

ANNUAL REPORT 2024-25



April 1, 2024 to March 31, 2025



Providence Village is located in Katarokwi, on the unceded ancestral lands of the Anishinaabe, Haudenosaunee, and Huron-Wendat Peoples—a place that has long been home to diverse First Nations, Inuit, and Métis Peoples. With humility and respect, we express our gratitude to Indigenous Peoples for their stewardship of these lands since time immemorial and we honour their deep connection to the land.

We are grateful for the land's nourishment and gifts and recognize our shared responsibility to protect and sustain the land for all our relations, now and for generations to come. We acknowledge the profound and lasting impacts of colonization on Indigenous Peoples and commit to meaningful reconciliation. Our commitment extends beyond words—we strive to listen, learn, and walk together with Indigenous communities and to actively and intentionally contribute to a future of healing that upholds Indigenous rights, cultures, and traditions.



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YEAR IN REVIEW

- Welcomed four new subtenants
- Launched the 2025–2030 Strategic Plan to guide future growth and direction
- Appointed four new board members, strengthening governance and oversight
- Completed first full year of Motherhouse operations under Providence Village management
- Engaged 20+ organizations through tours, outreach, and partner meetings
- Established Subtenant Partnership Table to strengthen collaboration and shared planning
- Progressed major accessibility upgrades, including new LULA lift, barrier-free washrooms, elevator, and renovated West Wing entrance
- Expanded digital and media presence
- Advanced cultural safety with four staff completing San'yas Indigenous Cultural Safety Training
- Completed phase 1 of interior wayfinding; initiated planning for exterior signage
- Initiated market research to better understand the needs and perceptions of prospective partners
- Finalized and launched the Village's first Reconciliation Action Plan
- Welcomed one new build onsite with the opening of Providence Care's AB Smith Homestead House
- Strengthened clinical care for Sisters through updated nursing guidelines, targeted staff education, and refined staffing models

121,332

social media
impressions

5,801

social media
engagements

8,300

active website
users

20,843

website page
views

LETTER FROM THE CHAIR

It is with deep appreciation and pride that I reflect on the past year at Providence Village—a year defined by steady progress, meaningful connection, and a shared commitment to the values that guide our work. What began as a bold and visionary idea is becoming a lived reality. With every new partnership, project, and milestone, Providence Village continues to grow into the vibrant community of care envisioned by the Sisters of Providence of St. Vincent de Paul.

The Village is unlike any other initiative. It brings together people and organizations united by purpose—serving others with compassion and integrity while creating an inclusive, welcoming environment for all who live, work, and visit. As a Board, we are focused on ensuring strong governance, clarity in decision-making, and long-term sustainability, all while upholding the founding mission and spirit of the Sisters. A key part of that mission is ensuring the continued care and dignity of the Sisters of Providence who call the Village home as the broader vision of the Village continues to grow.

This year saw the successful launch of our first Strategic Plan, a shared framework that will guide the Village's next phase of growth and ensure we remain anchored in our mission as the landscape around us continues to evolve. With a growing number of subtenants, active infrastructure improvements, and a strong commitment to collaboration and reconciliation, we are witnessing the Village become what it was always meant to be: a community of hope, belonging and wellbeing.

On behalf of the Board, I would like to extend sincere thanks to the staff and leadership team at Providence Village, who have navigated a year of significant growth and transition with grace, commitment, and professionalism. Their work—especially in supporting the Sisters, adapting to new operational realities, and helping build the systems that support a growing community—has been foundational to our progress.

I also want to acknowledge the Sisters of Providence of St. Vincent de Paul, whose courage, generosity, and vision continue to inspire and guide all we do. The Village is their most ambitious mission—and we are honoured to walk with them in bringing it to life.

The work of Providence Village is grounded in compassion and collaboration. From welcoming new partners to preparing for future growth, we see the Village becoming a dynamic community that meets the health and wellness needs of individuals and families.



BRIAN HOGAN
Chair, Board of Directors

LETTER FROM THE PRESIDENT & CEO

This past year has been one of meaningful growth and momentum for Providence Village—a year where the vision of the Sisters of Providence of St. Vincent de Paul continued to come to life in tangible, inspiring ways.

In 2024–25, we were honoured to welcome several new mission-aligned partners to the Village, each bringing vital programs and compassionate service to our region. A significant milestone was the opening of Providence Care's AB Smith Homestead House—the first new build on the Village grounds—marking real progress as the Village evolves.

