



# ANNUAL REPORT

2024-2025

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# MESSAGE FROM OUR LEADERS

Our name, **Senior Persons Living Connected**, reflects our Vision and who we are: a person-centered organization connecting seniors and older adults to their communities, by providing engaging activities and individualized supports, care, and housing — so they can live well.

We have marked the completion of the second year of our five-year strategic plan (see **p. 3**). These first two years have been focused on sustainability and capacity building for the future.

Employees are at the core of everything that we do. This is why we invested in “Enable Our People”. From creating a development program, to compensation, to learning together, psychological safety, and technology implementations, we’ve done a great deal to build up our people for today and the future. We are also investing in our volunteers and are thrilled to have 175 volunteers who contributed over 15,000 hours of their time and skills throughout the organization this year.

Equity was threaded throughout our initiatives again this year. Our Living Our Inclusive Vision (LOIV) plan is to enable a person-centred approach that is safe and welcoming. The LOIV plan embeds Equity, Diversity, Inclusion and Anti-Racism practices throughout our work to promote person-centeredness, remove barriers and prepare for longer-term planning of equitable services.



**DIANE DUNCAN**  
EXECUTIVE DIRECTOR



**ANNA GIAGKOU**  
BOARD CHAIR

This past year, SPLC teams continued to pilot and test specialized services such as Day Program at Home and memory clinics. Our aim is to make more innovative supports available in a familiar community or home environment to seniors who are frail and complex.

As a connector, we strengthened links to primary care physicians, resulting in more collaboration and new referrals.

We are pleased to have expanded the insight and advice of more older adults and care partners to make key decisions and co-design guidance documents and planning.

Finally, we are proud to manage affordable housing on behalf of two housing corporations. During the current housing crisis, SPLC’s employees help to ensure that the buildings are well-maintained, environmentally sustainable, and that our supportive housing programs enable stability for persons deeply impacted by life’s challenges.



# MISSION, VISION & VALUES



Building inclusive communities where all seniors are connected to living their best possible life.



Understand the aspirations of seniors and respond with innovative supports.



Compassionate



Inclusive



Resourceful



Collaborative



Leader

## STRATEGIC PLAN 2023-28

This second year of our five-year strategic plan saw us carry on work we started in 2023-24 to build for the future.

In fiscal year 2024-25 we continued to develop our employees and volunteers, innovate to enable aging at home, and strengthen and lead system-wide connections.



### Service at Home

- Deliver community-based services and housing that enable aging at home and are diverse and inclusive



### System Leadership

- Lead system-wide integrated and specialized services grounded in aging at home principles.



### Enable Our People

- Enable the achievement of our strategies through wrap-around initiatives.



## Service at Home

### *Working together to support seniors*

This year we engaged 31 older adults and care partners in **Co-Design**. It's important for us to involve clients in governance and shaping programs. Their involvement ensures that they have an active role in their own care and understand their rights as well as SPLC's obligations and commitment to high quality standards. People provided input on our Patient and Client Safety Statement, Client Bill of Rights, and Person-Centered Care Philosophy. These guiding documents affirm the priority of client safety in all that we do. The project offered an opportunity for open dialogue and feedback about what is important to older adults and seniors. The updated documents will see roll-out in later 2025.

In March 2025, we launched the **St. Paul's Housing Website** ([www.stpaulshousing.ca](http://www.stpaulshousing.ca)) on behalf of **St. Paul's L'Amoreaux Centre** and **St. Paul's Terrace Seniors' Residence**. The website will help people navigate affordable housing options.

We successfully piloted our **Day Program at Home** in 2023 — and are now offering it long-term. This innovative program meets the needs of seniors who are unable to attend traditional Day Program services in-person by helping them socialize, exercise and learn at home with an activity package and the companionship of our staff members.



We worked to strengthen **Links to Primary Care Providers** in 2024-25. The intention was to increase collaboration and to support physicians by informing them of the services we offer to enhance quality of life for seniors and their care partners. We provided information about how physicians' complex patients can be supported to age at home while alleviating physicians' concerns about their wellbeing. As a result we received referrals from 147 physicians through March 2025, exceeding our target of 50.





## System Leadership

### *Advancing sustainability and inclusion*

This year we developed an action plan to realize the **Environmental Stewardship Strategy** we developed last year. We know it's important to do our part to care for the environment and everyone's wellbeing. Our roadmap for action is based on the pillars of waste diversion, energy efficiency, and education and awareness.

Our new staff-led Environmental Sustainability Committee collected baseline data to track progress on energy efficiency projects and identified practical solutions for waste diversion and empowering individuals through raising awareness.

