at Providence Village. The walking paths offer a safe, accessible space for physical activity and connection with nature at the Village, promoting health and wellbeing. These paths also reflect the Sisters' enduring commitment to the preservation of green spaces.

In the future once construction is complete, we look forward to opening these walking paths to the public, allowing all members of the community to enjoy and benefit from this serene outdoor space. This will be done thoughtfully, ensuring it aligns with ongoing construction projects and site access considerations. The walking paths at Providence Village are not just recreational amenities, but serve as a symbol of our commitment to environmental stewardship and promoting wellbeing within our community.





# Inaugural Founder's Day Celebration

On December 13, Providence Village celebrated our inaugural Founder's Day, honouring our founders, the Sisters of Providence of St. Vincent de Paul. The celebration was held on the Sisters' Foundation Day, recalling their 1861 arrival in Kingston to care for the sick, elderly and orphaned.

The event showcased historical memorabilia, highlighting the Sisters' enduring legacy of compassion and service within our community and beyond. As custodians of this legacy, Providence Village remains dedicated to continuing their mission of care and compassion for vulnerable populations in our region.



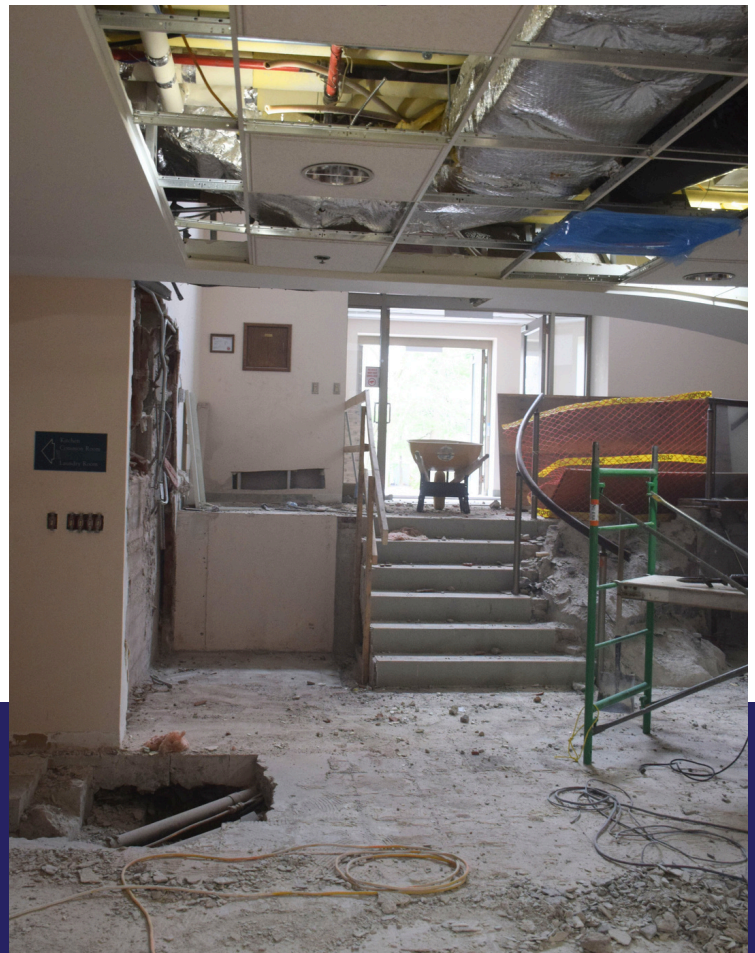
# Building Condition Assessment and Capital Plan Projects

As part of the Providence Village long-term planning review for the future development of the Motherhouse, a building condition assessment (BCA) was completed to determine the required repairs and replacement of infrastructure and associated costs through 2047. Subsequently, we developed a 2024 Capital Plan to identify priority projects and timelines. A number of major projects were included in the Capital Plan, including roofing, a designated substance survey, and other building maintenance. A number of larger capital projects are getting underway:

## Accessibility Projects

In our ongoing commitment to accessibility, Providence Village launched a series of projects to enhance accessibility within the Motherhouse. This includes the installation of a new elevator, new lift, two barrier-free washrooms and one universal washroom, providing improved accessibility for staff, Sisters, subtenants and visitors and reaffirming our dedication to creating a welcoming and inclusive space at Providence Village.

