

# Fairview/Parkwood Mennonite Homes

## Board Agenda

Thursday, March 29, 2018 @ 5:30 pm  
Fairview Mennonite Home

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**Welcome, Call to Order and Agenda Review** *Doug Shantz*

**Devotions (*Next Meeting: Ed Nowak*)** *Nancy Mann*

## Joint Agenda

1) CEO Report *Elaine Shantz*

2) Discussion on Removal of Mennonite from Original Name *Brent Martin*

3) Board Evaluation *Doug Shantz*

4) AGM – Speaker/Entertainment Possibilities *Doug Shantz*

## Fairview

**Minutes of February 22<sup>nd</sup> Meeting** *Doug Shantz*

### **Reports**

- Fairview Report *Elaine Shantz*
- Cheque Registers *Brent Martin*
- 2018-19 Budget Presentation and Approval *Brent Martin*

## Parkwood

**Minutes of February 22<sup>nd</sup> Meeting** *Doug Shantz*

### **Reports**

- Parkwood Report *Elaine Shantz*
- Cheque Registers *Brent Martin*
- 2018-19 Budget Presentation and Approval *Brent Martin*

**Adjourn.**

**In Camera -Board with CEO.**

**2018 Dates to Remember**

Thursday, March 29 <sup>th</sup>	Board Meeting at Fairview
Thursday, April 26 <sup>th</sup>	Board Meeting at Parkwood
Thursday, May 24 <sup>th</sup>	Board Meeting at Fairview
Wednesday, June 13 <sup>th</sup>	AGM at Fairview
Monday, June 18 <sup>th</sup>	Board Social (location TBA)
Thursday, June 28 <sup>th</sup>	Board Meeting at Parkwood
Thursday, September 27 <sup>th</sup>	Board Meeting at Fairview
Thursday, October 25 <sup>th</sup>	Board Meeting at Parkwood
Thursday, November 22 <sup>nd</sup>	Board Meeting at Fairview

**FAIRVIEW MENNONITE SENIORS COMMUNITY  
CHIEF EXECUTIVE OFFICER REPORT  
MARCH 2018**

*Introduction:* As the new CEO of Fairview and Parkwood Mennonite Seniors Community the following summary is prepared to provide an overview of the first three weeks. Detail is shared as a starting point for future reporting. The Board's input and feedback is valuable to determine the level of reporting required for healthy communication between operations and governance.

**1. Community Activities/Partnerships**

Internal

The focus in March is to develop relationships with leadership team, front line team and residents. Time has been divided equally between the two communities.

- Participated in a "field trip" to Anna Mae's with leadership teams from both communities.
- Met individually with 15 of the leaders in 45 minute sessions for a more in depth understanding of their career path to date and vision for the future. Meetings continue to be scheduled to complete this introduction.
- Increased Senior Leadership Team meetings from monthly to weekly striving for cohesive team development, clear communication and an objective to bring further consistency between sites.
- Attended team meetings for each of the departments on all shifts at Parkwood.
- Events at Fairview (restricted to Apartments, Suites and Villas due to Long Term Care (LTC) outbreak) included meet and greet coffee hour, lunch times in dining room, breakfast in the Suites, and the Chaplain's retirement tea.
- At Parkwood participated as an invited guest in Retirement town hall meeting, 6<sup>th</sup> floor dinner and weekly chapel.
- One-on-one interactions with residents in the common areas of both communities. Residents are very supportive and welcoming, especially those who knew me from church and/or family connections.
- Introduced a Kindness survey at both sites as part of introduction. The survey will provide a base line with regards to how team members feel in three areas: kindness to self, kindness to others (colleagues) and kindness to community (residents & families). The survey is part of a research project being conducted in workplaces across Canada (see attached).

External

- Afternoon with Julie Wheeler, CEO at Sunnyside to consider future LTC and Centre opportunities. Key areas of interest are a vibrant hub, convalescent care, respite and day program.
- Meeting with employee benefit provider to understand differences between Fairview and Parkwood benefit packages.
- Attended Queens Park day for LTC with Advocacy Committee of Ontario Long Term Care Association; politicians from all parties participated in an evening reception.

## Upcoming events

- Individual meetings with pastors from the 23 support churches; in the process of scheduling.
- Meeting with Langs (Cambridge) CEO to discuss synergies and future partnerships with Fairview.
- Scheduled annual meetings at Fairview Apartments, Villas and Courts.
- Scheduled coffee clutch with Parkwood Garden Home's residents.
- Ontario Long Term Care Association/ORCA – Together We Care Convention – invited as guest speaker. Christine Normandeau, Manager of Centre and Suites at Fairview, will attend.
- Registered for AdvantAge Conference with Jim Williams, Administrator Fairview.

Note: Usual practice when attending outside conferences and events is to encourage one other leader to participate. This provides time for brainstorming and promotes opportunity for succession.

## **2. Projects**

- Application for 108 Long Term Care Beds was submitted on March 2<sup>nd</sup>. Four key commitments were presented for consideration as part of the application.
  1. A community “for all”: building on the Mennonite faith based foundation Fairview commits to a safe place for residents of all faiths to express their spirituality.
  2. Build on the vibrant Centre experience to develop a Seniors Hub in the Preston community.
  3. Enhance ability to meet increased needs of residents with dementia through smaller home area, with an individual therapeutic program model.
  4. Consult with the LHIN to develop a convalescent care home area.
- Prepare a Strategic Planning process for 2018 (see attached).
- Design Administrator monthly reporting template as a compliment to quarterly Key Performance Indicator plan currently in the final stages of development.
- Design and develop a Succession Plan to include all community leadership positions. This project is timely as individual leadership meetings unfold.
- Reevaluate Chaplain needs for Fairview (and future organizational consideration). With the retirement of Chaplain, David Epp-Stobbe, contact has been made with Preston and Wannors Mennonite churches to discuss possibility of a team ministry between the two churches and Fairview. A meeting is scheduled with Muriel Bechtel to discuss the pros and cons of this partnership.
- CARF: Has not been scheduled to date. It is anticipated the survey will take place in May or June.

## **3. Successes and Challenges:**

Initial observations in the first few weeks include:

- Residents at Fairview and Parkwood are happy and privileged to be part of the community.
- Fairview and Parkwood are vibrant communities. Fairview draws over 1200 individuals from the broader community which creates an atmosphere of well-being.
- Leadership team members “love” working at Fairview and Parkwood. They express a desire to stay within the organization.

- Volunteer base and activity is amazing! This is clearly a key benefit of the not for profit sector.
- There is need to bring greater consistency in policy and procedure between Fairview and Parkwood, while still maintaining the unique culture of each community.
- There is a need to evaluate the environment of both sites. Fairview is appearing tired, worn and not as clean as desired. Parkwood is well maintained; however equipment is beginning to age. Expertise in Environmental Services to be evaluated.
- Clarification is needed regarding approval process of purchasing and contracts.
- It will be important to clearly differentiate between enhanced services offered as a not for profit organization and operational efficiencies.

#### **4. Risk/Liability**

- A Statement of Claim has been made against Fairview Mennonite Homes, Regional Municipality of Waterloo and Cambridge Landscaping. AB a resident tenant in the apartment at Fairview experienced a fall which resulted in a fracture to her humerus. AB states her personal injuries are a result of negligence of the defendants.

AB along with her son RG and daughter PG have each made a claim in the sum of \$1,000,000 for general damages. AB claims special damages in the sum of \$200,000; PG \$500,000 and RG \$50,000 for expenses. The claim has been referred to insurance. The Region of Waterloo has notified of their intention to prepare a Statement of Defense.

- Outstanding Statement of Claim for OK – a total sum of \$100,000, as at May 2017.

Thank you taking 5 minutes out of your day to participate in the **Global Study of Kindness**.

This survey is based on the best selling book, *The Business of Kindness: Twelve Habits that Build Collaborative Cultures* by Olivia Mclvor and was designed to capture an individual's personal observations and contributions in the three specific areas of *Actionable Kindness: (1) Kindness to Oneself, (2) Kindness to Colleagues* and *(3) Kindness in the Community*. It is based on twelve kindness character dimensions as discussed in length in Ms. Mclvor's text and the OD experience of researcher, Dr. Jeffery Vanderwielen.



Please answer each of the 24 questions by choosing the answer that best reflects your personal experience. Our goal is to capture vital data from a multitude of perspectives from divergent ages, cultures and work sectors and more, and your feedback is important to furthering our learning about the best ways to assist teams and groups as they focus on creating kinder, more collaborative work cultures. We thank you for your time

## Kindness to Oneself

**This theme includes self-care, resilience and an optimistic approach to one's work.**

**1. In my job I am able to bring my whole self (skills, talents, values) to the work I do.**

Never       Rarely       Sometimes       Often       Always

**2. I have heard from others that I have a high degree of self awareness; I have a sense of my strengths and limitations.**

Never       Rarely       Sometimes       Often       Always

**3. I am known as someone who expresses gratitude for my work and colleagues.**

Never       Rarely       Sometimes       Often       Always

**4. I am known as someone that is optimistic; I see the glass "half-full".**

Never       Rarely       Sometimes       Often       Always

**5. I am known as someone that bounces back easily after disappointment or setbacks.**

Never       Rarely       Sometimes       Often       Always

**6. I am mindful of my own self-care and maintain a healthy life-work balance.**

Never       Rarely       Sometimes       Often       Always

**7. I am known as someone dedicated to high standards at work.**

Never       Rarely       Sometimes       Often       Always

**8. I find purpose and meaning in my work; what I do makes a difference.**

Never       Rarely       Sometimes       Often       Always

## Kindness to Colleagues

This theme focuses on treating others with mutual care and respect. It fosters teamwork and looking out for one another through establishing friendships in the workplace.

9. In my job I am able to bring my whole self (skills, talents, values) to the work I do.

Never       Rarely       Sometimes       Often       Always

10. I have heard from others that I have a high degree of self-awareness; I have a sense of my strengths and limitations.

Never       Rarely       Sometimes       Often       Always

11. I am known as someone who expresses gratitude for my work and colleagues.

Never       Rarely       Sometimes       Often       Always

12. I am known as someone that is optimistic; I see the glass "half-full".

Never       Rarely       Sometimes       Often       Always

13. I am known as someone that bounces back easily after disappointment or setbacks.

Never       Rarely       Sometimes       Often       Always

14. I am mindful of my own self-care and maintain a healthy life-work balance.

Never       Rarely       Sometimes       Often       Always

15. I am known as someone dedicated to high standards at work.

Never       Rarely       Sometimes       Often       Always

16. I find purpose and meaning in my work; what I do makes a difference.

Never       Rarely       Sometimes       Often       Always

## Kindness in the Community

This theme looks at making a difference at work, locally and globally through community service. It encourages people to expand their kindness efforts beyond their immediate life and work by giving freely of themselves for others.

17. My company offers opportunities for employees to volunteer in community activities.

Never       Rarely       Sometimes       Often       Always

18. My colleagues are involved in community or charitable activities outside of work.

Never       Rarely       Sometimes       Often       Always

19. My colleagues take accountability for their decisions and actions at work.

Never       Rarely       Sometimes       Often       Always

20. My colleagues follow through on commitments; they do what they promise to do.

Never       Rarely       Sometimes       Often       Always

21. My colleagues demonstrate pride in doing high quality work.

- Never       Rarely       Sometimes       Often       Always

22. My colleagues do what is right and honest regardless of who is watching.

- Never       Rarely       Sometimes       Often       Always

23. My colleagues demonstrate behaviors that help create a non-judgmental atmosphere where I work.

- Never       Rarely       Sometimes       Often       Always

24. My colleagues make an effort to create an inclusive environment where everyone is treated with dignity and respect.

- Never       Rarely       Sometimes       Often       Always

25: Please share an example of what kindness looks, feels or sounds like in your work environment.

26. Your Age.

- 18-24       25-34       45-54       55-64       65+

27. In which Industry to you work? (check one)

- |   |   |  |
|---|---|--|
| <input type="radio"/> <b>Business</b>   | <input type="radio"/> <b>Healthcare Delivery</b><br>(Traditional Medical/ Dental /Physiotherapy, Registered Nurse etc.) | <input type="radio"/> <b>Research / Academics</b>  |
| <input type="radio"/> <b>Computer Sciences</b>  | <input type="radio"/> <b>Org. Development and Management</b>  | <input type="radio"/> <b>Religion /Theology</b> (Clergy, Administration, Lay volunteers) |
| <input type="radio"/> <b>Customer Services</b>  | <input type="radio"/> <b>Manufacturing</b>  | <input type="radio"/> <b>Restaurant /Hospitality Travel and Leisure</b>                  |
| <input type="radio"/> <b>Distribution</b>   | <input type="radio"/> <b>Media/Entertainment</b>  | <input type="radio"/> <b>Sales</b>   |
| <input type="radio"/> <b>Education</b> (Primary, Secondary, etc.)                           | <input type="radio"/> <b>Philanthropy</b>   | <input type="radio"/> <b>Science / Research</b>  |
| <input type="radio"/> <b>Energy</b> (Resources/Solar/Oil and Gas)                           | <input type="radio"/> <b>Public Services</b> (Police, Firefighter, Paramedic)   | <input type="radio"/> <b>Telecommunications</b>  |
| <input type="radio"/> <b>Engineering</b>  | <input type="radio"/> <b>Real Estate/ Construction/ Urban Development</b>   | <input type="radio"/> <b>Transportation / Aviation</b>                                   |
| <input type="radio"/> <b>Entrepreneurship</b>   |   | <input type="radio"/> <b>Theatre / Performing Arts</b>                                   |
| <input type="radio"/> <b>Government</b> (Civic / Municipal / Provincial/State/Federal etc.) |   | <input type="radio"/> <b>Writer / Journalist /Author</b>                                 |

27. How long have you been employed at your current workplace?

- Under 1 year
- 1 - 5 yrs.
- 6 - 10 yrs.
- 11 - 15 yrs.
- 16 - 20 yrs.
- 21 - 25 yrs.
- Over 25 yrs.

ALL DONE!

We thank you for taking the time to share your experiences with us.

Please FOLD and deposit this survey in the box provided for you.

Sincerely,

Leslie Nolin,  
Director,  
The Organizational Culture Group Ltd.

## Strategic Plan – Operational Plan

### **Policy**

It is the policy of Fairview and Parkwood Mennonite Seniors Communities to develop a Strategic and Operational plan to guide the vision, mission, growth, sustainability, programs and operations of the organization.

The Strategic Plan will be developed with the Board of Directors, CEO and Senior Leadership team.

The Operational Plan will be developed with the Senior Leadership team, Administrators and Directors of each specific Home, Centre or Department.

Feedback, input and consultation will be requested from all stakeholders; front line team, residents, families, partners and community.