Another milestone this year was the launch and initial implementation of our Strategic Plan for 2025–30—which guides our path forward to achieve our vision. This was also our first full year managing Motherhouse operations, and I extend my heartfelt thanks to Providence Village staff for their flexibility, dedication, and care during a time of ongoing change. Many have shifted from caring for the Sisters and their home, to also contributing to the development of a growing Village.

This year, we also made important strides in accessibility, infrastructure, reconciliation, and partner collaboration—from the creation of the Subtenant Partnership Table to the launch of our Reconciliation Action Plan, and continued infrastructure enhancements to better serve our subtenants and broader community.

To the Sisters of Providence, I offer my sincere thanks for their patience and grace as so much shifts around them.



LAURIE FRENCH

President & CEO, Providence Village

Living through major changes in their home requires strength, openness, and trust. It's one thing to dream of the future; it's another to live through the process of making it real.

I also extend gratitude to our Board of Directors for their leadership, expertise, and commitment. Their time, insight, and guidance have been instrumental in helping us navigate change, steward our mission, and position the Village for long-term success. We are fortunate to have a Board that leads with purpose, wisdom and heart.

Providence Village is more than a campus or collection of services—it is a community of care grounded in compassion. Thank you to everyone who has helped bring us to this point. Together, we are shaping something meaningful: a Village where hope, belonging, and wellbeing are not just ideals—but everyday realities.



ABOUT THE VILLAGE

Providence Village (“the Village”) is a welcoming community where partners provide complementary care and services to support the health and wellness of people across Kingston, Frontenac, Lennox and Addington—an inclusive space where individuals and families can find hope, belonging, and wellbeing.

The Village sits on a 30-acre property located at 1200 Princess Street in Kingston, Ontario, which includes sublease spaces inside Providence Motherhouse, capital build opportunities on the expansive grounds, and community rentals. Founded by the Sisters of Providence of St. Vincent de Paul, Providence Village is an independent not-for-profit charitable organization sponsored by the Catholic Health Sponsors of Ontario (CHSO).

Mission

Providence Village brings together diverse partners who provide support services and compassionate care, creating a community of hope, belonging and wellbeing. We honour the spirit and legacy of the Sisters of Providence of St. Vincent de Paul.

Vision

Our Vision for Providence Village is to be a welcoming community where people can access integrated care and support services to help meet their health and wellness needs.

Values

- Compassion
- Integrity
- Inclusion
- Stewardship
- Collaboration

EXPANDING OUR COMMUNITY OF CARE

Welcoming new partners, deepening our impact

In 2024-25, Providence Village welcomed four new mission-aligned organizations: H'art Centre, Providence Associates, Bereaved Families of Ontario – Kingston Region, and Arthritis Society Canada's Arthritis Rehabilitation and Education Program. These partners now call the Village home, bringing with them specialized programs, compassionate services, and a deep commitment to community wellbeing.

Each new partnership represents meaningful progress toward the Sisters' vision of an integrated Village—one that is more than a co-location of services. Providence Village fosters purposeful collaboration among organizations to provide holistic, coordinated care that supports the health and wellness of people across Kingston, Frontenac, Lennox and Addington. With every partnership, the Village becomes more vibrant, inclusive, and responsive to community needs.

Together, we are building a place where individuals and families can access grief support, rehabilitation care, inclusive arts programming, spiritual connection, and compassionate end-of-life care—all within a welcoming, collaborative, and accessible environment grounded in hope, belonging, and wellbeing.



Providence Care's AB Smith Homestead House



Bereaved Families of Ontario - Kingston
Butterfly Release



Providence Associates



Arthritis Society Canada's Arthritis
Rehabilitation and Education Program



H'art Centre

STRATEGIC PLAN 2025-2030

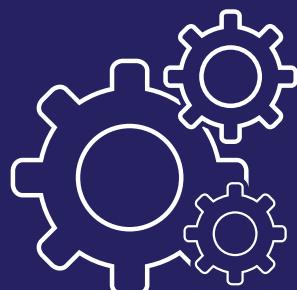
Our path forward

In November 2024, Providence Village launched its first formal strategic plan, developed through collaboration with the Board of Directors and Senior Leadership Team. This plan marks a major milestone in defining a path forward for the Village over the next five years.