*Demolition underway inside Providence Motherhouse to make way for our new accessibility projects.*







*Demolition underway inside Providence Motherhouse to make way for our new accessibility projects.*





## Parking Garage

This year, we also made strides in planning and designing a parking garage at Providence Village. In line with the Sisters' longstanding commitment to preserving green spaces, they are examining the construction of a multi-story parking garage at the Village to minimize the impact of parking on these areas. The proposed three-storey structure could accommodate a possible 250 parking spaces, including 17 designated for accessibility needs. Our ongoing design process prioritizes maximizing the garage's capacity to meet parking needs for current and future staff and subtenants, while minimizing surface parking to reduce environmental impact.

## Central Utility Plant

We are preparing for a project to upgrade our Central Utility Plant (CUP), a critical service to Providence Motherhouse and current and future subtenants. This will upgrade the heating plant to new, energy-efficient, non-supervised equipment, installing new hydronic boilers and associated piping, adding a new backup generator and fuel tank/delivery system, and upgrading electrical system components that are no longer useful. These improvements will ensure that the Motherhouse continues to operate smoothly and efficiently, providing a high-level of service to current and future subtenants and partners.

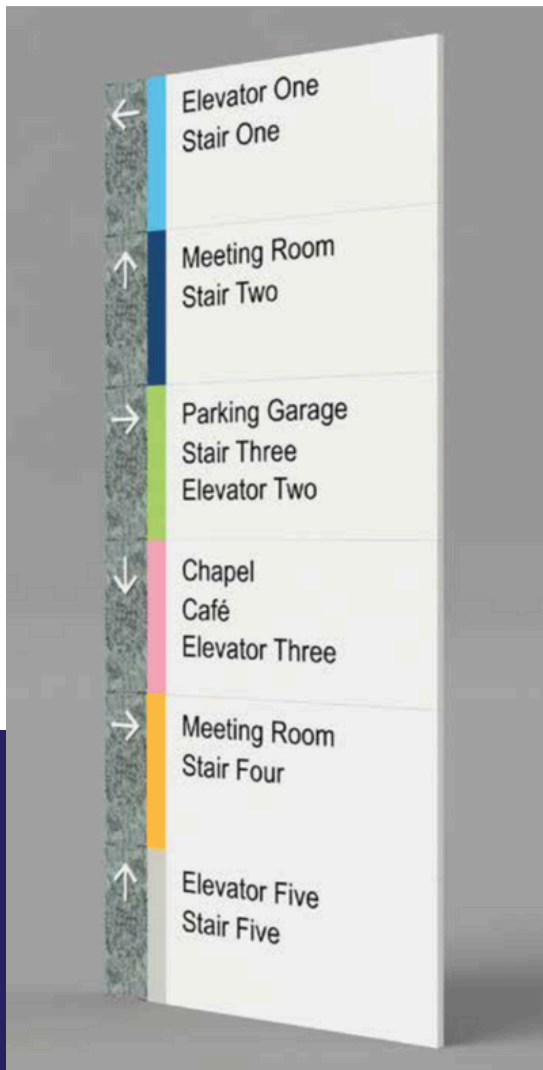
*Parking garage rendering*





## Signage and Wayfinding

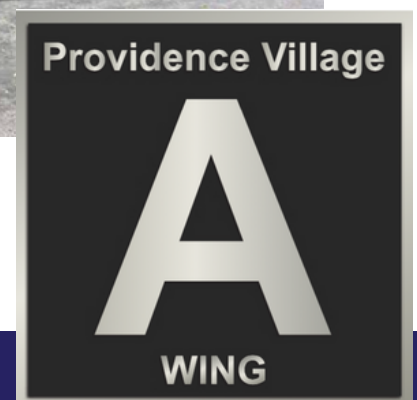
We began an internal wayfinding and signage project last year to enhance navigation and accessibility within Providence Motherhouse. This project involves the installation of clear and modern signage to help guide Sisters, staff, subtenants and visitors to various locations within the building. By improving wayfinding, we aim to create a more user-friendly environment that enhances the overall experience for everyone at Providence Village as it continues to grow and welcome more subtenants.