The Strategic Plan will be developed for a three to five year period. The plan will be reviewed quarterly and updated annually as appropriate. The Operational Plan will be developed on an annual basis and reviewed quarterly.

### **Procedure**

#### **Strategic Plan**

##### ***Phase 1: Prepare***

1. The CEO will organize and facilitate a strategic planning process.
2. A retreat will be planned in consultation with the Board Chair. The Board of Directors and Senior Leadership team will participate. Special guests will be invited in the context of goals and objectives to be considered.

##### ***Phase 2: Assess***

3. Addition preparation will include:
  - a. Feedback solicited from the following stakeholders; Residents, families, leadership and front line team, service providers, supporting churches and community partners.
  - b. Logistics – location, date to be determined.
  - c. Summary of feedback provided for Board and Senior Leadership review prior to the planning session.
  - d. Consideration given to previous year financial results, resident and employee surveys, risk assessment, external reviews and quality indicators.
  - e. CEO and Senior Leadership team will develop draft goals for consideration prior to the Board retreat.

**Phase 3: Strategize**

4. In a retreat setting the Board and Senior Leadership team will:
  - a. Complete a SWOT analysis.
  - b. Review, evaluate and confirm mission, vision and values.
  - c. Collaborate to fine-tune draft goals, developing objectives and action plans.
5. Upon conclusion of the retreat the CEO will draft the Strategic Plan for Board review and approval.

**Phase Four: Operationalize**

**Operational Plan**

6. The Operational Plan will be developed for the purpose of operationalizing the Strategic Plan.
7. The CEO will organize and facilitate the Operational planning process with the Senior Leadership, home/department Leadership and 2 front line team members from each community.
8. The Strategic Plan will be shared with the community leadership team.
9. As part of the planning process, each team will determine their role to Operationalize the Strategic Plan.
10. The Administrator or Department lead will be responsible to prepare the Operational Plan for their community.
11. The annual Operational Plan will be approved by the Senior Leadership team for the coming year and reported to the Board of Directors.

**Phase Five: Accountability**

12. The Operational Plan will be rolled out to each specific community as determined by the participants of the planning process.
13. Operational plans will be reviewed quarterly.

**Time Line**

<i>1<sup>st</sup> Quarter</i>	<i>2<sup>nd</sup> Quarter</i>	<i>3<sup>rd</sup> Quarter</i>		<i>4<sup>th</sup> Quarter</i>
→	→	→	→	→
<b>Prepare</b>	<b>Assess</b>	<b>Strategize</b>	<b>Operationalize</b>	<b>Accountability</b>
<i>April</i>	<i>July</i>	<i>September</i>	<i>October</i>	<i>January</i>

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**Performance Plans**

14. Each individual leader will prepare their individual plan in reference to the community Operational Plan – See individual leadership performance policy.



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C. NEAR TERM ISSUES AND REPORTING:

**1. Minutes of Meeting #2018-552:**

The minutes of the meeting #2018-552 dated January 25, 2018 were reviewed and amended on motion by Fred Schiedel.

Seconded by Jennifer Krotz

Carried.

***Amendment to Nominating Committee:***

*Remove:* ‘Jim Erb (Erb & Good) and Allan Sauder (MEDA) have agreed to sit on the Nominating Committee’.

*Add:* ‘Jim Erb (Erb & Good) and Allan Sauder (MEDA) have allowed their names to stand for election on the Nominating Committee.

***Amendment o Combined Heat & Power Proposal:***

Brent has been working to get some answers; the Board agreed it will be deferred.

**2. Fairview Report:**

Changeover to LED lighting across Fairview is nearing completion.

Suites master schedules are being revised.

Pancake Tuesday brunch was a huge success.

Preston Unit (2nd Floor LTC) went into Outbreak on February 13th.

David E. Stobbe, Fairview’s current Chaplain, has retired; the position is currently being re-evaluated and a proper search will be conducted to fill the position as early as possible.

Fairview’s Report was accepted as presented on motion made by Marion Good.

Seconded by Fred Schiedel

Carried.

**3. Discussion of RFP Due March 2:**

The Board began their discussion on the possibility of applying for more long term beds by looking at whether this is something we want to do . It is a very short time line to put the RFP together and we currently have no CEO . We also discussed how it could fit into our strategic plan. After a brief discussion it was decided that we should proceed with an application. We will utilise the resources of our current staff as well as input from Board members. It was felt that we are better to put our best foot forward in the time frame we have rather than not apply.

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Brent then took the Board through the 3 options that we have in terms of additions to the facility at Fairview. All options were financially viable but some were more disruptive to traffic flow than others. The Board will leave it to management to finalize how many beds will be applied for.

- 128 Beds \$8.4M
- 159 Beds \$17M
- 192 beds \$24M

Brent advised the next steps are to finalize the analysis and have document writers prepare the proposal.

Motion was moved by Bob Shantz to authorize Management to put in an RFP for more LTC beds at Fairview.

Seconded by Ed Nowak

Carried.

**4. Forgiveness of Interest – Year End Motion:**

It was moved by Bob Shantz that Fairview Mennonite Home and the Board forgive the interest in the amount of \$ \$302,745.00 on the loan to Parkwood Mennonite Home for the year April 1, 2017 to March 31, 2018.

Seconded by Nancy Mann

Carried.

**5. Cheque Register:**

The January 2018 cheque resister was distributed for the Board's information.

Motion to adjourn the meeting at 9:15 pm moved by Jennifer Krotz.

Seconded by Nancy Mann

Carried.

In Camera.

**CHIEF EXECUTIVE OFFICER REPORT  
FOR  
FAIRVIEW MENNONITE HOME INC.  
MARCH 2018**

**1. Human Resources:**

- Heidi Elliott, LTC Activities Manager returned from maternity leave on March 5<sup>th</sup>.
- Paulina Balch, Acting LTC Activities Manager finished her contract on March 14<sup>th</sup>.
- David Epp-Stobbe's retirement tea was held with a good turnout to recognize his contribution to Fairview. Arrangements are being made to provide interim chaplaincy services until a new Chaplain is hired.

**2. Outbreak:**

- The Galt Home Area (LTC) went into outbreak on March 13<sup>th</sup>. One resident was sent to hospital with influenza; returned March 20<sup>th</sup>. The Outbreak has now been declared for the entire LTC home.

**3. New Bus and Equipment:**

- The new bus arrived on March 6<sup>th</sup>. It is taller than the old bus and the existing garage door. Adjustments to the garage will need to be considered. The first bus outing was a Joint Management Team to Anna Mae's to welcome new CEO.
- 37 new beds are arriving for LTC on March 22<sup>nd</sup>. The old beds will be donated to charity. Another 17 beds will be replaced in April.

**4. Upcoming Events:**

- Fairview Apartment Annual Tenant Meeting is March 26<sup>th</sup>.
- Holy Week will be observed with a service each afternoon from March 26<sup>th</sup> through March 29<sup>th</sup>.

BANK CODE : BMO FAIRVIEW MENNONITE HOME  
 CHEQUE REGISTER FROM 01FEB18 TO 28FEB18

BANK.CODE	EFT FLAG	CHEQUE NO	MICR NUMBER	VENDOR NAME	DATE WRITTEN	CHEQUE AMT	VOID DATE	VOID AMT
BMO	N	MSYS18852	18852	NAVJOT GREWAL	02 FEB 18	996.62		0.00
BMO	N	MSYS18853	18853	ALEXANDER EDWARD	01 FEB 18	3216.87		0.00
BMO	N	MSYS18854	18854	ESTATE OF ALICE SPALDIN G	01 FEB 18	1865.65		0.00
BMO	N	MSYS18855	18855	ESTATE OF MAX ROKHKIND	01 FEB 18	556.48		0.00
BMO	N	MSYS18856	18856	ESTATE OF ALEDA CASSEL	01 FEB 18	1154.06		0.00
BMO	N	MSYS18857	18857	ESTATE OF AUDREY MUNCH	01 FEB 18	2729.95		0.00
BMO	N	MSYS18858	18858	ESTATE OF NINA GIMBEL	01 FEB 18	2569.88		0.00
BMO	N	MSYS18859	18859	ESTATE OF JERROLD PERCI VAL	01 FEB 18	120.00		0.00
BMO	N	MSYS18860	18860	FLORENCE NAHRGANG	01 FEB 18	151.78		0.00
BMO	N	MSYS18861	18861	ESTATE OF MARGARET COLL EDGE	01 FEB 18	940.56		0.00
BMO	N	MSYS18862	18862	MARJORIE MCCUE	01 FEB 18	2100.82		0.00
BMO	N	MSYS18923	18923	WORKPLACE SAFETY & INSU RANCE BOARD	21 FEB 18	14107.32		0.00
BMO	N	MSYS19004	19004	KIRANJOT KAUR	13 FEB 18	1424.03		0.00
BMO	N	MSYS19005	19005	STEPHANIE SILVA	13 FEB 18	559.93		0.00
BMO	N	MSYS19006	19006	NAVJOT GREWAL	13 FEB 18	1276.17		0.00
BMO	N	MSYS19007	19007	BRENT MARTIN	14 FEB 18	4038.28		0.00
BMO	N	MSYS19015	19015	ESTATE OF HOWARD THORNH ILL	23 FEB 18	2171.86		0.00
BMO	N	MSYS19016	19016	ESTATE OF JEAN DOERR	23 FEB 18	495.27		0.00
BMO	N	MSYS19018	19018	MDM GROUP INSURANCE PLA N	24 FEB 18	4199.57		0.00
BMO	N	MSYS19093	19093	PETTY CASH	28 FEB 18	367.20		0.00
BMO	N	MSYSDD1802 02	DD180202	RECEIVER GENERAL FOR CA NADA	02 FEB 18	61572.53		0.00
BMO	N	MSYSDD1802 08	DD180208	INDUSTRIAL ALLIANCE SER VICES	08 FEB 18	21862.31		0.00
BMO	N	MSYSDD1802 14	DD180214	MINISTER OF FINANCE - E HT	14 FEB 18	9123.40		0.00
BMO	N	MSYSDD1802 16	DD180216	RECEIVER GENERAL FOR CA NADA	16 FEB 18	60749.60		0.00
BMO	N	MSYSDD1802 19	DD180219	CUETS FINANCIAL - CN	19 FEB 18	1559.57		0.00
BMO	N	MSYSDD1802 02A	DD180202A	MDM GROUP INSURANCE PLA N	02 FEB 18	15485.97		0.00
BMO	N	MSYSDD1802 08A	DD180208A	INDUSTRIAL ALLIANCE SER VICES	08 FEB 18	1800.58		0.00
BMO	N	MSYSDD1802 19A	DD180219	CUETS FINANCAIL - HE	19 FEB 18	276.69		0.00
BMO	N	MSYSDD1802 23A	DD180223A	CUETS FINANCIAL - TK	23 FEB 18	1511.94		0.00
BMO	N	MSYSDD1802 19B	DD180219B	CUETS FINANCIAL - BM	19 FEB 18	291.33		0.00
BMO	N	SSYS34281	18924	BARBARA A. HULL	06 FEB 18	300.00		0.00
BMO	N	SSYS34282	18925	BELL CANADA*	06 FEB 18	210.01		0.00
BMO	N	SSYS34283	18926	ENERGY + INC.	06 FEB 18	32438.94		0.00
BMO	N	SSYS34284	18927	JUBILATION CHORUS	06 FEB 18	100.00	06 FEB 18	100.00
BMO	N	SSYS34285	18928	PITNEY WORKS	06 FEB 18	565.00		0.00
BMO	N	SSYS34286	18929	PURULATOR INC	06 FEB 18	27.27		0.00
BMO	N	SSYS34287	18930	SYLVIA TSADELIS	06 FEB 18	202.47		0.00
BMO	N	SSYS34288	18931	UNION GAS LIMITED	06 FEB 18	497.45		0.00
BMO	N	SSYS34289	18932	1-800-GOT-JUNK	13 FEB 18	673.48		0.00
BMO	N	SSYS34290	18933	AAA STEAM CARPET CLEANI NG LTD.	13 FEB 18	565.00		0.00
BMO	N	SSYS34291	18934	ABC RENTALS CAMBRIDGE	13 FEB 18	513.02		0.00
BMO	N	SSYS34292	18935	ACCESS DENTAL HYGIENE	13 FEB 18	135.00		0.00
BMO	N	SSYS34293	18936	AGE-WISE SOLUTIONS INC.	13 FEB 18	1425.00		0.00
BMO	N	SSYS34294	18937	AGROPUR, DIVISION NATRE L	13 FEB 18	2069.50		0.00
BMO	N	SSYS34295	18938	ALPINE SPECIALTY CHEMIC ALS LIMITED	13 FEB 18	1755.43		0.00
BMO	N	SSYS34296	18939	ALTUS BUSINESS CONSULTA NTS LTD	13 FEB 18	4770.00		0.00
BMO	N	SSYS34297	18940	AMRE SUPPLY (ONTARIO) L TD.	13 FEB 18	1348.25		0.00
BMO	N	SSYS34298	18941	ARJOHUNT LEIGH CANADA I NC.	13 FEB 18	96.06		0.00
BMO	N	SSYS34299	18942	BARB MONTAGUE	13 FEB 18	303.11		0.00
BMO	N	SSYS34300	18943	BOTELHO ASPHALTING	13 FEB 18	13018.42		0.00
BMO	N	SSYS34301	18944	CAMBRIDGE COMMUNITY CAL L GROUP	13 FEB 18	2422.00		0.00
BMO	N	SSYS34302	18945	CAMBRIDGE POOL SUPPLIES	13 FEB 18	825.84		0.00
BMO	N	SSYS34303	18946	CANADA BREAD CO. LTD. T 6249	13 FEB 18	221.38		0.00
BMO	N	SSYS34304	18947	CANADA BREAD T6249 **	13 FEB 18	48.92		0.00
BMO	N	SSYS34305	18948	CANADIAN HEARING SOCIET Y	13 FEB 18	145.70		0.00
BMO	N	SSYS34306	18949	CARDINAL HEALTH CANADA INC.	13 FEB 18	8063.24		0.00
BMO	N	SSYS34307	18950	CORP OF CITY OF CAMBRID GE	13 FEB 18	28947.00		0.00
BMO	N	SSYS34308	18951	CSNM	13 FEB 18	275.00		0.00
BMO	N	SSYS34309	18952	CULLIGAN	13 FEB 18	49.41		0.00
BMO	N	SSYS34310	18953	DELTA ELEVATOR	13 FEB 18	1379.31		0.00
BMO	N	SSYS34311	18954	DOCUMENT IMAGING PARTNE RS	13 FEB 18	344.09		0.00
BMO	N	SSYS34312	18955	DOUG HOYT	13 FEB 18	116.98		0.00
BMO	N	SSYS34313	18956	DR. J. W. BAKER	13 FEB 18	1326.25		0.00
BMO	N	SSYS34314	18957	EXECULINK TELECOM	13 FEB 18	1634.92		0.00
BMO	N	SSYS34315	18958	FIRST PRODUCTS INC.	13 FEB 18	110.57		0.00
BMO	N	SSYS34316	18959	FLANAGAN FOODSERVICE IN C.	13 FEB 18	12241.39		0.00
BMO	N	SSYS34317	18960	FRID AND RUSSELL BUSINE SS PRODUCTS	13 FEB 18	844.88		0.00
BMO	N	SSYS34318	18961	CINTAS CANADA LTD	13 FEB 18	907.41		0.00