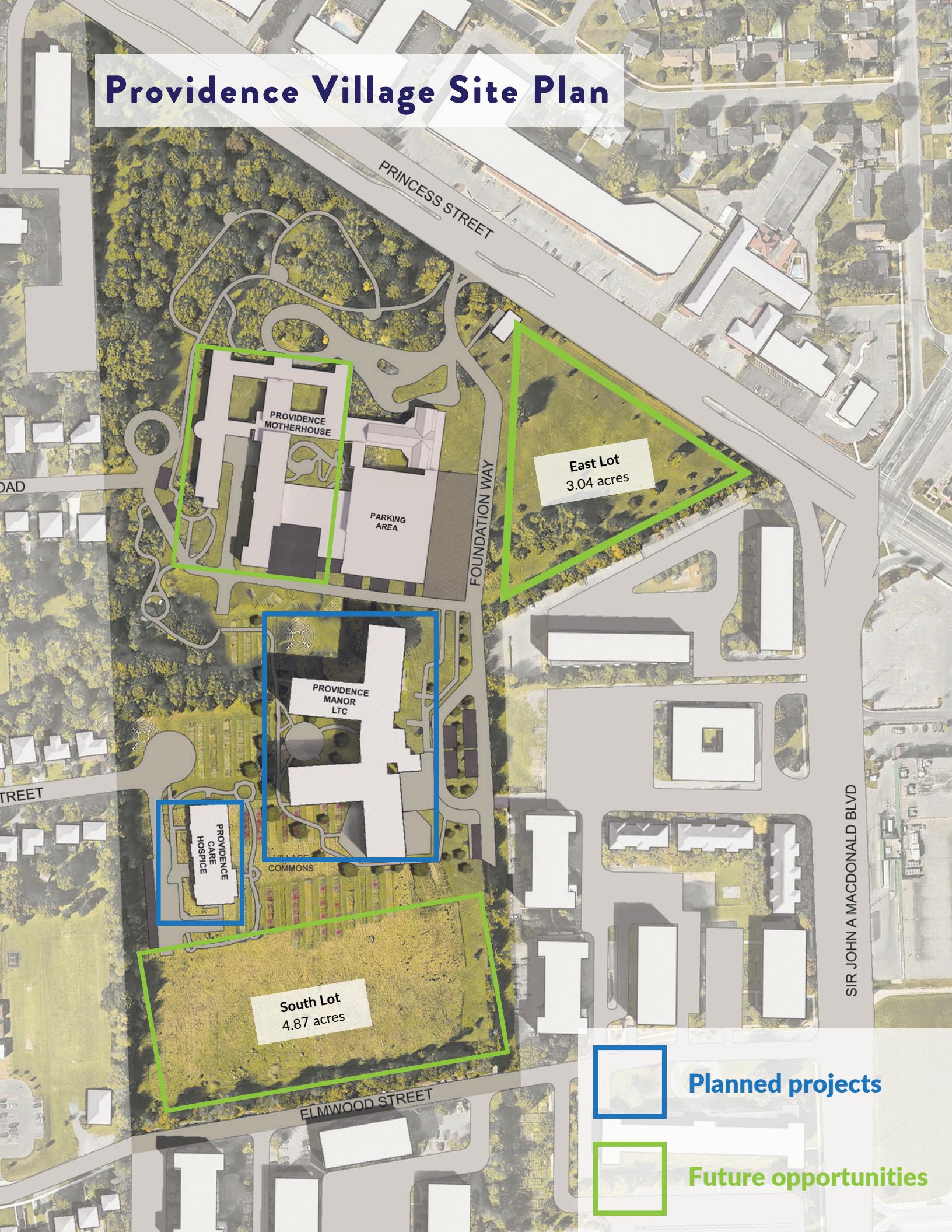
Rooted in our renewed mission, vision, and values, the Strategic Plan outlines how Providence Village will continue to evolve as a community of care—bringing together organizations that provide compassionate care and services to support the health and wellness of people across our region. This plan reflects our vision for the future of the Village and sets a strong foundation for continued growth, collaboration, and impact.

The plan is grounded in four strategic priorities:

- **Develop a sustainable resource model:** Building long-term financial stability and adapting the use of our spaces to serve the community as needs change.
- **Support operational stability:** Ensuring smooth day-to-day operations while planning for the future—honouring our commitment to care for the Sisters and preparing for a growing community of partners.
- **Build and position the Providence Village brand and engage partners:** Creating a strong and clear identity that reflects our values, attracts new subtenants, and strengthens community engagement.
- **Strengthen governance for collaboration:** Enhancing alignment and decision-making across our unique governance structure to support effective partnerships and shared success.



