



THE LITERACY GROUP

Thursday  
June 22, 2023  
6:30 pm

# Annual Members' Meeting

United Way Waterloo  
Region Communities  
50 Sportsworld Crossing  
Rd, Unit 220



**Year 2022/2023**

# AGENDA

## Literacy Group of Waterloo Region

### Annual Members' Meeting

Thursday, June 22, 2023, 6:30 pm

United Way Waterloo Region Communities

50 Sportsworld Crossing Rd, Unit 220, Kitchener

1. Call to Order, Quorum - Margot McCurry
2. Declarations of Conflict of Interest - Margot McCurry
3. Approval of the Agenda - Margot McCurry
4. Approval of the 2022 AMM Minutes - Jack Rheder
5. Annual Reports
  - a) Chair - Margot McCurry
  - b) Executive Director - Chris Prosser
  - c) Fundraising - Chris Prosser
  - d) Treasurer - Rick Shanahan
6. Approval of the Financial Statement and Auditor's Report for 2022- 2023 Fiscal - Rick Shanahan
7. Appointment of Auditors for 2023-2024 Fiscal - Chris Prosser & Rick Shanahan
8. Confirmation of By-Law No. 6 (re Quorum) - Jack Rehder
9. Election of the 2022-2025 Directors - Margot McCurry

**Slated Candidate(s) (previously appointed by the Board):**

Jennifer Tuck      Rick Shanahan

**Nominating Committee Candidate(s):**

Meghan Hovey    Ariel Wyse

**Second Term Candidates (first term ended in 2023):**

April Souwand    Margot McCurry

**Mid-Term Directors (2022-2024):**

Diana Elkin      Rahul Desai  
Jack Rehder      Julie Chretien

# MINUTES Of Annual Members' Meeting

## The Literacy Group of Waterloo Region

**6:30 pm, Thursday, June 23, 2022**

**50 Sportsworld Drive, Unit 220, Kitchener, ON**

**Present:** Crystal Brown (Chair), Max Neang (Treasurer)\*, Margot McCurry (Vice-Chair), April Souwand (Secretary), Jack Rehder\*, Emily Grzyb\*, Julie Chretien, Ibrahim Musa, Rahul Desai\*, Rick Shanahan

**Regrets:** Prashanth Promod

Staff: Chris Prosser (Executive Director), Lisa McArthur (Program Manager), Joyce Baker\* (Admin Assistant, Kitchener), Sue Damon\* (Intake and Program Coordinator), Wendy Teahen\* (Group Facilitator, Kitchener)

\* joined virtually via Zoom

### 1. **Call to Order, Quorum**

Crystal Brown called to meeting to order at 6:34 pm and confirmed quorum was present.

### 2. **Conflict of Interest Declarations - NIL**

### 3. **Agenda Approval**

Moved by: Margot McCurry; Seconded by: Julie Chretien  
TO approve the Agenda as proposed.  
CARRIED

### 4. **Approval of June 24, 2021 AGM Minutes**

Moved by: Crystal Brown; Seconded by: Margot McCurry  
TO approve the June 24, 2021 AGM Minutes.  
CARRIED

### 5. **Annual Reports**

#### **a) Chair**

Crystal Brown presented the Chair's report and expressed deep gratitude to staff for how they have handled working during the pandemic, keeping things running smoothly. She thanked Chris Prosser for his leadership. Directors were thanked for their efforts, both those leaving and those staying on the Board. She thanked everyone for their support as this is the last meeting, as she is leaving The Literacy, Group Board.

#### **b) Executive Director**

Chris Prosser thanked departing directors Crystal Brown, Max Neang and Zara Dawood for their work on the Board during very challenging times. He then presented the Executive Director's report, highlighting the efforts that staff have made in the past year to keep the organization moving forward.

**c) Treasurer**

Max Neang presented the Treasurer's report, indicating that despite the challenges of the pandemic, a \$134,000 fund balance is being maintained.

**d) Fund Creation**

Chris Prosser gave the Fund Creation Committee's report, highlighting the rain barrel and garage sale fundraisers.

**6. Approval of the Financial Statement and Auditor's Report for 2021-2022 Fiscal Year**

Max Neang presented the Financial Statement and Auditors Report for the 2021 - 2022 fiscal year.