BANK CODE : BMO		FAIRVIEW MENNONITE HOME						
BANK CODE		CHEQUE REGISTER FROM 01FEB18 TO 28FEB18						
BANK CODE	EFT FLAG	CHEQUE NO	MICR NUMBER	VENDOR NAME	DATE WRITTEN	CHEQUE AMT	VOID DATE	VOID AMT
BMO	N	SSYS34319	18962	GERRIE ELECTRIC WHOLESA LE LIMITED	13 FEB 18	221.64		0.00
BMO	N	SSYS34320	18963	GORDON FOOD SERVICE	13 FEB 18	545.22		0.00
BMO	N	SSYS34321	18964	HEATHER CONGDON	13 FEB 18	1215.59		0.00
BMO	N	SSYS34322	18965	HEATHER HOLDAM	13 FEB 18	1333.03		0.00
BMO	N	SSYS34323	18966	HOME CARE ASSISTANCE WA TERLOO	13 FEB 18	4116.39		0.00
BMO	N	SSYS34324	18967	HOME DEPOT CREDIT SERVI CES	13 FEB 18	401.12		0.00
BMO	N	SSYS34325	18968	INGRID PFOHL	13 FEB 18	80.00		0.00
BMO	N	SSYS34326	18969	INTERNATIONAL DATA TECH NOLOGIES	13 FEB 18	1898.40		0.00
BMO	N	SSYS34327	18970	IPHARM	13 FEB 18	171.86		0.00
BMO	N	SSYS34328	18971	KATIE HAMPTON	13 FEB 18	932.25		0.00
BMO	N	SSYS34329	18972	LEE-ANN KLASSEN	13 FEB 18	2137.50		0.00
BMO	N	SSYS34330	18973	MCL SUSTAINABLE SOLUTIO NS	13 FEB 18	416.47		0.00
BMO	N	SSYS34331	18974	MEDICAL MART SUPPLIES L IMITED	13 FEB 18	146.72		0.00
BMO	N	SSYS34332	18975	MENNONITE CENTRAL COMMI TTEE	13 FEB 18	226.15		0.00
BMO	N	SSYS34333	18976	MOTION SPECIALTIES	13 FEB 18	75.00		0.00
BMO	N	SSYS34334	18977	NANCY MACLEOD	13 FEB 18	175.00		0.00
BMO	N	SSYS34335	18978	NORBERTA TAVARES	13 FEB 18	663.30		0.00
BMO	N	SSYS34336	18979	PAUL HORTON	13 FEB 18	100.00		0.00
BMO	N	SSYS34337	18980	PAULETTE DAWSON	13 FEB 18	80.00		0.00
BMO	N	SSYS34338	18981	PETER F. LIGHT	13 FEB 18	150.00		0.00
BMO	N	SSYS34339	18982	POINTCLICKCARE TECHNOLO GIES INC.	13 FEB 18	1070.10		0.00
BMO	N	SSYS34340	18983	PRESTON TOWNE HOME HARD WARE	13 FEB 18	133.61		0.00
BMO	N	SSYS34341	18984	PRINTER COPIER SUPPLIES	13 FEB 18	216.96		0.00
BMO	N	SSYS34342	18985	PURULATOR INC	13 FEB 18	5.66		0.00
BMO	N	SSYS34343	18986	QCARE KWC INC.	13 FEB 18	4989.92		0.00
BMO	N	SSYS34344	18987	REGION OF WATERLOO (GRT )	13 FEB 18	889.83		0.00
BMO	N	SSYS34345	18988	RELIANCE HOME COMFORT	13 FEB 18	343.95		0.00
BMO	N	SSYS34346	18989	RICHARDSON FIRE SYSTEMS INC	13 FEB 18	1278.03		0.00
BMO	N	SSYS34347	18990	SARAH FEENEY - MARTIN	13 FEB 18	849.87		0.00
BMO	N	SSYS34348	18991	SCHINDLER ELEVATOR CORP ORATION	13 FEB 18	2471.39		0.00
BMO	N	SSYS34349	18992	SHERWIN WILLIAMS CO.	13 FEB 18	984.70		0.00
BMO	N	SSYS34350	18993	ST. JACOBS PRINTERY LTD	13 FEB 18	553.19		0.00
BMO	N	SSYS34351	18994	SYSCO SOUTHWESTERN ONTA RIO	13 FEB 18	4382.68		0.00
BMO	N	SSYS34352	18995	TECHNICAL STANDARDS & S AFETY AUTHOR.	13 FEB 18	105.00		0.00
BMO	N	SSYS34353	18996	THERM-ALL HEATING COOLI NG REFRIGERATION INC.	13 FEB 18	8550.31		0.00
BMO	N	SSYS34354	18997	THYSENKRUPP ELEVATOR	13 FEB 18	1015.62		0.00
BMO	N	SSYS34355	18998	TIM THE KEY MAN	13 FEB 18	647.49		0.00
BMO	N	SSYS34356	18999	TOM GOWING WATER TREATM ENT	13 FEB 18	2903.87		0.00
BMO	N	SSYS34357	19000	TRANSIT - HOGG FUEL & S UPPLY LIMITED	13 FEB 18	21.36		0.00
BMO	N	SSYS34358	19001	UNION GAS LIMITED	13 FEB 18	19439.68		0.00
BMO	N	SSYS34359	19002	WASTE SOLUTIONS CANADA	13 FEB 18	1389.17		0.00
BMO	N	SSYS34360	19003	WHIZ-A-TOP SERVICES LTD	13 FEB 18	229.99		0.00
BMO	N	SSYS34361	19008	BRENT MARTIN	20 FEB 18	2313.59		0.00
BMO	N	SSYS34362	19009	CHEFDTV	20 FEB 18	339.00		0.00
BMO	N	SSYS34363	19010	COINAMATIC COMMERCIAL L AUNDDRY INC.	20 FEB 18	192.05		0.00
BMO	N	SSYS34364	19011	CORP OF CITY OF CAMBRID GE	20 FEB 18	167.43		0.00
BMO	N	SSYS34365	19012	MINISTRY OF FINANCE	20 FEB 18	1134.40		0.00
BMO	N	SSYS34366	19013	MOISES RUIZ	20 FEB 18	100.00		0.00
BMO	N	SSYS34367	19014	PENNY FOX	20 FEB 18	118.33		0.00
BMO	N	SSYS34368	19017	AAA AIR CONDITIONING IN C.	27 FEB 18	271.20		0.00
BMO	N	SSYS34369	19018	AAA STEAM CARPET CLEANI NG LTD.	27 FEB 18	339.00		0.00
BMO	N	SSYS34370	19019	ACCU-TEMP COOLING & HEA TIN SYSTEMS	27 FEB 18	539.21		0.00
BMO	N	SSYS34371	19020	ADRIENNE VAN VARIK	27 FEB 18	226.00		0.00
BMO	N	SSYS34372	19021	AGROPUR, DIVISION NATRE L	27 FEB 18	1859.71		0.00
BMO	N	SSYS34373	19022	ALBERT'S GENERATOR SERV ICES INC.	27 FEB 18	419.51		0.00
BMO	N	SSYS34374	19023	ALPINE SPECIALTY CHEMIC ALS LIMITED	27 FEB 18	1531.65		0.00
BMO	N	SSYS34375	19024	ALTUS BUSINESS CONSULTA NTS LTD	27 FEB 18	570.00		0.00
BMO	N	SSYS34376	19025	AMANDA BENDER	27 FEB 18	226.00		0.00
BMO	N	SSYS34377	19026	AMIRAH BACCHUS	27 FEB 18	226.00		0.00
BMO	N	SSYS34378	19027	AMIR SUPPLY (ONTARIO) L TD.	27 FEB 18	1295.90		0.00
BMO	N	SSYS34379	19028	AMY KAVELMAN	27 FEB 18	728.94		0.00
BMO	N	SSYS34380	19029	ANUMOL PARAPPURAM GEORG E	27 FEB 18	226.00		0.00
BMO	N	SSYS34381	19030	BARBARA MACKIE	27 FEB 18	226.00		0.00
BMO	N	SSYS34382	19031	BARRIE'S ASPARAGUS INC.	27 FEB 18	67.80		0.00
BMO	N	SSYS34383	19032	BELL CANADA*	27 FEB 18	105.72		0.00
BMO	N	SSYS34384	19033	BELL MOBILITY	27 FEB 18	362.62		0.00
BMO	N	SSYS34385	19034	BEYOND BY AERUS	27 FEB 18	50.78		0.00
BMO	N	SSYS34386	19035	BRENDA EVANS	27 FEB 18	226.00		0.00
BMO	N	SSYS34387	19036	CABBAGE ROSE LANE	27 FEB 18	125.43		0.00

BANK CODE : BMO FAIRVIEW MENNONITE HOME  
 CHEQUE REGISTER FROM 01FEB18 TO 28FEB18

BANK.CODE	EFT FLAG	CHEQUE NO	MICR NUMBER	VENDOR NAME	DATE WRITTEN	CHEQUE AMT	VOID DATE	VOID AMT
BMO	N	SSYS34388	19037	CAMBRIDGE SMALL MOTORS INC.	27 FEB 18	184.63		0.00
BMO	N	SSYS34389	19038	CAMPANA SYSTEMS INC.	27 FEB 18	41648.81		0.00
BMO	N	SSYS34390	19039	CANADA BREAD CO. LTD. T 6249	27 FEB 18	180.84		0.00
BMO	N	SSYS34391	19040	CANADA BREAD T6249 **	27 FEB 18	24.46		0.00
BMO	N	SSYS34392	19041	CARDINAL HEALTH CANADA INC.	27 FEB 18	11654.35		0.00
BMO	N	SSYS34393	19042	CARRIAGE HOUSE PRINTERS LTD (THE)	27 FEB 18	177.62		0.00
BMO	N	SSYS34394	19043	CATHERINE E JACKSON	27 FEB 18	226.00		0.00
BMO	N	SSYS34395	19044	CINTAS CANADA LTD	27 FEB 18	623.74		0.00
BMO	N	SSYS34396	19045	CORLISE MOFFETT	27 FEB 18	226.00		0.00
BMO	N	SSYS34397	19046	CORP OF CITY OF CAMBRIDGE	27 FEB 18	11949.98		0.00
BMO	N	SSYS34398	19047	COSMOPROF BEAUTY SUPPLY	27 FEB 18	60.27		0.00
BMO	N	SSYS34399	19048	DOCUMENT IMAGING PARTNERS	27 FEB 18	344.09		0.00
BMO	N	SSYS34400	19049	DON RANDELL	27 FEB 18	33.89		0.00
BMO	N	SSYS34401	19050	DRAYTON ENTERTAINMENT	27 FEB 18	250.86		0.00
BMO	N	SSYS34402	19051	ELMIRA MENNONITE CHURCH	27 FEB 18	100.00		0.00
BMO	N	SSYS34403	19052	ENERGY + INC.	27 FEB 18	12080.66		0.00
BMO	N	SSYS34404	19053	FLANAGAN FOODSERVICE INC.	27 FEB 18	22305.79		0.00
BMO	N	SSYS34405	19054	FRID AND RUSSELL BUSINESS PRODUCTS	27 FEB 18	148.45		0.00
BMO	N	SSYS34406	19055	GNXCOR INC.	27 FEB 18	258.04		0.00
BMO	N	SSYS34407	19056	HARPUNEET KAUR	27 FEB 18	226.00		0.00
BMO	N	SSYS34408	19057	JATINDER KAUR	27 FEB 18	226.00		0.00
BMO	N	SSYS34409	19058	JENUINE CARE	27 FEB 18	1962.00		0.00
BMO	N	SSYS34410	19059	JONAS TV & APPLIANCE LIMITED	27 FEB 18	2485.97		0.00
BMO	N	SSYS34411	19060	KATHERINE BEBBINGTON	27 FEB 18	226.00		0.00
BMO	N	SSYS34412	19061	KIRANJOT KAUR	27 FEB 18	226.00		0.00
BMO	N	SSYS34413	19062	LIVING OUTDOORS LTD.	27 FEB 18	499.01		0.00
BMO	N	SSYS34414	19063	LIZ LIMA	27 FEB 18	226.00		0.00
BMO	N	SSYS34415	19064	LOUISE WOELLER	27 FEB 18	226.00		0.00
BMO	N	SSYS34416	19065	MAXX GLOBAL NETWORKS INC.	27 FEB 18	1980.80		0.00
BMO	N	SSYS34417	19066	MCCORMACK COSTRUCTION	27 FEB 18	2570.75		0.00
BMO	N	SSYS34418	19067	MEDICAL MART SUPPLIES LIMITED	27 FEB 18	311.88		0.00
BMO	N	SSYS34419	19068	MEGA-LAB MANUFACTURING CO. LTD	27 FEB 18	2197.40		0.00
BMO	N	SSYS34420	19069	MOTION SPECIALTIES	27 FEB 18	75.00		0.00
BMO	N	SSYS34421	19070	NAVJOT GREWAL	27 FEB 18	226.00		0.00
BMO	N	SSYS34422	19071	NELLA CUTLERY (HAMILTON) INC.	27 FEB 18	26.00		0.00
BMO	N	SSYS34423	19072	NUS CONSULTING GROUP	27 FEB 18	2381.32		0.00
BMO	N	SSYS34424	19073	PALVI SHARMA	27 FEB 18	226.00		0.00
BMO	N	SSYS34425	19074	PENNY FOX	27 FEB 18	226.00		0.00
BMO	N	SSYS34426	19075	PITNEY WORKS	27 FEB 18	565.00		0.00
BMO	N	SSYS34427	19076	RACHEL CHABOT	27 FEB 18	226.00		0.00
BMO	N	SSYS34428	19077	RHONDA BOCK	27 FEB 18	226.00		0.00
BMO	N	SSYS34429	19078	RIEPERT SALT & SUPPLIES INC.	27 FEB 18	643.65		0.00
BMO	N	SSYS34430	19079	SAMANTHA LACEY	27 FEB 18	226.00		0.00
BMO	N	SSYS34431	19080	SARAH MARTIN	27 FEB 18	226.00		0.00
BMO	N	SSYS34432	19081	SCHINDLER ELEVATOR CORPORATION	27 FEB 18	1111.15		0.00
BMO	N	SSYS34433	19082	SHERWIN WILLIAMS CO.	27 FEB 18	530.43		0.00
BMO	N	SSYS34434	19083	SHRED - IT INTERNATIONAL ULC	27 FEB 18	245.19		0.00
BMO	N	SSYS34435	19084	SIGNMAKERS	27 FEB 18	177.47		0.00
BMO	N	SSYS34436	19085	SYSCO SOUTHWESTERN ONTARIO	27 FEB 18	1871.90		0.00
BMO	N	SSYS34437	19086	TECHNICAL STANDARDS & SAFETY AUTHOR.	27 FEB 18	240.00		0.00
BMO	N	SSYS34438	19087	THERM-ALL HEATING COOLING REFRIGERATION INC.	27 FEB 18	12572.38		0.00
BMO	N	SSYS34439	19088	TOM GOWING WATER TREATMENT	27 FEB 18	12436.46		0.00
BMO	N	SSYS34440	19089	TRANSIT - HOGG FUEL & SUPPLY LIMITED	27 FEB 18	113.25		0.00
BMO	N	SSYS34441	19090	WAYNE BARRY	27 FEB 18	105.60		0.00
BMO	N	SSYS34442	19091	WILLOWDALE PHYSIOTHERAPY SERVICES	27 FEB 18	5684.00		0.00
	N					577945.30		100.00
***						577945.30		100.00
						577945.30		100.00

192 records listed.