Providence Village Site Plan



Planned projects

Future opportunities

EARLY PROGRESS TOWARDS OUR STRATEGIC PLAN



Develop a sustainable resource model

Providence Village is committed to long-term sustainability rooted in compassionate service and community impact. In 2024-25, important progress was made to strengthen and diversify the Village's resource model and prepare for continued growth.

Long-Range Financial Plan

A key achievement this year was the development of a Long-Range Financial Plan, validating the Village's business model and sublease structure while ensuring financial stewardship for years to come. This work is essential to our mission of supporting a thriving community of partners delivering care and services across the region.

Repurposing Motherhouse Spaces

We also made significant strides in repurposing space within the Motherhouse, optimizing areas that became available to welcome new mission-aligned partners. This year, Providence Village became home to new subtenants, including H'art Centre, the Providence Associates, Bereaved Families of Ontario, and Arthritis Society Canada's Arthritis Rehabilitation and Education Program.

Wayfinding & Signage

Efforts to improve the Village experience continued through infrastructure and accessibility enhancements, including the completion of phase 1 of an interior wayfinding system. Clear, consistent signage now helps visitors, subtenants, staff, and Sisters navigate the building with greater ease. Planning also began for phase 1 of an exterior signage strategy, which includes evaluating approaches to improve entrance visibility, site navigation, and destination clarity across the Village.

Sustainable Parking Solution

To support the evolving needs of the Village community, we continued our analysis of parking capacity and infrastructure to identify a sustainable long-term parking solution that supports staff, residents, partners, and visitors, while minimizing the impact on green spaces.



Support operational stability

Providence Village is committed to building a strong operational foundation—ensuring the needs of the Sisters are met today while building the foundation for a thriving, inclusive Village. In 2024–25, we focused on stabilizing day-to-day operations within the Motherhouse while planning for continued growth and evolving subtenant needs.

Motherhouse Operations

This year marked the first full year of day-to-day Motherhouse operations under Providence Village management. Key operational processes were reviewed and refined to ensure stability, efficiency, and alignment with long-term plans. Facility use was adjusted to better support care delivery while making room for new subtenants.

Accessibility Projects

Work continued on a series of vital accessibility projects designed to modernize and enhance access inside Providence Motherhouse at the Village—including a new LULA lift, barrier-free universal washrooms, an upgraded elevator, and a more accessible entrance for the West Wing of the Village. These improvements reflect our commitment to creating an accessible, inclusive environment that meets the needs of everyone who lives at, works at, and visits the Village.



Sustaining Clinical Capacity

We undertook a comprehensive review of nursing guidelines and clinical policies to support safe, responsive care tailored to the evolving needs of the Sisters. Recruitment remained a priority, alongside targeted staff education to enhance knowledge and manage increasing complexity in care needs.

Infrastructure Improvements

Infrastructure improvements were planned and managed with a focus on supporting a growing community of partners. Projects included reconfiguring internal access points to protect residential privacy and ensure secure separation between the Sisters' living areas and subtenant spaces. Planning also continued for upgrades and enhancements to the Central Utility Plant (CUP) to support long-term energy efficiency and site sustainability.



Mission Leadership

This year, another member of the Providence Village leadership team began the Mission Leadership Program through CHSO. This formation program equips leaders of CHSO-sponsored organizations with the values, knowledge, and perspective needed to carry forward the Catholic mission of service, compassion, and social justice in today's context. Participation supports the Village's operational stability by strengthening leadership capacity and ensuring our work remains rooted in the values and legacy of our founders, the Sisters of Providence of St. Vincent de Paul.

The Providence Commons Project

Providence Village completed a feasibility study for the prospective Providence Commons project at 275 Sydenham Street, which explored options for adaptive reuse of the property owned by the Sisters of Providence of St. Vincent de Paul. This study helped inform the Sisters' planning as they consider next steps for the future of their site.

Second Annual Founder's Day

On December 13, 2024, Providence Village marked its second annual Founders Day, recognizing the 163rd anniversary of the Sisters of Providence of St. Vincent de Paul's arrival in Kingston. As the Sisters' congregation comes to completion, Providence Village continues as their final mission—carrying forward their enduring legacy of compassionate service.

This year's event included an open house at the Sisters' Museum and a gathering to reflect on the Sisters' legacy. A presentation on the life and work of the Sisters highlighted their evolving roles over time—from educators and caregivers to leaders in social justice and community support.

Founder's Day continues to inspire the work of Providence Village staff and serves as a reminder of the bold vision and deep compassion that guide our path forward.