Moved by: Crystal Brown; Seconded by: Margot McCurry  
TO approve the 2021-2022 Financial Statement and Auditor's Report  
CARRIED

**7. Vote to appoint the Auditors for 2022-2033 Fiscal**

Moved by: April Souwand; Seconded by: Julie Chretien  
TO appoint Curtis-Villar as the auditors for the 2022-2023 Fiscal Year  
CARRIED

**8. Confirmation of General Organizational By-law No.5**

Moved by: April Souwand; Seconded by: Julie Chretien  
To confirm General Organizational By-law No. 5, enacted by the Board of Directors on May 19, 2022.  
CARRIED

**9. Election of the 2022 - 2024 Board of Directors**

Moved by Crystal Brown; Seconded by: Margot McCurry

To approve:

Slated Candidates: Emily Grzyb, Jack Rehder, Julie Chretien

Second Term Candidate: Prashanth Promod

Nominating Committee Candidates: Rahul Desai, Ibrahim Musa, Diana Elkin  
CARRIED

It was noted that Margot McCurry and April Souwand are mid-term (2021-2023).

**10. Adjournment**

Crystal Brown moved the meeting be closed. Adjourned at 7:02 pm.



# Chair's Report

Staff, volunteers, learners and board members have accomplished wonderful things this year. Enthusiasm, determination, creativity, teamwork and flexibility have made The Literacy Group a model service provider in our region.

This year, a record number of learners have participated in programs. New programs have been developed quickly in response to needs in our community. Staff and volunteers are adept at delivering programs in person as well as online. Immense thanks and congratulations go to all involved.

As board members, we are proud to support the work of The Literacy Group. Welcomed onto the board this year were Jennifer Tuck and Rick Shanahan. Regretfully we accepted the resignations of Ibrahim Musa and Emily Grzyb and thanked them for their enthusiastic service on the board. Board business included a long delayed performance review of the Executive Director. It is no surprise that Chris' review was overwhelmingly positive. The Policies and Procedures and Bylaws were updated. An evaluation of the board's performance is underway. Staff and board members worked together on a day-long Strategic Planning session. The momentum created by the positive energy and creative thinking carries us forward to complete the final plan in the next quarter.

Fundraising included a number of new initiatives including two mini-golf tournaments, selling Reid's chocolates, and a spring sale of flowers, soil and rain barrels. We thank the tireless efforts of the committee and commit to even more FUNdraising this summer.

Huge thanks go out to the Ministry of Labour Immigration Training and Skills Development, United Way Waterloo Communities, Cambridge Bingo and Gaming, corporate sponsors, donors and individuals who participated in our fundraising activities. You make the work possible!

We look forward to another year of moving forward towards our vision that everyone in Waterloo Region, regardless of ability, culture or status, will have the knowledge, skills, and confidence to realize their potential and to flourish.

Respectfully submitted,

Margot McCurry  
Chair

## Executive Director's Report

In the fiscal year that saw the bright light at the end of the pandemic tunnel, I was witness to many things TLG is truly grateful for: The return to in-person learning, the inspiring dedication of staff, and the opportunities for community partners to meet again and share in each other's mission of improving our community.



## Programs & Community Involvement

In July, John Dale (one of our longest serving tutors) returned for the first in-person tutoring session. As you may agree, in-person one-to-one tutoring has always been a stable need for our learners. Seeing them back in person was a joy. Furthermore, we saw more returns to in-person by welcoming back St Jacobs. It was a great loss not to be able to serve this community over the pandemic, and again, we were very happy to resume.

In November, TLG was recognized by the Cambridge community and Chamber of Commerce with the Innovation in Learning Award. This was such a surprise, and it was a pleasure to stand alongside other winners and great service providers such as The Cambridge Foodbank and United Way Waterloo Communities.

In February, TLG started a regular spot on CKWR 98.5. It is a first for TLG to have access to this media platform, and we have seen a huge increase in learners and more interest from volunteers.

The year saw lots more new programming and continual success with returning ones. TLG ran its first two-hour program, **Understanding your Pay Stub**, to give learners a taste of TLG. And the **Writing an Effective Email** program was great success, with its goal being to increase learner skills in communicating in the online world that the pandemic created.

All our programs are now permanently online or in person; this change better suits our learners.

## TLG Staff

In April, TLG welcomed Wendy Teahen as the new Group Facilitator for Kitchener. Wendy was an immediate hit with the learners and her dedication is immeasurable.

Stuart Oakley has joined our team as a Volunteer and Outreach in January. He has many years of experience in public sector marketing and communications.

TLG continually looks at change happening around it to meet community need. TLG prides itself on how flexible and fast it can move to meet the true needs of any community that reaches out, and we intend to continue to lead the way with this model.

Respectfully submitted,

Chris Prosser  
Executive Director



# Fund Creation Committee Chair's Report

## FOR FISCAL YEAR 2022-23

The Fundraising Committee surpassed their target of \$8000 by raising an incredible \$12,000 in fundraising events and sponsorship. Thanks go to the team of John Stackhouse, Patricia Lewis, John Dale, Diana Elkin and Emily Grzby.