**C. NEAR TERM ISSUES AND REPORTING:****1. Minutes of Meeting #2017-237:**

The minutes of the meeting #2017- 237 dated January 25, 2018 were reviewed and amended on motion by Ed Nowak.

Seconded by Fred Schiedel

Carried.

***Amendment to Nominating Committee:***

*Remove:* ‘Jim Erb (Erb & Good) and Allan Sauder (MEDA) have agreed to sit on the Nominating Committee’.

*Add:* ‘Jim Erb (Erb & Good) and Allan Sauder (MEDA) have allowed their names to stand for election on the Nominating Committee.

***Amendment to Combined Heat & Power Proposal:***

Brent has been working to get some answers; the Board agreed it will be deferred.

**2. Parkwood Report:****Funding Letter for Bariatric Equipment:**

\$25,000 has been offered by the WWLHIN to use for bariatric equipment use. There has been some vagueness regarding what we can spend the dollars on (needs to be on equipment but not on capital equipment). We have been asked to review MoH LTC Finance Policies to determine if equipment is within their parameters. PMH will be purchasing 6 bariatric beds, with therapeutic mattresses. These beds can be expanded both in width and length. We will be retiring some older beds and replacing with these beds. Retired beds will be used for parts. Currently we have 2 similar beds for larger residents and staff are very happy with them. They also have a high/low function and can controls can be lock out. Funding letter requires a signature.

**LSAA Extension Agreement:**

Has been sent out for a one year extension. Some concerns about why only for one year instead of three years. I believe they are working on adding quality measures / indicators to the next agreement, rumour has it that one new measure might be the time it takes to respond to new resident CCAC referrals. This might be an issue for PMH. We receive on average 10 new referrals a day, (we only ever admit "Crisis Admissions) so new referrals are not a priority for us. We have made a conscious effort to "catch-up" and "clean-up" our waiting list, we had fallen behind when Glen was off sick for 2 1/2 months in 2017. Takes approximately 10-15 minutes to review each referral X 10 a day X 5 days a week....the vast majority of the referrals will never make it into PMH. Seems like a quality measure that CCAC would have requested, we need to advocate for more relevant indicators for our sector. Motion needed for LSAA extension agreement.

**CMI (case mix index):**

Has been released: PMH's result is a funded CMI of .9991 (1.00 is considered the median). We started with a 1.07 CMI and then dropped to 1.05 with a 5% cap on specialty rehab and then the reindexing factor dropped us further to .9991.

Disappointing, we were just above the average last year, so we are losing ground. The reindexing factor: prior to 2015 was 1.0 2015-2016 it was .9729 2016-2017 it was .9639 2017-2018 it was .9561 2018-2019 it was .9456 . There is no wonder why we are having troubles staffing for resident needs...the needs are increasing and captured in the RAI MDS data...but with the indexing factor, we care for more complex residents with no increased funding. With the reindexing factor changes every year, in only one direction...the funding doesn't add up....and the end result equals poor care. We can't choose who our next admission is, we can't discharge, its frowned on when they publically vocalize the need for more funding, we are so regulated that we can't find creative ways to increase revenue (drug companies, parking revenue). A reindexing change from 1.00 to .9456 means in \$185, 361 for a 96 bed Home, this year alone. A change of .01 equals \$35, 000. Currently for 2017- 2018 our unadjusted CMI is 1.10.

**Med e-care Opportunity / Concerns / Education:**

Med e-care offers a service to assist in maximizing RAI MDS scores which translates to higher CMIs. Several Homes have used this service with great success. They run your RAI data through an algorithm, analyse it for inconsistent coding and make recommendations. We need to consider using a similar service to maintain our share of the \$. I have reached out to them to discuss this service and they charge \$0.22/bed/day (approximately \$7700 for PMH). They offer to complete the first quarter for free and they guarantee a .02 increase, at minimum (2017 Q4). Contract is for one year. Some Homes continue on with the analysis, other Homes learn and refine their own process over the course of a year or two. I have gone to their 3 day education series (Feb 14-16) to better understand their process. Contract is attached for consideration. Consider this for both PMH and FMH. Discuss potential risks.

*The board advised Lis to go forward with the application.*

**City of Waterloo Agreement - discussion for Senior Active Living Centre:**

Contract with City of Waterloo is attached, they would like it signed X 5 and sent back for Mayor to co-sign. We have no heard if we have been successful in our application yet, but we have had confirmation that all mandatory submissions were received by the early consideration date. The City of Waterloo wishes to partner with us and offer services at PMH regardless of successfulness with the SALC application. Recommend that we review and sign back the contract. Contract attached for consideration.

**Update on Nurse Practitioner:**

Required LHIN Report on progress was due January 31st - done. Working well at both Organizations. Dr. Grant has really embraced the added support and nursing staff are grateful for the assessments, clarification of orders and education that Elissa Bell provides. She is also a great resource in the transition of residents to and from the hospital and connects with the families to reassure them and answer questions.

Parkwood's Report was accepted as presented on motion by Bob Shantz.

Seconded by Nancy Mann

Carried.

**3. Forgiveness of Interest – Year End Motion:**

It was moved by Marion Good that Parkwood Mennonite Home and the Board accepts the forgiveness of interest in the amount of \$302,745 on the loan from Fairview Mennonite Homes for the year April 1, 2017 to March 31, 2018.

Seconded by Jennifer Krotz

Carried.

**4. Cheque Register:**

The January 2018 cheque register was distributed for the Board's information.

Motion to adjourn the meeting at 7:25 pm by Nancy Mann.

Seconded by Fred Schiedel.

Carried.

**CHIEF EXECUTIVE OFFICER REPORT  
FOR  
PARKWOOD MENNONITE HOME INC.  
MARCH 2018**

Parkwood has experienced several challenges and successes in the past month.

1. Ongoing struggles with internet and Wi-Fi systems in the building. Issues with connectivity and speed are significantly impacting staff. Registered Staff and PSWs experience frustration daily with being unable to complete documentation as computers, tablets and phones are unable to connect to Point Click Care (PCC)/POC. Dave Lonsbury is consulting with CareWorx to investigate the Wi-Fi concerns with the iPads and iPhones.
2. With Point Click Care, the Nursing Management Team at Parkwood is working with the Nursing Management Team at Fairview to further develop the assessments available. With collaborative education and knowledge, assessments will be created and tailored to specific needs which will further enhance documentation and ultimately Resident care.
3. Current CMI is now at 1.11 and is 'holding steady'. This is due to the dedication of our RAI Coordinator and the follow-up documentation that staff is completing with their RAI assessments.
4. Currently there are several Residents with very challenging behaviours and care needs. This past month High Intensity coverage was used to manage these Residents by providing 1:1 care. Complexity of residents continues to increase, with two residents with enteral tube feeds.
5. High volume of Resident deaths and admissions continues. 16 Residents passed away since October 2017 and have therefore meant 16 new admissions in this time period. These events increase the demands on all staff.
6. With thanks and celebration the bus returned to Parkwood this month! Residents have been anxious to get "on the road again". The Management Teams of both Parkwood and Fairview enjoyed a bus trip together to experience this lovely new set of wheels!
7. Students from Conestoga College's carpentry program were back this month to begin the construction and installation of a shed for the therapeutic garden. Last spring students built a pergola, donating their time, talent and materials in this project.

BANK CODE : MSCU  
 PARKWOOD MENNONITE HOME  
 CHEQUE REGISTER FROM 01FEB18 TO 28FEB18

BANK CODE	EFT FLAG	CHEQUE NO	MICR NUMBER	VENDOR NAME	DATE WRITTEN	CHEQUE AMT	VOID DATE	VOID AMT
MSCU	N	MMCU13040	13040	ADAM RECHTORIS	02 FEB 18	236.93		0.00
MSCU	N	MMCU13082	13082	MARJORIE DANDIE	16 FEB 18	101.35		0.00
MSCU	N	MMCU13083	13083	BELL CANADA LTD.	13 FEB 18	677.42		0.00
MSCU	N	MMCU13084	13084	BELL MOBILITY	13 FEB 18	114.42		0.00
MSCU	N	MMCU13132	13132	ESTATE OF HAROLD BOWMAN	21 FEB 18	663.70		0.00
MSCU	N	MMCU13133	13133	ESTATE OF ADELINE FUNK	21 FEB 18	1076.33		0.00
MSCU	N	MMCU13134	13134	ESTATE OF GRETA HAHN	21 FEB 18	946.50		0.00
MSCU	N	MMCU13135	13135	ESTATE OF DOROTHY PARSO NS	21 FEB 18	2302.45		0.00
MSCU	N	MMCU13136	13136	MDM GROUP INSURANCE PLA N	24 FEB 18	3669.04		0.00
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MSCU	N	MMCUDD1802 19	DD180219	APPLE CANADA INC.	19 FEB 18	374.03		0.00
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MSCU	N	MMCUDD1802 23	DD180223	WORKPLACE SAFETY AND IN SURANCE BOARD	23 FEB 18	12669.34	23 FEB 18	12669.34
MSCU	N	MMCUDD0802 08A	DD180208A	INDUSTRIAL ALLIANCE SER VICES	08 FEB 18	40709.18		0.00
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MSCU	N	MMCUDD1802 13A	DD180213	HOME DEPOT	13 FEB 18	2447.39		0.00
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MSCU	N	MMCUDD1802 02B	DD180202B	CUETS FINANCIAL - EP	02 FEB 18	1096.49		0.00
MSCU	N	MMCUDD1802 08B	DD180208B	PETTY CASH	08 FEB 18	69.80		0.00
MSCU	N	SMCU19552	13041	AGROPUR, DIVISION NATRE L	06 FEB 18	1357.02		0.00
MSCU	N	SMCU19553	13042	ANN ALEXANDER	06 FEB 18	2083.21		0.00
MSCU	N	SMCU19554	13043	ARJOHUNTLEIGH CANADA IN C	06 FEB 18	597.65		0.00
MSCU	N	SMCU19555	13044	ATOMIC PLUMBING & HEATI NG	06 FEB 18	9040.03		0.00
MSCU	N	SMCU19556	13045	BEV SUDERMAN GLADWELL	06 FEB 18	888.79		0.00
MSCU	N	SMCU19557	13046	CANADA BREAD CO. LTD. T 6249	06 FEB 18	124.76		0.00
MSCU	N	SMCU19558	13047	CARDINAL HEALTH CANADA INC.	06 FEB 18	132.21		0.00
MSCU	N	SMCU19559	13048	CHECKERS CLEANING SUPPL Y	06 FEB 18	2093.87		0.00
MSCU	N	SMCU19560	13049	COTE LOCK SERVICE	06 FEB 18	180.80		0.00
MSCU	N	SMCU19561	13050	DALEX CANADA INC.	06 FEB 18	570.09		0.00
MSCU	N	SMCU19562	13051	DELTA ELEVATOR COMPANY	06 FEB 18	1323.33		0.00