Build and position the Village brand and engage partners

Providence Village is focused on creating a strong and compelling brand that reflects its mission, values, and unique role as a community of care. This strategic priority is about engaging subtenants, partners, and the broader community through clear communications, shared purpose, and meaningful collaboration.

Welcoming New Subtenants Inside Providence Motherhouse

In 2024–25, several mission-aligned organizations chose Providence Village as their new home. The **Providence Associates** formalized their longstanding presence, continuing to share the charism and values of the Sisters. **Bereaved Families of Ontario – Kingston Region** established dedicated space to deliver grief and bereavement supports, while **Arthritis Society Canada's Arthritis Rehabilitation and Education Program** launched a new Kingston office at the Village. **H'art Centre**, a leader in inclusive arts education and programming, also joined the Village, enhancing opportunities for creative expression and community connection. Each new partner strengthens the Village's role as a welcoming community for inclusive, coordinated care.

Developments on the Providence Village Grounds

On March 19, 2025, Providence Care's AB Smith Homestead House welcomed its first resident, becoming Kingston's first hospice house and the first new build to open at Providence Village. This milestone expands access to compassionate, end-of-life care for people across southeastern Ontario.

Construction advanced on the redevelopment of Providence Care's long-term care home, Providence Manor. The 320-bed home will feature secure outdoor areas, spiritual care spaces, and naturally lit gathering areas that foster a strong sense of community. Providence Manor is expected to open in 2027.

Laying the Foundation for Future Growth

Providence Village began early engagement with prospective partners around future development opportunities on remaining land parcels. These discussions reflect a desire to address community needs—such as affordable housing—through mission-aligned partnerships.

Developing the Community Use Program

We developed a Community Use Program for booking shared rooms and facilities at the Village. The program will expand access to space for local community members, groups, organizations and service providers, furthering the Village's role as an accessible and welcoming community.

Listening to Future Partners

Providence Village began market research to better understand the needs, priorities, and decision-making factors of prospective subtenants and partners. This work will help inform future outreach, refine messaging, and ensure the Village continues to evolve in ways that are responsive and relevant to community needs, and rooted in our commitment to compassionate care and service.

Strengthening Subtenant Collaboration

To enhance coordination and shared decision-making, Providence Village created a Subtenant Partnership Table—a collaborative forum for partner organizations. This new structure is designed to foster dialogue, identify shared opportunities, and support an equitable, well-connected environment for all those who access and deliver services at the Village.



Strengthen governance for collaboration

Providence Village operates within a unique and multi-layered governance framework, involving the Providence Village Board, CHSO, the Catholic Congregational Legacy Charity (CCLC), and the Sisters of Providence of St. Vincent de Paul Corporation. This strategic priority focuses on creating clarity, alignment, and stronger partnerships across these structures to support effective decision-making and shared accountability.

Expanding and Strengthening the Board

Expanding and Strengthening the Board
Providence Village welcomed four new members to its Board of Directors, bringing diverse experience and renewed energy to the organization's governance. Their leadership supports thoughtful oversight and continued alignment with the Village's mission and long-term goals.



The 2024/25 Providence Village Board of Directors (L-R): Bhavana Varma, Carrie Batt, Rob Wood, Sr. Sandra Shannon, Brian Hogan, Doug Hogeboom, Sr. Frances O'Brien, Martin Skolnick, Julie Tompkins, Sandra Carlton.

Advancing Policy and Governance Frameworks

To support operational clarity and accountability, the Village undertook a full review of its organizational policies and introduced new board-level policies aligned with best practices. This work helps ensure strong foundations for governance, risk management, and strategic planning.

Fostering Collaborative Relationships

Throughout the year, Providence Village continued to strengthen governance relationships across its broader network of partners and interested parties. Regular engagement and dialogue with subtenant boards and leadership teams helped build trust, clarify roles, and support aligned decision-making.