The springtime rain barrel event stayed dry and we sold 80 rain barrels and various accessories. Summertime was very busy with the annual Garage Sale and two successful mini-golf tournaments both in Cambridge and Kitchener. Thank you once again to Libro Credit Union and Toyota Motor Manufacturing Canada for their sponsorship of those events. Finally, TLG ran its first-ever chocolate sale, **Reading with Reids**, raising over \$2500 profit.

Thank you to everyone who supported our fundraising events in whatever way they did. These funds offset the gap in government funding and enable TLG to serve 100% of our learners. They are vital to our continuing success.

Respectfully submitted,

Chris Prosser  
Executive Director

## Treasurer's Report

### FOR FISCAL YEAR 2022-2023

Since being appointed as Treasurer last summer, I have reviewed the monthly financial statements issued by the organization and made inquiries as needed in regards to the financial controls and systems that are in place to ensure that all receipts and disbursements are accurately reported, and consistent with our objectives.

I have also reviewed the audited year-end financial report, which indicates that revenues and expenses are properly presented therein, and as with prior years, it demonstrates that the organization operates with effective and responsible financial management policies, procedures, and budgets.

I am pleased to report that once again this year the expenditures were in line with the revenues received in each project grouping, resulting in a net overall surplus of \$ 12,338 compared to \$ 6,773 last year. This has increased our Net Assets to \$ 143,938, of which \$ 142,653 is held in cash or equivalents, an increase of \$ 16,053 from March 31,2022.

Respectfully submitted,

Rick Shanahan  
Treasurer





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## INDEPENDENT AUDITOR'S REPORT

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To the Members of The Literacy Group of Waterloo Region

### *Opinion*

We have audited the financial statements of The Literacy Group of Waterloo Region (the organization), which comprise the statements of financial position as at March 31, 2023 and 2022, and the statements of revenue and expenditures, changes in net assets and cash flows for the years then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the organization as at March 31, 2023 and 2022, and the results of its operations and cash flows for the years then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the organization in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

### *Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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Independent Auditor's Report to the Members of The Literacy Group of Waterloo Region *(continued)*

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Guelph, Ontario  
May 31, 2023

*Curtis-Villar LLP*

**CURTIS-VILLAR LLP**  
Chartered Professional Accountants  
Licensed Public Accountants

**THE LITERACY GROUP OF WATERLOO REGION**  
**Statement of Financial Position**  
**As at March 31, 2023**

	2023	2022
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash - unrestricted	\$ 112,559	\$ 108,116
Cash - restricted (Note 3)	20,094	8,484
Term deposit (Note 4)	10,000	10,000
Accounts receivable	9,722	7,355
Prepaid expenditures (Note 5)	6,218	12,599
	<u>158,593</u>	<u>146,554</u>
<b>PROPERTY, PLANT AND EQUIPMENT (Note 6)</b>	<u>10,054</u>	<u>12,554</u>
	<u><b>\$ 168,647</b></u>	<u><b>\$ 159,108</b></u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities (Note 8)	\$ 20,969	\$ 19,627
<b>DEFERRED REVENUE (Note 7)</b>	<u>3,740</u>	<u>4,588</u>
	<u>24,709</u>	<u>24,215</u>
<b>NET ASSETS</b>		
General fund (unrestricted) (Note 1)	137,915	126,927
Capital asset fund (internally restricted) (Note 1)	6,023	7,966
	<u>143,938</u>	<u>134,893</u>
	<u><b>\$ 168,647</b></u>	<u><b>\$ 159,108</b></u>