PARKWOOD MENNONITE HOME

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BANK.CODE	EFT FLAG	CHEQUE NO	MICR NUMBER	VENDOR NAME	DATE WRITTEN	CHEQUE AMT	VOID DATE	VOID AMT
MSCU	N	SMCU19563	13052	LTD. DEN TECH ELECTRIC INC	06 FEB 18	2250.79		0.00
MSCU	N	SMCU19564	13053	DIVERSEY CANADA, INC.	06 FEB 18	3020.76		0.00
MSCU	N	SMCU19565	13054	DON'S PRODUCE INC	06 FEB 18	792.65		0.00
MSCU	N	SMCU19566	13055	DR. DAVID GRANT	06 FEB 18	2262.20		0.00
MSCU	N	SMCU19567	13056	DR.SANDRA WISMER	06 FEB 18	450.00		0.00
MSCU	N	SMCU19568	13057	FRANK'S MAINTENANCE PRO DUCTS INC.	06 FEB 18	2866.19		0.00
MSCU	N	SMCU19569	13058	FRID & RUSSELL BUSINESS PRODUCTS	06 FEB 18	352.51		0.00
MSCU	N	SMCU19570	13059	GENERAL REFRIGERATION	06 FEB 18	580.54		0.00
MSCU	N	SMCU19571	13060	HUMANITY FUND	06 FEB 18	163.59		0.00
MSCU	N	SMCU19572	13061	JAMES D. ENGLISH, INTER N'L SEC/TREAS	06 FEB 18	5889.64		0.00
MSCU	N	SMCU19573	13062	JENNY TURNER- WALSH	06 FEB 18	380.00		0.00
MSCU	N	SMCU19574	13063	MIP INC	06 FEB 18	1178.59		0.00
MSCU	N	SMCU19575	13064	MITCHELL PROPERTY MAINT ENANCE INC.	06 FEB 18	305.10		0.00
MSCU	N	SMCU19576	13065	NATASHA ROOPNARINE	06 FEB 18	772.50		0.00
MSCU	N	SMCU19577	13066	NATIONAL SYSTEMS COMPAN Y	06 FEB 18	54.24		0.00
MSCU	N	SMCU19578	13067	OTIS CANADA INC.	06 FEB 18	1246.33		0.00
MSCU	N	SMCU19579	13068	REGIONAL MECHANICAL	06 FEB 18	375.73		0.00
MSCU	N	SMCU19580	13069	RICHARDSON FIRE SYSTEMS INC.	06 FEB 18	735.63		0.00
MSCU	N	SMCU19581	13070	RIEPERT SALT & SUPPLIES INC.	06 FEB 18	1110.57		0.00
MSCU	N	SMCU19582	13071	SIGNMAKERS	06 FEB 18	73.39		0.00
MSCU	N	SMCU19583	13072	SONIA BAUMAN	06 FEB 18	810.00		0.00
MSCU	N	SMCU19584	13073	STS SECURITY & COMMUNIC ATIONS	06 FEB 18	103.96		0.00
MSCU	N	SMCU19585	13074	SUNRISE JUICES LTD	06 FEB 18	1013.00		0.00
MSCU	N	SMCU19586	13075	SWAN DUST CONTROL LIMIT ED	06 FEB 18	58.20		0.00
MSCU	N	SMCU19587	13076	SYSCO FOOD SERVICES	06 FEB 18	6136.48		0.00
MSCU	N	SMCU19588	13077	THERMOPATCH CANADA INC.	06 FEB 18	323.36		0.00
MSCU	N	SMCU19589	13078	UNION GAS LIMITED	06 FEB 18	16497.87		0.00
MSCU	N	SMCU19590	13079	WASTE MANAGEMENT	06 FEB 18	2237.84		0.00
MSCU	N	SMCU19591	13080	WATERLOO NORTH HYDRO	06 FEB 18	17517.02		0.00
MSCU	N	SMCU19592	13081	WESTBURNE RUDDY ELECTRI C	06 FEB 18	311.88		0.00
MSCU	N	SMCU19593	13085	ABELL PEST CONTROL INC.	20 FEB 18	359.66		0.00
MSCU	N	SMCU19594	13086	AGROPUR, DIVISION NATRE L	20 FEB 18	3379.90		0.00
MSCU	N	SMCU19595	13087	AIRON HVAC AND CONTROL LTD.	20 FEB 18	1497.25		0.00
MSCU	N	SMCU19596	13088	ANN ALEXANDER	20 FEB 18	2256.67		0.00
MSCU	N	SMCU19597	13089	APOLLO PIANO	20 FEB 18	147.97		0.00
MSCU	N	SMCU19598	13090	ATOMIC PLUMBING & HEATI NG	20 FEB 18	3535.45		0.00
MSCU	N	SMCU19599	13091	BELL	20 FEB 18	39.40		0.00
MSCU	N	SMCU19600	13092	CAMERONS FLOWER SHOP	20 FEB 18	35.04		0.00

PARKWOOD MENNONITE HOME  
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BANK.CODE	EFT FLAG	CHEQUE NO	MICR NUMBER	VENDOR NAME	DATE WRITTEN	CHEQUE AMT	VOID DATE	VOID AMT
MSCU	N	SMCU19601	13093	CANADA BREAD CO. LTD. T 6249	20 FEB 18	284.05		0.00
MSCU	N	SMCU19602	13094	CARDINAL HEALTH CANADA INC.	20 FEB 18	11178.29		0.00
MSCU	N	SMCU19603	13097	CARTER-GRANT MECHANICAL SYSTEMS INC.	20 FEB 18	502.86		0.00
MSCU	N	SMCU19604	13098	CHECKERS CLEANING SUPPL Y	20 FEB 18	4067.69		0.00
MSCU	N	SMCU19605	13099	DELTA ELEVATOR COMPANY LTD.	20 FEB 18	1130.00		0.00
MSCU	N	SMCU19606	13100	DEN TECH ELECTRIC INC	20 FEB 18	2203.32		0.00
MSCU	N	SMCU19607	13101	DIVERSEY CANADA, INC.	20 FEB 18	518.78		0.00
MSCU	N	SMCU19608	13102	DOCUMENT IMAGING PARTNE RS INC.	20 FEB 18	84.37		0.00
MSCU	N	SMCU19609	13103	DON'S PRODUCE INC	20 FEB 18	2292.38		0.00
MSCU	N	SMCU19610	13104	EILEEN FREEMAN R.D.	20 FEB 18	3020.49		0.00
MSCU	N	SMCU19611	13105	FRID & RUSSELL BUSINESS PRODUCTS	20 FEB 18	197.04		0.00
MSCU	N	SMCU19612	13106	G.R. GARRITY APPLIANCE SERVICES LTD.	20 FEB 18	288.97		0.00
MSCU	N	SMCU19613	13107	GENERAL REFRIGERATION	20 FEB 18	4013.85		0.00
MSCU	N	SMCU19614	13108	GEORGE COUREY INC.	20 FEB 18	568.33		0.00
MSCU	N	SMCU19615	13109	JENNIFER KING	20 FEB 18	2084.31		0.00
MSCU	N	SMCU19616	13110	JENNY TURNER- WALSH	20 FEB 18	1420.00		0.00
MSCU	N	SMCU19617	13111	LIFE LABS	20 FEB 18	370.00		0.00
MSCU	N	SMCU19618	13112	MARY ENGEL	20 FEB 18	70.00		0.00
MSCU	N	SMCU19619	13113	MEGA-LAB MANUFACTURING CO. LTD.	20 FEB 18	547.82		0.00
MSCU	N	SMCU19620	13114	MIP INC	20 FEB 18	4674.32		0.00
MSCU	N	SMCU19621	13115	MITCHELL PROPERTY MAINT ENANCE INC.	20 FEB 18	7813.95		0.00
MSCU	N	SMCU19622	13116	MOTION SPECIALTIES	20 FEB 18	380.00		0.00
MSCU	N	SMCU19623	13117	NELLA CUTLERY INC.	20 FEB 18	20.00		0.00
MSCU	N	SMCU19624	13118	OARC	20 FEB 18	50.00		0.00
MSCU	N	SMCU19625	13119	OTIS CANADA INC.	20 FEB 18	754.00		0.00
MSCU	N	SMCU19626	13120	PERFORMANCE HEALTH CANA DA, INC.	20 FEB 18	372.55		0.00
MSCU	N	SMCU19627	13121	PLUMBERS SPECIALTY SUPP LY	20 FEB 18	783.36		0.00
MSCU	N	SMCU19628	13122	PPG AC CANADA INC	20 FEB 18	117.07		0.00
MSCU	N	SMCU19629	13123	PRIMUS CANADA	20 FEB 18	1231.16		0.00
MSCU	N	SMCU19630	13124	RICHMOND HEATING & AIR	20 FEB 18	1804.61		0.00
MSCU	N	SMCU19631	13125	SPECTRUM EDUCATIONAL SU PPLIES LTD.	20 FEB 18	82.32		0.00
MSCU	N	SMCU19632	13126	SUNRISE JUICES LTD	20 FEB 18	869.01		0.00
MSCU	N	SMCU19633	13127	SWAN DUST CONTROL LIMIT ED	20 FEB 18	116.40		0.00
MSCU	N	SMCU19634	13128	SYSO FOOD SERVICES	20 FEB 18	14409.02		0.00
MSCU	N	SMCU19635	13129	TORBRAM ELECTRIC SUPPLY CORP.	20 FEB 18	279.39		0.00
MSCU	N	SMCU19636	13130	UTC FIRE & SECURITY CAN ADA	20 FEB 18	2295.88		0.00

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BANK.CODE	EFT FLAG	CHEQUE NO	MICR NUMBER	VENDOR NAME	DATE WRITTEN	CHEQUE AMT	VOID DATE	VOID AMT
MSCU	N	SMCU19637	13131	WASTE MANAGEMENT	20 FEB 18	2256.36		0.00
MSCU	N	SMCU19638	13137	CITY OF WATERLOO,THE	27 FEB 18	6864.49		0.00
MSCU	N	SMCU19639	13138	DON SCHMIDT	27 FEB 18	2588.92		0.00
MSCU	N	SMCU19640	13139	MINISTER OF FINANCE	27 FEB 18	780.36		0.00
MSCU	N	SMCU19641	13140	WATERLOO NORTH HYDRO	27 FEB 18	15775.53		0.00
	N					412802.95		12739.15
***						412802.95		12739.15
						412802.95		12739.15

111 records listed.



**Parkwood Seniors Community**  
**Client Summary Report of**  
**Preliminary Engineering Study**  
**Combined Heat & Power System**



**726 New Hampshire St.**  
**Waterloo, Ontario N2K 4M1**

*Prepared By:*

*Andrew Epp, P.Eng.*



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726 NEW HAMPSHIRE ST. WATERLOO, ON N2K 4M1



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## 1.0 Problem Definition

Efficiency Engineering Inc (EE) and Kontrol Energy were hired by Parkwood Seniors Community to perform a Preliminary Engineering Study (PES) as defined by the Independent Electricity Service Operator (IESO) saveONenergy PSUI program. The PES report is in the format required by the IESO; this format is very technical in nature, and contains all relevant information, but is not very client focused.

Further to this, the IESO requires that recommendations made in the PES report must meet a minimum overall efficiency of 65%. In order to achieve this efficiency, it is necessary to throttle back the output of the generators in order to increase the amount of waste heat that is utilized by the system. This throttling back of output results in a reduced Internal Rate of Return (IRR or ROI – Return on Investment).

Although the report must show a 65% efficiency, it is unclear as to whether the IESO will enforce the mode of operation required to meet this efficiency. It will likely be possible to operate the equipment to maximize IRR (ROI) at the expense of overall efficiency.

This report (Client Summary Report – CHP PES Study) gives the highlights of the IESO PES Study. It also shows the energy and financial numbers for the different options, comparing throttled vs non-throttled operations.



## 2.0 Existing System Description

The systems studied are the electrical and HVAC systems. The electrical loads of the building are typical of a multi-residential building, or a nursing home. Each section has its own electrical meter but they share the same natural gas meter. The retirement home uses the same boiler plant for both DHW and heating (using a heat exchanger). Long-term care has dedicated boilers for DHW and heating. Other gas fired equipment at this building includes approximately two dozen rooftop units, gas-fired dryers, and various gas-fired kitchen equipment. Cooling is provided by the rooftop units. No centralized cooling system exists.

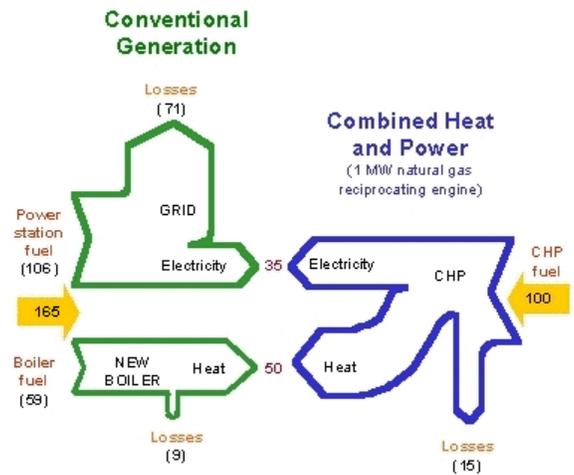
See *Appendix A: Existing Schematics* of the PES report for further details.



### 3.0 Cogen (Combined Heat and Power) Background Information

The amount of useful electrical energy that can be obtained from fossil fuels or nuclear fission is limited by the 2<sup>nd</sup> law of thermodynamics. In practical terms, this means that the efficiency of coal, natural gas or nuclear plants is about 35%. The rest of the energy is waste heat that is rejected to atmosphere (through large cooling towers or to a heat sink like the Great Lakes).

Since most facilities that use electricity also have a need for heat (process, domestic hot water, space heating, etc.), it would be more efficient to move the electricity generation to the facility so that the waste heat can be used instead of rejected to atmosphere. This process is called Cogeneration or Combined Heat and Power (CHP).





## 4.0 Studied Options

We studied the following five different options to see if CHP makes sense at Parkwood Seniors Community.

### *Option 1: Install 1 x 35 kW CHP Generator*

This option includes the following:

- Installation of one Yanmar 35 kW CHP Genset.
- Installation of three heat exchangers:
  - For the combined heating/DHW plant in the retirement home.
  - For the DHW plant in long-term care.
  - For the heating plant in long-term care.
- Installation of controls to maximize waste heat reclaim to maintain a 65% overall efficiency.
- Trenching for wires and pipes.

### *Option 2: Install 2 x 35 kW CHP Generators*

This option includes the following:

- Installation of two Yanmar 35 kW CHP Gensets.
- Installation of three heat exchangers:
  - For the combined heating/DHW plant in the retirement home.
  - For the DHW plant in long-term care.
  - For the heating plant in long-term care.
- Installation of controls to maximize waste heat reclaim to maintain a 65% overall efficiency.
- Trenching for wires and pipes.

### *Option 3: Install 1 x 75 kW CHP Generator*

This option includes the following:

- Installation of one Tecogen 75 kW CHP Genset.
- Installation of three heat exchangers:
  - For the combined heating/DHW plant in the retirement home.
  - For the DHW plant in long-term care.
  - For the heating plant in long-term care.
- Installation of controls to maximize waste heat reclaim to maintain a 65% overall efficiency.
- Trenching for wires and pipes.



***Option 4: Install 1 x 50 kW CHP***

This option includes the following:

- Installation of one 2G G-Box 50kW CHP Genset.
- Installation of three heat exchangers:
  - For the combined heating/DHW plant in the retirement home.
  - For the DHW plant in long-term care.
  - For the heating plant in long-term care.
- Installation of controls to maximize waste heat reclaim to maintain a 65% overall efficiency.
- Trenching for wires and pipes.

***Option 5: Install 1 x 65 kW CHP Microturbine***

This option includes the following:

- Installation of one Capstone C65, 65kW CHP Genset.
- Installation of three heat exchangers:
  - For the combined heating/DHW plant in the retirement home.
  - For the DHW plant in long-term care.
  - For the heating plant in long-term care.
- Installation of controls to maximize waste heat reclaim to maintain a 65% overall efficiency.
- Trenching for wires and pipes.



## 5.0 Financial Results

### 5.1 Equipment Operated to Meet 65% Efficiency

This mode of operation modulates the CHP plant so that it matches the building's heating load instead of the electrical load. By operating in this manner, all electricity and waste heat is utilized in the building.

Measure	Total Estimated Project Cost	Incentive	Net Present Value at 7.25% MARR <sup>1</sup>	IRR (ROI)
Option#1	\$347,895	\$58,201	\$83,556	10.4%
Option#2	\$487,000	\$105,565	\$146,985	10.7%
Option#3	\$527,969	\$90,548	(\$99,858)	4.9%
Option#4	\$510,144	\$83,144	(\$25,180)	6.7%
Option#5	\$505,218	\$0	(\$100,587)	5.1%

### 5.2 Equipment Operated to Maximize IRR<sup>2</sup>

This mode of operation controls the CHP plant so that it either runs full or matches the building's electrical load. Waste heat from the CHP is utilized in the building when there is a need for heat, and rejected outside when there is excess heat.