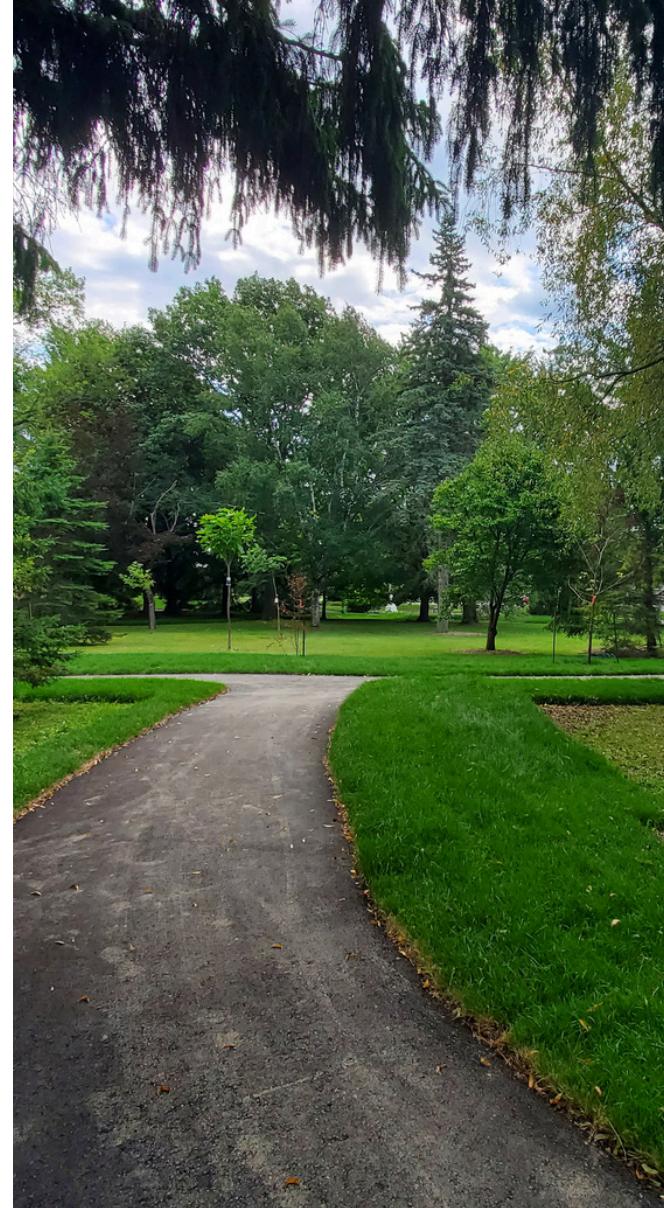
LOOKING AHEAD: *Priorities for 2025-26*

As Providence Village continues to grow and evolve, our focus for 2025-26 will be on deepening our impact, advancing the implementation of our strategic plan, and strengthening our foundation as a welcoming, mission-driven community hub.

We will continue to welcome new partners and repurpose space within the Motherhouse to support collaborative care and programming. As the Village grows, we remain committed to supporting our subtenants, responding to community needs, and ensuring the Village continues to reflect the values of compassion, integrity, inclusion, stewardship and collaboration.

Our work will also focus on enhancing health-care services for the Sisters of Providence of St. Vincent de Paul who reside at Providence Motherhouse as their care needs shift, and identifying opportunities to diversify revenue streams to support long-term sustainability. Implementation of a sustainable parking solution, three major infrastructure projects, and the external wayfinding strategy will improve access and experience for everyone who lives at, works at, or visits the Village.

We will continue to raise community awareness of the Village and ensure it evolves in a way that is meaningful, responsive, and welcoming to all. Our commitment to Truth and Reconciliation will remain a priority as we build relationships, honour Indigenous voices, and work together to foster respect, equity, and understanding.



In all we do, Providence Village remains guided by the spirit, enduring legacy and vision of our founders, the Sisters of Providence of St Vincent de Paul.

2024-25 Board of Directors

Brian Hogan, Chair

Bhavana Varma

Carrie Batt

Doug Hogeboom

Julie Tompkins

Martin Skolnick

Rob Wood

Sandra Carlton

Sr. Frances O'Brien

Sr. Sandra Shannon

2024-25 Leadership Team

Laurie French, President & CEO

Steacy Oliver, Director, Facilities Management & Strategic Projects

Marie-Jo Cleghorn, Director of Care

Carly Hudson, Manager of Finance

Tisha Card, Executive Coordinator

Consultant

Cory Angeletti-Szasz, Communications Consultant

Providence Village Subtenants

Alzheimer Society of Kingston, Frontenac, Lennox & Addington

Arthritis Society Canada – Arthritis Rehabilitation and Education Program

Bereaved Families of Ontario – Kingston Region

Girls Incorporated of Limestone, Algonquin and Lakeshore

H'art Centre of Smiles Inc.

Providence Associates of the Sisters of Providence of St. Vincent de Paul

Providence Care

Charity Registration Number: 706276490RR0001

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