#### **Sustainability Pillars**



**Waste diversion**



**Energy efficiency**



**Education and awareness**

We were pleased to have seniors and our employees contribute to two valuable research studies during the year. For a national study, we worked with **Human Endeavour** to put senior-friendly tablets in the hands of clients and evaluated the effectiveness of the technology and its impact on engaging seniors living with dementia. With **Toronto Metropolitan University**, our Meals on Wheels clients and employees contributed to a case study about culturally appropriate meal delivery programs and food security.

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### **Living Our Inclusive Vision**

*At SPLC, inclusivity is at the heart of our Vision and Values. It is also the lens used throughout our strategic plan. This recognizes the importance of celebrating the rich diversity of our community and bringing an equitable approach to everything we do. The **Living Our Inclusive Vision (LOIV)** plan is SPLC's equity plan.*

*In Year 2 of our LOIV plan we strengthened and expanded on our first two commitments: to learn together and to collect data about how people self-identify. Our collective learning involved employees and the Board of Directors building their knowledge base and capacity to support diverse groups. The collection of social identity data from clients, employees and Board Directors will inform planning and equitable service delivery, and included capacity building in the data governance associated with collection.*

*These markers of progress in equity set the stage for the next two LOIV commitments: to co-design equity focused services, and to remove structural barriers.*



## Enable Our People

### Creating an excellent employee experience

As part of the LOIV plan, we launched our second staff survey. The survey asked staff about how they self-identify as well as about their knowledge, awareness and learning needs around EDIA-R (Equity, Diversity, Inclusion and Anti-Racism). The information collected will inform our annual training plan to build capacity to serve diverse seniors.

It's important to us that our employees are fairly compensated for the work that they do. Thanks to new investments from our funders, we've been able to implement initiatives from our multi-year **Compensation Plan** earlier than expected. We're continuously engaging with compensation consultants to create policies and programs to reward employees.

#### 2024 LOIV Staff Survey Results



**91%** Of staff agree that SPLC provides opportunities to increase their skills and knowledge on EDIA-R (Equity, Diversity, Inclusion and Anti-Racism)



**84%** Are interested in learning more about EDIA-R



**80%** Feel supported by their manager on issues around equity and inclusion

This year we launched our new **Performance Development Program**. The program has a holistic focus and aims to align individual and team goals with organizational ones while promoting staff growth and development. Over the course of the year, we built capacity for the program by training supervisors and managers. As a result, our people leaders are now holding goal-setting discussions and offering development support to their teams.

We supported employees and the work they do this year with our **Decent Work Project**. Decent work upholds dignity, stability, fairness and growth for workers in a safe and supportive environment. This year, the newly formed Decent Work Committee of employees completed the **Ontario Nonprofit Network's Decent Work Checklist** and identified an action plan for 2025-26.

*A key component to each of these initiatives has been developing a foundation of psychological safety for our workplace culture through learning and engagement sessions with our employees and leaders.*

# VOLUNTEERS

Our volunteers generously give their time, care and knowledge to support us. We thank you!

## VOLUNTEER SERVICE AWARDS

### 5 Years

Min (Lillian) Zhang  
Tiffany Lau  
Tina-Nicole Burnside  
Ziyun Wan

### 10 Years

Gary Leung  
Helen Mak  
Stanley Tam  
Phylis Balasubramaniam

### 15 Years

Jay Jeyaveeran  
Margaret Lee

### 20 Years

Helen Mary Landrigan

*We're grateful to the **123 new volunteers** and **68 students** who joined the SPLC community this year!*

## VOLUNTEER IMPACT



**3208**

**HOURS TO PROMOTE HEALTH AND WELLNESS**

Assistance with health promotion seminars and events, recreation and day programs, as well as community services placements.



**2372**

**HOURS TO SUPPORT SOCIAL CONNECTIONS**

Assistance with friendly visiting, social groups and special events, including cultural gatherings.



**4339**

**HOURS TO SUPPORT FRAIL AND COMPLEX SENIORS**

Assistance with services such as Adult Day Programs, Meals on Wheels, support groups and security checks which help seniors living with multiple chronic health conditions.



**5214**

**HOURS TO SUPPORT BACK OFFICE**

Assistance with events, customer service and other community outreach efforts to link seniors to our services.