Measure	Total Estimated Project Cost	Incentive, including Natural Gas	Net Present Value at 7.25% MARR	IRR (ROI)
Option#1	\$347,895	\$58,201	\$83,556	10.4%
Option#2	\$487,000	\$105,565	\$205,200	11.9%
Option#3	\$527,969	\$90,548	\$89,459	9.1%
Option#4	\$510,144	\$83,144	(\$25,180)	6.7%
Option#5	\$505,218	\$0	(\$100,587)	5.1%

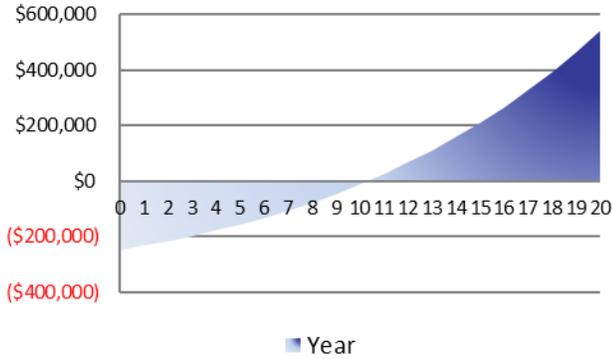
The following Cash Flow Balance Diagrams show the cash flow for the various options, including all costs such as maintenance and major rebuilds.

<sup>1</sup> MARR = Minimum Acceptable Rate of Return. This is the percent return required for the option to make economic sense to the owner. The Net Present Value at 7.25% MARR is the sum of the present values of all expenses and savings. If the NPV is positive, the option makes economic sense because the Internal Rate of Return (IRR or ROI) is greater than the MARR.

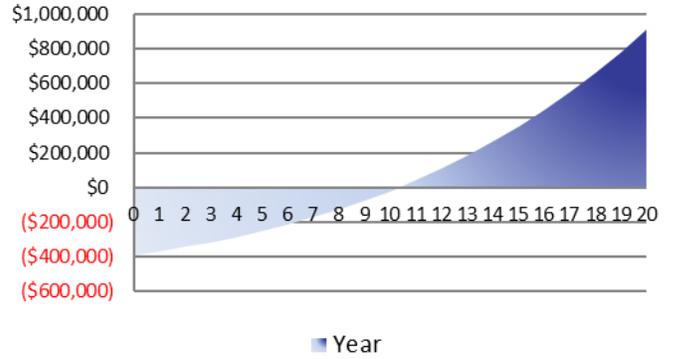
<sup>2</sup> IRR is calculated using the 20 year cashflow, taking into account project cost, utility savings and any avoided costs.



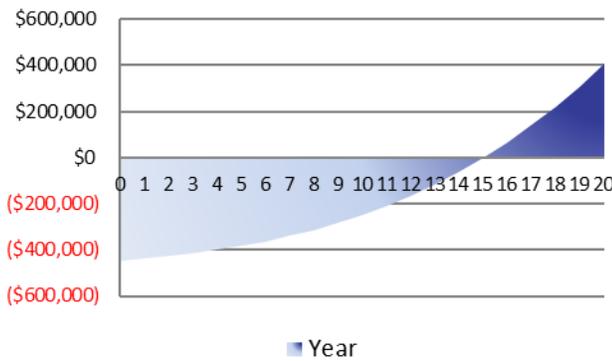
### Option 1 Cash Flow Balance - With Incentives



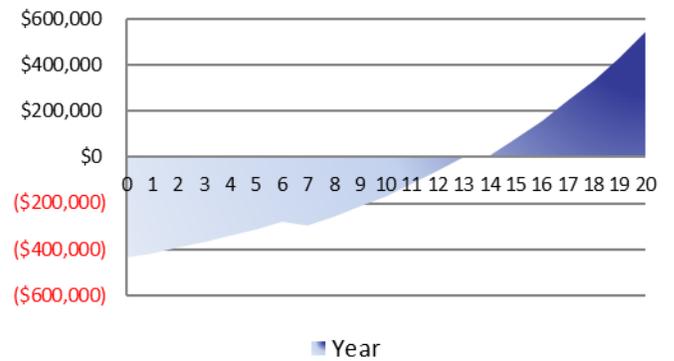
### Option 2 Cash Flow Balance - With Incentives



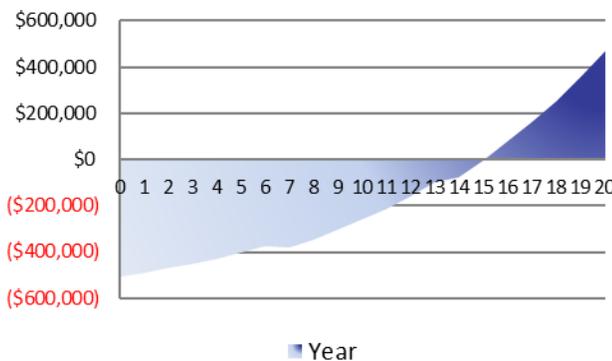
### Option 3 Cash Flow Balance - With Incentives



### Option 4 Cash Flow Balance - With Incentives



### Option 5 Cash Flow Balance - With Incentives





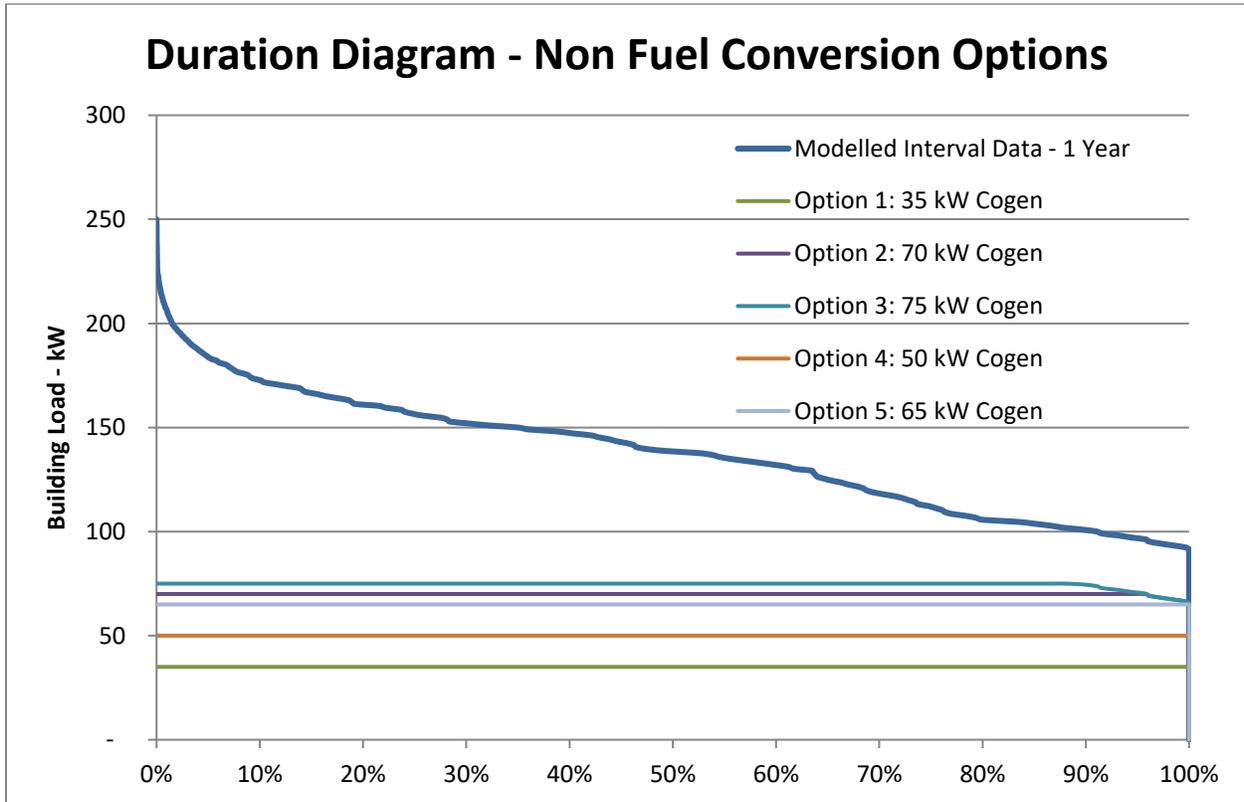
The above cash flow diagram for Option#2 above is based on the cash flow balance table below. This table shows the changes in energy and maintenance costs over time.

		<b>Option #2 Cash Flow Balance when Operated to Maximize IRR</b>																				
		In Year																				
		0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	<b>Year</b>	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	<b>Implementation Cost</b>	(\$487,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Annual Savings - \$</b>		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Demand	<b>Annual Savings - \$</b>		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Consumption	<b>Annual Savings - \$</b>		\$70,923	\$73,760	\$76,710	\$79,778	\$84,565	\$89,639	\$95,017	\$100,718	\$106,761	\$113,167	\$119,957	\$127,155	\$134,784	\$142,871	\$151,443	\$160,530	\$170,161	\$180,371	\$191,193	\$202,665
Consumption	<b>Annual Savings - \$</b>		(\$24,606)	(\$25,224)	(\$25,854)	(\$26,501)	(\$27,163)	(\$27,842)	(\$28,538)	(\$29,252)	(\$29,983)	(\$30,733)	(\$31,501)	(\$32,288)	(\$33,096)	(\$33,923)	(\$34,771)	(\$35,640)	(\$36,531)	(\$37,445)	(\$38,381)	(\$39,340)
	<b>Avoided Cost Incentives</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Additional Annual Costs</b>	\$95,565																				
	<b>Additional Annual Costs</b>		(\$22,318)	(\$22,764)	(\$23,219)	(\$23,684)	(\$24,157)	(\$24,640)	(\$25,133)	(\$25,636)	(\$26,149)	(\$26,672)	(\$27,205)	(\$27,749)	(\$28,304)	(\$28,870)	(\$29,448)	(\$30,037)	(\$30,637)	(\$31,250)	(\$31,875)	(\$32,513)
Projects	<b>ND</b>		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Annual Total</b>	(\$391,435)	\$23,997	\$25,772	\$27,637	\$29,594	\$33,245	\$37,156	\$41,346	\$45,831	\$50,630	\$55,763	\$61,251	\$67,117	\$73,384	\$80,078	\$87,224	\$94,853	\$102,993	\$111,677	\$120,938	\$130,812
	<b>Cash Balance</b>	(\$391,435)	(\$367,439)	(\$341,667)	(\$314,030)	(\$284,436)	(\$251,191)	(\$214,035)	(\$172,689)	(\$126,858)	(\$76,228)	(\$20,465)	\$40,786	\$107,903	\$181,287	\$261,365	\$348,589	\$443,442	\$546,435	\$658,111	\$779,049	\$909,861
	<b>Undepreciated Amount</b>	(\$487,000)	(\$413,950)	(\$351,858)	(\$299,079)	(\$254,217)	(\$216,084)	(\$183,672)	(\$156,121)	(\$132,703)	(\$112,797)	(\$95,878)	(\$81,496)	(\$69,272)	(\$58,881)	(\$50,049)	(\$42,542)	(\$36,160)	(\$30,736)	(\$26,126)	(\$22,207)	(\$18,876)
	<b>Project Payback</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00



### 5.3 Duration Diagrams

The following Duration Diagram charts show the amount of time that the building load is above a certain value. The first chart shows the existing electrical load with the two non-fuel conversion options. The second chart shows what the Duration Diagram would look like if the electric baseboards were converted to hydronic heating, with the three fuel conversion options.





## **6.0 Emergency Back-up**

We also looked at the ability of the new generators to supply emergency back-up. The size of the CHP system (70 kW) is too small to act as a backup generator (currently 200 kW)

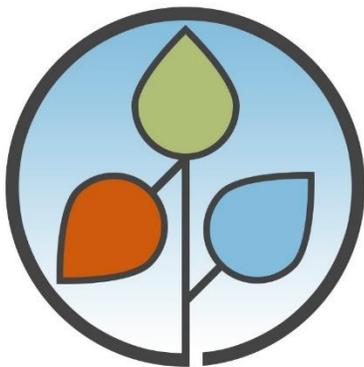
## **7.0 Recommendations**

We recommend Option 2, which involves installing two 35kW Yanmar genset and utilizing the waste heat for domestic hot water plant and some space heating in both facilities. The project results in an IRR of 11.9% and a net present value over \$205K.

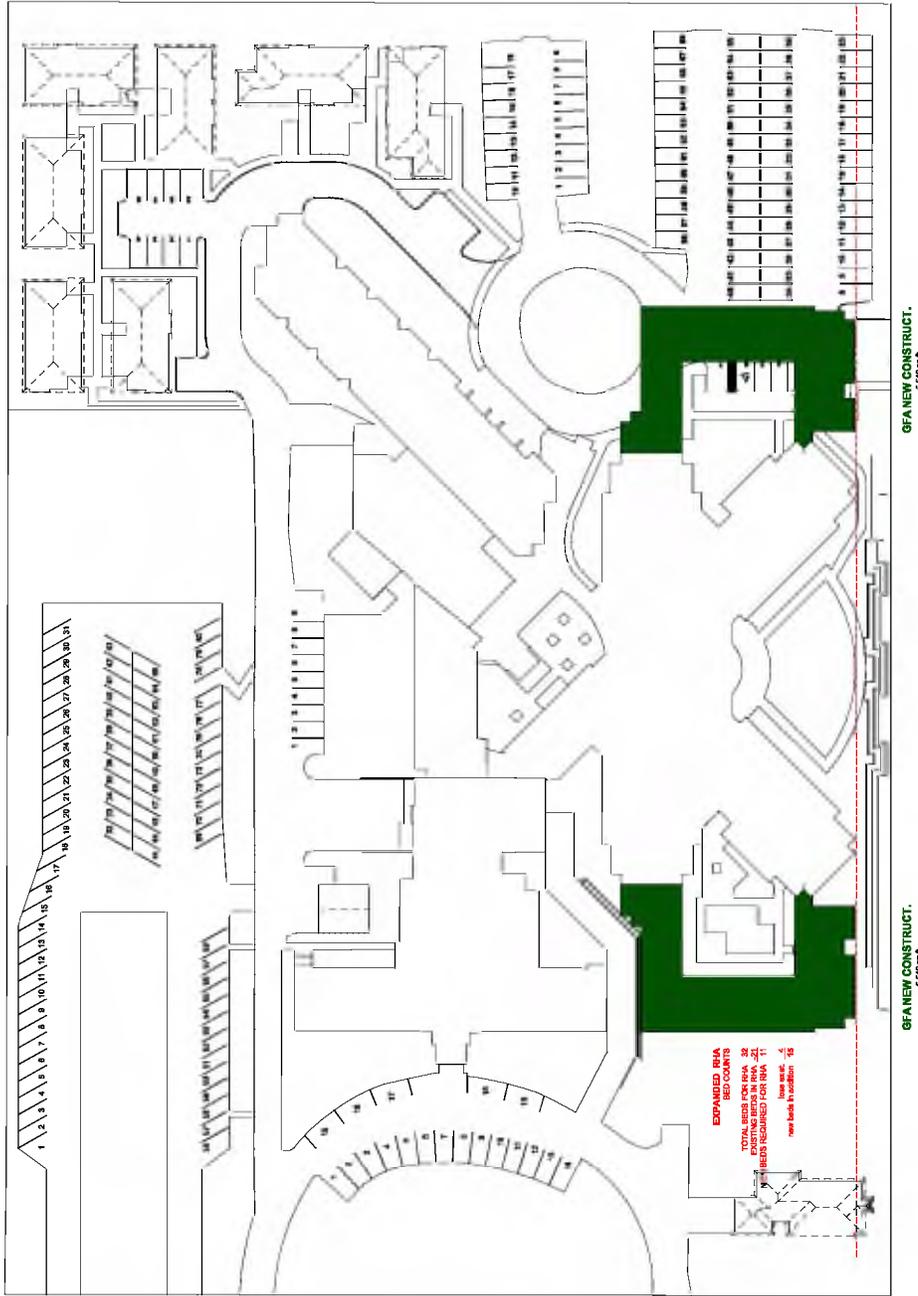
The genset would be located outside, ideally near the mechanical rooms on the south west face of the building, in the penthouse mechanical room.