**ON BEHALF OF THE BOARD**

Rick Shanahan Director

Christopher Prosser Director

**THE LITERACY GROUP OF WATERLOO REGION**

**Statement of Revenue and Expenditures**

**For the Year Ended March 31, 2023**

	Ministry of Labour, Immigration, Training and Skills Development - Kitchener (Externally restricted) 2023	Ministry of Labour, Immigration, Training and Skills Development - Cambridge (Externally restricted) 2023	Lottery Fund (Externally restricted) 2023	General Fund (Unrestricted) 2023	Total 2023	Total 2022
<b>REVENUE</b>						
Grants (Note 10)	\$ 256,566	\$ 124,310	\$ -	\$ 31,466	\$ 412,342	\$ 407,588
United Way (Note 10)	-	-	-	60,000	60,000	60,875
Fundraising	-	-	42,977	12,243	55,220	25,854
Other income (Note 10)	-	-	-	41,181	41,181	57,017
Donations	-	-	-	5,874	5,874	16,696
Management fees	-	-	-	671	671	6,400
Book sales	-	-	-	-	-	500
	256,566	124,310	42,977	151,435	575,288	574,930
<b>EXPENDITURES</b>						
Salaries and benefits	201,963	80,857	40,471	78,598	401,889	391,556
Rent, maintenance and utilities	37,739	24,000	-	-	61,739	59,338
Resources	1,044	1,088	-	36,579	38,711	54,095
Office and general	6,323	5,825	195	9,106	21,449	26,274
Fundraising expenditures	-	-	2,185	6,363	8,548	2,407
Telephone	3,695	4,625	-	-	8,320	6,288
Professional development and memberships	824	654	-	4,546	6,024	5,017
Amortization (Note 6)	2,638	2,593	-	-	5,231	5,720
Professional fees	2,473	2,473	-	-	4,946	4,730
Project administration fee	-	-	-	3,512	3,512	6,891
Field support	-	1,950	-	-	1,950	2,995
Training	79	420	-	-	499	1,188
Travel	-	-	126	193	319	257
Honorariums	-	-	-	200	200	1,890
	256,778	124,485	42,977	139,097	563,337	568,646

(continues)

See notes to financial statements

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**THE LITERACY GROUP OF WATERLOO REGION**

**Statement of Revenue and Expenditures (continued)**

**For the Year Ended March 31, 2023**

	Ministry of Labour, Immigration, Training and Skills Development - Kitchener (Externally restricted) 2023	Ministry of Labour, Immigration, Training and Skills Development - Cambridge (Externally restricted) 2023	Lottery Fund (Externally restricted) 2023	General Fund (Unrestricted) 2023	Total 2023	Total 2022
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES FROM OPERATIONS</b>	(212)	(175)	-	12,338	11,951	6,284
<b>OTHER INCOME</b>						
Reimbursement owed from MLTSD (Note 10)	212	175	-	-	387	489
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	\$ -	\$ -	\$ -	\$ 12,338	\$ 12,338	\$ 6,773

# Board Members 2022 - 2023

Margot McCurry, Chair	Ibrahim Musa
Jack Rehder, Vice-Chair	Jennifer Tuck
Rick Shanahan, Treasurer	Julie Chretien
April Souwand, Secretary	Prashanth Promod
Diana Elgin	Rahul Desai
Emily Grzyb	

## Retiring Board Members

Emily Gryzb Prashanth Promod  
Ibrahim Musa

## Slates of Candidates

Jennifer Tuck Rick Shanahan

## Second Term Candidates

April Souwand Margot McCurry

## Mid-Term Directors

Diana Elkin Rahul Desai  
Jack Rehder Julie Chretien

## New Board Biographies

### Jennifer Tuck

Jennifer Tuck is new to Waterloo Region but is a long time Ontario resident having grown up in Windsor and living for over 20 years in Toronto. Jennifer is the Assistant Vice President of Government and Regulatory Affairs with Potentia Renewables. Jennifer joined Potentia in early 2023 following almost two decades working in the natural resource, environment and energy sectors. Prior to joining Potentia, Jennifer led the Maritimes Energy Association, a not-for-profit trade association representing the energy industry in Atlantic Canada.

Jennifer also spent more than a decade with the Ontario Government where she served as a Senior Policy Advisor in several portfolios including Energy, Natural Resources and Municipal Affairs and Housing.

Jennifer lives in Waterloo region with her partner, Andrew, her daughter Kasia and their dogs. In addition to animal welfare, she is passionate about reading and words. She has a B.A. (Hons) in Political Science from Western University in London, and a Master of Public Administration from Queen's University.

### Rick Shanahan

Rick is a retired CPA who has been a volunteer tutor with us since 2018 . In addition to assisting TLG learners achieve their goals , Rick is also an active member of KW's Oldtimers Hockey league and an occasional golfer .



## BY-LAW NO. 6

### A by-law to amend the general organizational by-law of THE LITERACY GROUP OF WATERLOO REGION, INC.

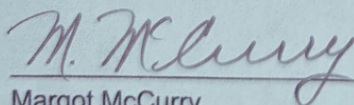
**BE IT ENACTED** as a by-law of THE LITERACY GROUP OF WATERLOO REGION, INC. (hereinafter referred to as the "Corporation") as follows:

The Board of Directors of the Corporation deems it expedient to amend the General By-law Number 5 of the Corporation by deleting Section 3.5 "Quorum" in its entirety and substituting the following:

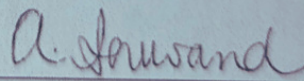
#### **Quorum**

**3.5** A quorum for the transaction of business at Board Meetings shall be 50% plus one of the number of Directors on the Board, to a minimum of five (5), present in person or virtually whereby everyone in attendance is able to hear and reply to all in attendance.

Enacted 05/25/2023



Margot McCurry  
Chair



April Souwand  
Secretary