# PARTNERS & COLLABORATORS

**We are grateful to these organizations for partnering, sharing and collaborating with us.**

- ACSA Community Services
- Alzheimer Society of Toronto
- Bridlewood Mall
- Calvary Manor
- Canadian Hearing Society
- Canadian Mental Health Association Ontario
- Carefirst Seniors & Community Services Association
- Centre for Addiction and Mental Health
- Centre for Immigrant & Community Services
- Chess For Connection
- Chinese Caregiver Network
- Dorcas Center
- Dr. Andrew Xiao
- Dr. Paris Lai
- HANCA Seniors Association
- Hong Fook Mental Health Association
- Human Endeavour
- Love Toronto Korean-Canadian Community Services
- Mennonite New Life Centre of Toronto
- Miliken Christian Community Church
- MINT Memory Clinics
- Mon Sheong Court
- Mount Sinai Wellness Centre
- Newe Towne Medical Pharmacy
- North York Mandarin Alliance Church
- Ontario Health atHome
- Sarvaa CPA Professional Corporation
- Scarborough Centre for Healthy Communities
- Scarborough Health Network
- Scarborough Ontario Health Team
- Scarborough Ride
- Seniors Care Network
- Service Canada
- St. Paul's L'Amoreaux Centre
- St. Paul's Terrace Seniors' Residence
- TAIBU Community Health Centre
- The Access Point
- Toronto Community Housing
- Toronto Fire Services
- Toronto Metropolitan University
- Toronto Police Service, 42 Division
- Toronto Public Health
- Toronto Public Library
- Toronto Seniors Housing Corporation
- TransCare Community Support Services
- University Health Network - NORC Innovation Centre
- Vintage Garden
- Yee Hong Centre for Geriatric Care
- Young Nak Korean Presbyterian Church of Toronto

# STAFF SERVICE AWARDS

It's the hard work, commitment and support of our team which allows us to realize our vision.

## 5 Years

Amy Hui  
Lea Lue Qui

## 10 Years

Adora Guan  
Amanda Falotico

## 15 Years

Emily Liang  
Sriranjani Thayanathan  
Tracy Huynh

## 20 Years

Bill Chan  
Ivy Chui

# BOARD OF DIRECTORS

We extend our sincerest thanks to our volunteer Board of Directors for their excellent support and governance.

### CHAIR

Anna Giagkou

### VICE-CHAIR

Vanessa Perry

### TREASURER

Reead Rahamut

### SECRETARY

Kyle Shermet

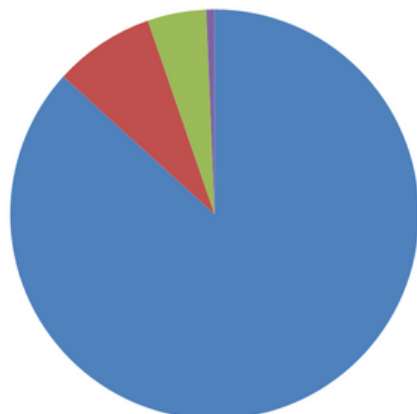
### DIRECTORS

Anisa Shivji, Ching Huang, Jennie Pickard, Julian Wang, Matthew Dibden\*, Kelly Kay\*, Ash Matta, Samira Firouzfar.

\*Joined during the year.

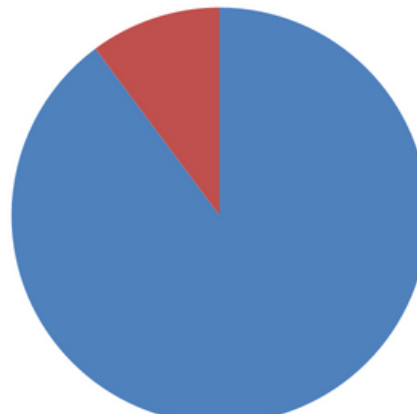
# FINANCIAL RESULTS

## Revenues



Programs & Services	\$6,390,896
Management Fees	\$586,974
Non-funded Services	\$342,558
Donations	\$47,715
<b>Total</b>	<b>\$7,368,143</b>

## Expenses



Programs & Services	\$6,390,896
Non-funded Services	\$724,589
<b>Total</b>	<b>\$7,115,485</b>

## OUR VALUED DONORS

Thank you for providing the vital support that enables SPLC to connect older adults with their community.

Agnes K. P. Wong  
Alvina Lam  
Ana Wong  
Andrew Hannaford  
Anna Liu  
Antonio Lee  
Ashraf Matta  
Betty Li  
Bing Yang  
Cathy Lee  
Chui Har Lo  
Diana W. Ing  
Diane Duncan  
Edmund Fung

Edwardo Castro  
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Nancy Tang  
Nora Lee

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Shirley Collins

Sirij Chaudhry  
Siu Kwan Chak  
Su Qiu Chen  
Susan Chan  
Susan Kelly  
Teresa Yuen  
Trevor Smith  
Vincent Ng  
Wah Ying Tsang  
Wai Ling Woo  
Wai Man Kuo  
Wendy Lee  
Xiao Qing Yang  
Yee-May Wong  
Youn Sook Kim

Canada

Ontario

United Way  
Greater Toronto

TORONTO





Senior Persons  
Living Connected



3333 Finch Avenue East  
Scarborough, Ontario  
M1W 2R9



[www.splc.ca](http://www.splc.ca)



(416) 493-3333



[info@splc.ca](mailto:info@splc.ca)



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**SPLC is Accredited with Commendation by  
Accreditation Canada. We have been accredited  
since 2007.**