# Preliminary Report on Application for LTC Bed Licences

February 22, 2018



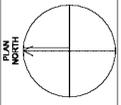
*Fairview*  
SENIORS COMMUNITY



EXPANDED RMA  
BED COUNTS  
TOTAL BEDS FOR RMA 32  
EXISTING RMA 27  
BEDS REQUIRED FOR RMA 5  
new beds in tradition 15  
new beds in tradition 15

GFA NEW CONSTRUCT.  
5,698 sq ft

GFA NEW CONSTRUCT.  
5,698 sq ft



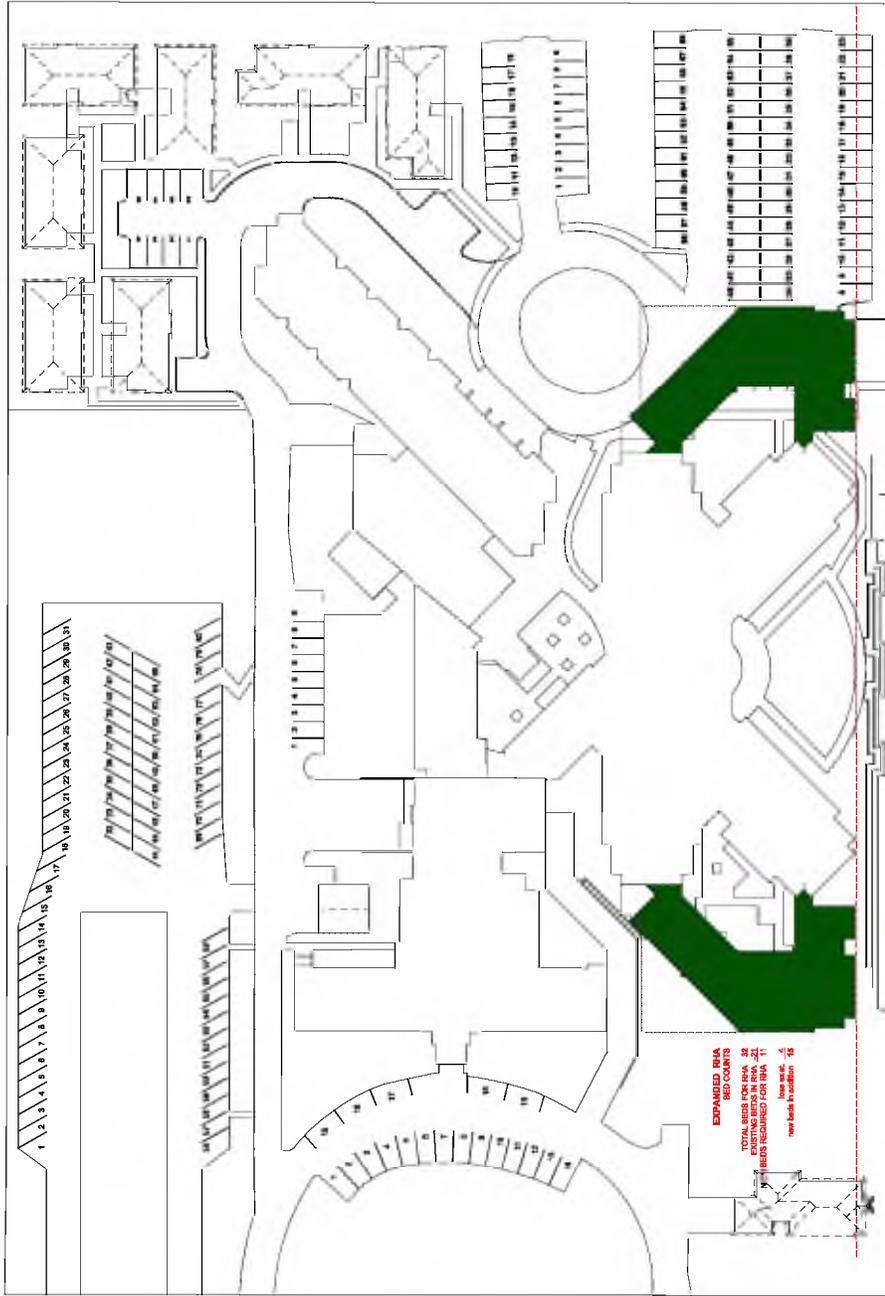
1:400  
**MD1a1**  
2018-02-16

# FAIRVIEW HOME CONCEPT FIT TEST

CAMBRIDGE, ONTARIO

OVERALL SITE PLAN -  
OPTION 1a 128 BEDS

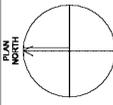
**MIMIC ARCHITECTS**  
Architectural Firm  
1000 University Ave. Suite 1000  
Cambridge, Ontario N2L 2K7  
Tel: 519-733-1111  
www.mimic.ca



EXPANDED RMA  
BED COUNTS  
TOTAL BEDS FOR RMA 32  
EXISTING RMA 27  
BEDS RECALCULATED FOR RMA 4  
new beds in tradition 15

GFA NEW CONSTRUCT.  
5,185 sq ft

GFA NEW CONSTRUCT.  
5,185 sq ft



1:400  
**MD1b1**  
2018-02-16

# FAIRVIEW HOME CONCEPT FIT TEST

CAMBRIDGE, ONTARIO

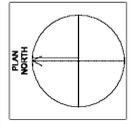
OVERALL SITE PLAN -  
OPTION 1b 128 BEDS

**MIMIC ARCHITECTS**  
 Architectural Firm  
 1000 Lakeshore Blvd. E., Suite 1000  
 Cambridge, Ontario N1R 5P8  
 Tel: (519) 835-1111  
 Fax: (519) 835-1112  
 www.mimic.ca



EXPANDED RWA  
 TOTAL BEDS FOR RWA IS  
 128  
 DASHING BEDS IN RWA ARE  
 NEW BEDS REQUIRED FOR 128 TT  
 128 beds (128) 128

GFA NEW CONSTRUCT. 6,048 sq. ft.  
 GFA MAJ. RENOV. 488 sq. ft.  
 GFA MIN. RENOV. 2,096 sq. ft.



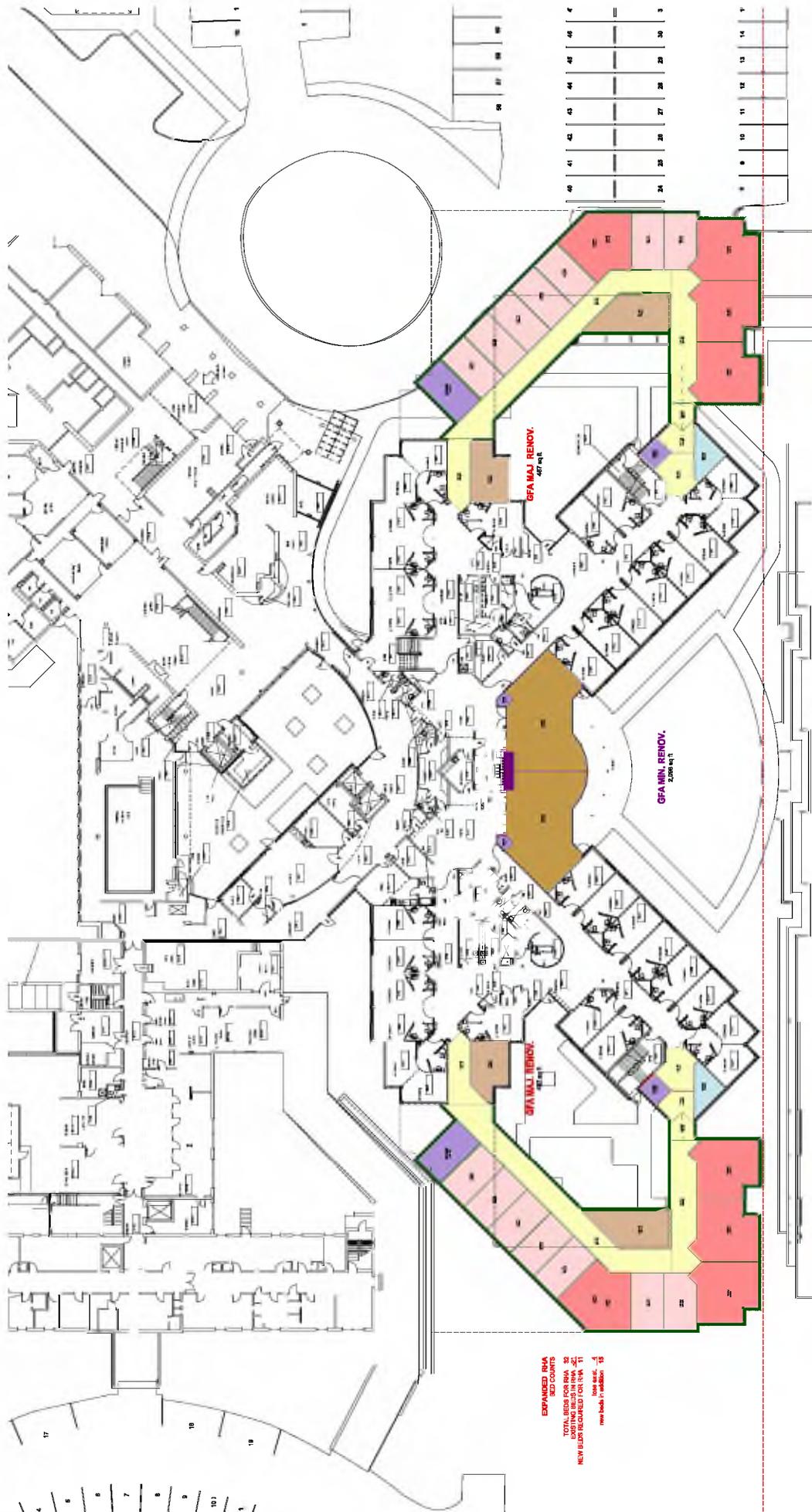
1:200  
**MD1a3**  
 2018-02-16

# FAIRVIEW HOME CONCEPT FIT TEST

CAMBRIDGE, ONTARIO

SECOND FLOOR PLAN -  
 OPTION 1a 128 BEDS

**MIMIC ARCHITECTS**  
 Architectural Studio  
 1077 Dundas St. W. Suite 1000  
 Toronto, Ontario M6J 1G5  
 Tel: (416) 593-1111  
 Fax: (416) 593-1112  
 www.mimic.ca



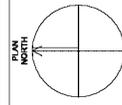
**EXPANDED RWA**  
 TOTAL BEDS FOR RWA IS  
 128 BEDS IN RWA &  
 NEW BEDS REQUIRED FOR 128 TT  
 128 - 128 = 0

GFA NEW CONSTRUCT.  
6,100 sq ft

GFA MAJ. RENOV.  
400 sq ft

GFA MAJ. RENOV.  
400 sq ft

GFA NEW CONSTRUCT.  
6,100 sq ft



1:200, 1:1000  
**MD1b2**  
 2018-02-16

# FAIRVIEW HOME CONCEPT FIT TEST

CAMBRIDGE, ONTARIO

FIRST FLOOR PLAN -  
 OPTION 1b 128 BEDS

**MIMIC ARCHITECTS**  
 Architectural Studio  
 1000 Lakeshore Blvd. E., Suite 1000  
 Cambridge, Ontario N1R 5P8  
 Tel: (519) 835-1111  
 Fax: (519) 835-1112  
 www.mimicarchitects.ca

Fairview Mennonite Home, Ontario  
 Capital Cost Summary  
 Project # 1804 - Project Budget-Base Building  
 Issued February 21, 2018