*Signage rendering*

## Security and Access

We are committed to ensuring a safe and secure environment for all Sisters, staff and subtenants. As part of this commitment, we are preparing access control measures in certain areas of the Motherhouse to protect the Sisters' areas, while also creating welcome spaces for partners to operate their services. These measures include secure entrances, surveillance systems, and designated access to areas for partner/subtenant use.



*An example of exterior wing signage*

# Providence Village Partners

## Alzheimer Society of Kingston, Frontenac, Lennox & Addington Counties

In August 2023, the Alzheimer Society Kingston, Frontenac, Lennox and Addington became the first organization to establish a presence in Providence Village when they relocated their offices to the Providence Motherhouse. This move reflects Alzheimer Society Kingston's commitment to supporting individuals and families affected by Alzheimer's disease and dementia in the Kingston community and to work in partnership with future Villagers. The new office space provides an expanded capacity for their programs and services, aligning with Providence Village's mission to serve the vulnerable population.



“We’re thrilled to embark on this new chapter, as the Alzheimer Society of Kingston, Frontenac, Lennox and Addington moves to Providence Village—a vibrant location that offers boundless opportunities. The features of the new location create a space that is not only bright and cheerful, but also fosters an environment of inspiration and tranquility, perfectly suited for the compassionate work we do. With ample space for our programs and services, serene walking paths through the beautiful grounds, and the chance to collaborate closely with fellow not-for-profit tenants, our vision for impact takes on an exciting new dimension. We can’t wait to continue our vital mission in this enriched setting at Providence Village.”

Chris Mackey  
*Chair, Board of Directors Alzheimer Society Kingston, Frontenac, Lennox and Addington*



## Providence Care

Providence Care is a major partner in the development of Providence Village, including the construction of Providence Manor, Providence Care's long-term care home, and Kingston's first hospice residence.

Construction on both Providence Care projects began this past year. Providence Manor is being relocated from its current location at 275 Sydenham Street to the south side of Providence Village. There will be a focus on creating a rich sense of community for residents and their families in common areas similar to those found in the current home, honouring the 160-year legacy of Providence Care's founders, the Sisters of Providence of St. Vincent de Paul.

The redevelopment of Providence Manor long-term care home represents a significant expansion, adding 77 beds and enabling Providence Care to serve a larger portion of the community. The new six-story building will feature accessible floor plans, secure outdoor areas and dedicated spaces for spiritual health and worship. Additionally, the site will include a daycare managed by the YMCA of Eastern Ontario, facilitating intergenerational programming.

Also located at the Village is Providence Care's new 10-suite hospice residence, located on the southwest side of Providence Village. The hospice residence will provide 24-hour care and support services in a comfortable, home-like environment for individuals in their final days to weeks of life.



*Providence Manor rendering*

The hospice residence has been designed for the comfort of the patient and their family and loved ones. In addition to private suites with outdoor patios, there is also space for quiet reflection and family gatherings.

For more information on Providence Care's Providence Manor long-term care home or hospice residence, visit [ProvidenceCare.ca](http://ProvidenceCare.ca).



*Hospice Residence rendering*





## 2023-24 Board of Directors

Doug Hogeboom, Board Chair

Brian Hogan, Vice-Chair

Larry Norman

Sister Frances O'Brien

Sister Sandra Shannon

Bhavana Varma

Carrie Batt

Michael Ross\*

*\* Term completed*

## 2023-2024 Leadership Team

Laurie French, President & CEO

Colleen Hickey, Director of Human  
Resources, Labour Relations and Change  
Leadership

Steady Oliver, Director of Facilities  
Management and Strategic Projects

### Consultants

Cory Angeletti-Szasz, Communications  
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Jim Kennedy, Financial Consultant







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