		D	44	32,872	
		PROJECT BUDGET	COST PER BED	COST PER SQ FT OF GFA	COMMENTS
<b>A</b>	<b>LAND</b>				
1	Market Land Cost	0			
2	Land Commissions/Broker Fees	0			
3	Realty Taxes	0			
4	Land Transfer Taxes	0			
5	Land Legals, Development & Planning Consultants	0			
6	Off Site Services/Owners Direct Costs/Land Conditioning	0			
	<b>LAND SUBTOTAL</b>	<b>0</b>			
<b>B</b>	<b>HARD COSTS</b>				
1	Construction	\$8,263,700			refer to class D Estimated dated 16 Feb 2018
2	Cash Allowance				included in line B1
3	Equipment				included in line B1 except computer server
4	Construction Contingency				included in line B1
	<b>HARD COSTS SUBTOTAL</b>	<b>\$8,263,700</b>	<b>\$187,811</b>		
<b>C</b>	<b>SOFT COSTS</b>				
	<b>FIXED FEE CONSULTANTS</b>				
1	Architectural	\$826,370			
2	Structural				included in line C1
3	Mechanical				included in line C1
4	Electrical				included in line C1
5	Landscape				included in line C1
6	Civil				included in line C1
7	Interior Design				included in line C1
8	Kitchen (Servery Only)				included in line C1
9	Air and Noise				included in line C1
10	Disbursements	\$10,000			
11	Studies and Reports	\$30,000			
	<b>FIXED FEE CONSULTANTS SUBTOTAL</b>	<b>\$866,370</b>			
<b>D</b>	<b>OTHER CONSULTANTS COSTS</b>				
1	Planner	\$0			N/A
2	Energy Modeling	\$0			included in line C3
3	LEED Consultant	\$0			N/A
4	Quantity Surveyor	\$45,000			allowance
5	Project Management - External	\$0			Internal?
6	Commissioning	\$40,000			Basic scope
7	Legal Fees	\$15,000			allowance
	<b>OTHER CONSULTANTS COSTS SUBTOTAL</b>	<b>\$100,000</b>			
<b>E</b>	<b>FEES &amp; PERMITS</b>				
1	Development Charges	\$533,841	\$12,133		Based on current rate of \$16.24/gsf new const
2	Building Permit Fees	\$89,083			Based on current rate of \$2.71/gsf new const
3	Other Development Fees & Permits	\$20,000			allowance
	<b>FEES &amp; PERMITS SUBTOTAL</b>	<b>\$642,924</b>			
<b>F</b>	<b>MISCELLANEOUS COSTS</b>				
1	Insurance - Builders Risk & Wrap Up Liability	0			included in line B1
2	Meetings, Travel, & General Expenses	0			N/A
3	Printing & Plan Reproduction	\$10,000			
4	Accounting & Reporting				Fairview to determine
5	Marketing Expenses				Fairview to determine
6	Owner's Project Management				Fairview to determine
7	Moving Costs				Fairview to determine
8	Marketing Showsuite	0			N/A
9	H.S.T On Monthly Payables - 13%				Fairview to determine
10	H.S.T Input Tax Credits - (13%)				Fairview to determine
11	H.S.T Self Assessment - (5.2% on applicable costs)				Fairview to determine
12	Development Contingency	\$19,327			based on 2% of soft costs
	<b>MISCELLANEOUS COSTS SUBTOTAL</b>	<b>\$29,327</b>			

**D                      44                      32,872**

		PROJECT BUDGET	COST PER BED	COST PER SQUARE FEET OF GFA	COMMENTS
<b>G</b>	<b>FINANCING COSTS</b>				
1	Interest on Equity (Internal Financing)				Fairview to determine
2	Development Interest				Fairview to determine
3	Financing - Commitment Fees and Broker Fees				Fairview to determine
4	Miscellaneous Financing Fees				Fairview to determine
5	Financing Legals & Other Fees				Fairview to determine
6	Project Monitor	\$50,000			only needed if required by Lender
7	Lender Advance & Processing Fees				Fairview to determine
8	Standby Fees				Fairview to determine
9	Appraisals & Market Study				Fairview to determine
10	Letters of Credit				Fairview to determine
	<b>FINANCING COSTS SUBTOTAL</b>	\$50,000			
<b>H</b>	<b>FURNITURE, FIXTURES AND EQUIPMENT</b>				
1	Furniture, Fixtures & Equipment	\$484,000			
2	Equipment	0			included in line B1
3	F.F.&E. - Start Up Expenses	0			N/A
4	Anticipated Lease Up Loss	0			N/A
	<b>OTHER COSTS SUBTOTAL</b>	\$484,000			
	<b>TOTAL PROJECT COSTS</b>	<b>\$10,436,322</b>	<b>\$237,189</b>		

		D	75	48317	
		PROJECT BUDGET	COST PER BED	COST PER SQ FT OF GFA	COMMENTS
<b>A</b>	<b>LAND</b>				
1	Market Land Cost	0			
2	Land Commissions/Broker Fees	0			
3	Realty Taxes	0			
4	Land Transfer Taxes	0			
5	Land Legals, Development & Planning Consultants	0			
6	Off Site Services/Owners Direct Costs/Land Conditioning	0			
LAND SUBTOTAL		0			
<b>B</b>	<b>HARD COSTS</b>				
1	Construction	\$13,922,075			refer to class D Estimated dated 16 Feb 2018
2	Cash Allowance				included in line B1
3	Equipment				included in line B1 except computer server
4	Construction Contingency				included in line B1
HARD COSTS SUBTOTAL		\$13,922,075	\$185,628		
<b>C</b>	<b>SOFT COSTS</b>				
<b>FIXED FEE CONSULTANTS</b>					
1	Architectural	\$1,113,766			
2	Structural				included in line C1
3	Mechanical				included in line C1
4	Electrical				included in line C1
5	Landscape				included in line C1
6	Civil				included in line C1
7	Interior Design				included in line C1
8	Kitchen (Servery Only)				included in line C1
9	Air and Noise				included in line C1
10	Disbursements	\$15,000			
11	Studies and Reports	\$40,000			
FIXED FEE CONSULTANTS SUBTOTAL		\$1,168,766			
<b>D</b>	<b>OTHER CONSULTANTS COSTS</b>				
1	Planner	\$0			N/A
2	Energy Modeling	\$0			included in line C3
3	LEED Consultant	\$0			N/A
4	Quantity Surveyor	\$50,000			allowance
5	Project Management - External	\$0			Internal?
6	Commissioning	\$60,000			Basic scope
7	Legal Fees	\$15,000			allowance
OTHER CONSULTANTS COSTS SUBTOTAL		\$125,000			
<b>E</b>	<b>FEES &amp; PERMITS</b>				
1	Development Charges	\$784,668	\$10,462		Based on current rate of \$16.24/gsf new const
2	Building Permit Fees	\$130,939			Based on current rate of \$2.71/gsf new const
3	Other Development Fees & Permits	\$30,000			allowance
FEES & PERMITS SUBTOTAL		\$945,607			
<b>F</b>	<b>MISCELLANEOUS COSTS</b>				
1	Insurance - Builders Risk & Wrap Up Liability	0			included in line B1
2	Meetings, Travel, & General Expenses	0			N/A
3	Printing & Plan Reproduction	\$12,000			
4	Accounting & Reporting				Fairview to determine
5	Marketing Expenses				Fairview to determine
6	Owner's Project Management				Fairview to determine
7	Moving Costs				Fairview to determine
8	Marketing Showsuite	0			N/A
9	H.S.T On Monthly Payables - 13%				Fairview to determine
10	H.S.T Input Tax Credits - (13%)				Fairview to determine
11	H.S.T Self Assessment - (5.2% on applicable costs)				Fairview to determine
12	Development Contingency	\$25,875			based on 2% of soft costs
MISCELLANEOUS COSTS SUBTOTAL		\$37,875			

**D                      75                      48317**

		PROJECT BUDGET	COST PER BED	COST PER SQUARE FEET OF GFA	COMMENTS
<b>G</b>	<b>FINANCING COSTS</b>				
1	Interest on Equity (Internal Financing)				
2	Development Interest				
3	Financing - Commitment Fees and Broker Fees				
4	Miscellaneous Financing Fees				
5	Financing Legals & Other Fees				
6	Project Monitor	\$50,000			only needed if required by Lender
7	Lender Advance & Processing Fees				
8	Standby Fees				
9	Appraisals & Market Study				
10	Letters of Credit				
	<b>FINANCING COSTS SUBTOTAL</b>	\$50,000			
<b>H</b>	<b>FURNITURE, FIXTURES AND EQUIPMENT</b>				
1	Furniture, Fixtures & Equipment	\$825,000			
2	Equipment	0			included in line B1
3	F.F.&E. - Start Up Expenses	0			N/A
4	Anticipated Lease Up Loss	0			N/A
	<b>OTHER COSTS SUBTOTAL</b>	\$825,000			
	<b>TOTAL PROJECT COSTS</b>	<b>\$17,074,323</b>	<b>\$227,657.65</b>		

		D	108	71903	
		PROJECT BUDGET	COST PER BED	COST PER SQ FT OF GFA	COMMENTS
<b>A</b>	<b>LAND</b>				
1	Market Land Cost	0			
2	Land Commissions/Broker Fees	0			
3	Realty Taxes	0			
4	Land Transfer Taxes	0			
5	Land Legals, Development & Planning Consultants	0			
6	Off Site Services/Owners Direct Costs/Land Conditioning	0			
LAND SUBTOTAL		0			
<b>B</b>	<b>HARD COSTS</b>				
1	Construction	\$20,141,475			refer to class D Estimated dated 16 Feb 2018
2	Cash Allowance				included in line B1
3	Equipment				included in line B1 except computer server
4	Construction Contingency				included in line B1
HARD COSTS SUBTOTAL		\$20,141,475	\$186,495		
<b>C</b>	<b>SOFT COSTS</b>				
<b>FIXED FEE CONSULTANTS</b>					
1	Architectural	\$1,208,489			
2	Structural				
3	Mechanical				
4	Electrical				
5	Landscape				
6	Civil				
7	Interior Design				
8	Kitchen (Servery Only)				
9	Air and Noise				
10	Disbursements	\$15,000			
11	Studies and Reports	\$40,000			
FIXED FEE CONSULTANTS SUBTOTAL		\$1,263,489			
<b>D</b>	<b>OTHER CONSULTANTS COSTS</b>				
1	Planner	\$0			N/A
2	Energy Modeling	\$0			included in line C3
3	LEED Consultant	\$0			N/A
4	Quantity Surveyor	\$55,000			allowance
5	Project Management - External	\$0			Internal?
6	Commissioning	\$60,000			Basic scope
7	Legal Fees	\$15,000			allowance
OTHER CONSULTANTS COSTS SUBTOTAL		\$130,000			
<b>E</b>	<b>FEES &amp; PERMITS</b>				
1	Development Charges	\$1,167,705	\$10,812		Based on current rate of \$16.24/gsf new const
2	Building Permit Fees	\$194,857			Based on current rate of \$2.71/gsf new const
3	Other Development Fees & Permits	\$35,000			allowance
FEES & PERMITS SUBTOTAL		\$1,397,562			
<b>F</b>	<b>MISCELLANEOUS COSTS</b>				
1	Insurance - Builders Risk & Wrap Up Liability	0			included in line B1
2	Meetings, Travel, & General Expenses	0			N/A
3	Printing & Plan Reproduction	\$15,000			
4	Accounting & Reporting				Fairview to determine
5	Marketing Expenses				Fairview to determine
6	Owner's Project Management				Fairview to determine
7	Moving Costs				Fairview to determine
8	Marketing Showsuite	0			N/A
9	H.S.T On Monthly Payables - 13%				Fairview to determine
10	H.S.T Input Tax Credits - (13%)				Fairview to determine
11	H.S.T Self Assessment - (5.2% on applicable costs)				Fairview to determine
12	Development Contingency	\$27,870			based on 2% of soft costs
MISCELLANEOUS COSTS SUBTOTAL		\$42,870			

D 108 71903

		PROJECT BUDGET	COST PER BED	COST PER SQUARE FEET OF GFA	COMMENTS
<b>G</b>	<b>FINANCING COSTS</b>				
1	Interest on Equity (Internal Financing)				
2	Development Interest				
3	Financing - Commitment Fees and Broker Fees				
4	Miscellaneous Financing Fees				
5	Financing Legals & Other Fees				
6	Project Monitor	\$50,000			only needed if required by Lender
7	Lender Advance & Processing Fees				
8	Standby Fees				
9	Appraisals & Market Study				
10	Letters of Credit				
	<b>FINANCING COSTS SUBTOTAL</b>	\$50,000			
<b>H</b>	<b>FURNITURE, FIXTURES AND EQUIPMENT</b>				
1	Furniture, Fixtures & Equipment	\$1,188,000			
2	Equipment	0			included in line B1
3	F.F.&E. - Start Up Expenses	0			N/A
4	Anticipated Lease Up Loss	0			N/A
	<b>OTHER COSTS SUBTOTAL</b>	\$1,188,000			
	<b>TOTAL PROJECT COSTS</b>	\$24,213,395	\$224,198.10		

# FAIRVIEW PRO-FORMA - 2018 LTC BED APPLICATION

## ASSUMPTIONS

February 22, 2018

### Revenue

- 2018 funding per diems have been used
- will be able to maximize preferred accommodation

#### Funding applied to all beds (128, 159 or 192)

- base nursing, program and accommodation envelopes
- equalization funding
- accreditation
- high cost nursing supplies
- physiotherapy
- raw food

#### Funding applied to new beds only (44, 75 or 108)

- base construction
- small home premium
- enhanced transition support

#### Funding kept at current/historic levels

- structural compliance funding
- RAI funding
- BSO funding
- RPN funding
- physician on-call

### Expenses

- 2018 wage grids and expenditure levels have been used
- most supply and maintenance expense levels have been treated as variable expenses and increased accordingly with additional volume of residents and building; exceptions being administrative expenses which have been treated as fixed costs
- asset depreciation is straight-line: Building - 30 years; Equipment 10 years
- historically we have depreciated buildings at 50 years but given that current LTC is already 20 years old and many building components do not last 50 years, 30 years seems prudent

#### Regulated Envelopes

- program and support service envelope will not be overspent
- nursing envelope will not be overspent
- raw food; in keeping with historic practice/philosophy, a modest level of expenditure over funding

#### Accommodation Envelope

- regulated dietary staffing levels for LTC have been applied
- housekeeping staffing - set at 1 x 7.5 hour shift per 32 bed home area per day

- laundry staffing has been increased by .5 FTE for each expanded level
- maintenance and administration staffing levels have not been changed

### **Financing**

- two scenarios - 1st with \$4M contribution from reserves; 2nd without any contribution from reserves
- interest rate used per discussions with Kindred - 5%
- impact of .25% change in interest rate; 128 bed - \$23k; 159 bed - \$39k; 192 bed \$57k
- maximum loan to value ratio without CMHC insurance is: 60%
- total asset value after construction is: \$52M (average original cost with insured value then add max construction)
- maximum loan is: \$26M (60% x \$52M - \$4.75M existing mortgages)
- construction debt load with \$4M reserve contribution: 128 bed \$9.4M; 159 bed \$15.7M; \$22.7M
- construction debt load without \$4M reserve contribution: 128 bed \$13.4M; 159 bed \$19.7M; \$26.7M

### **Cash Flow**

- sources and uses of cash are incremental only. Excess of revenue over expenses is pro-forma surplus less budget 2018 surplus.

# FAIRVIEW PRO-FORMA - 2018 LTC BED APPLICATION

## STATEMENT OF OPERATIONS - LTC

February 22, 2018

	2018 Budget	128 Bed Proforma	159 Bed Proforma	192 Bed Proforma
<b>REVENUE</b>				
Nursing and Personal Care	2,875,046.52	4,437,686.16	5,512,438.20	6,656,529.24
Nursing and Personal Care - Special Projects				
RAI Funding	51,996.00	51,996.00	51,996.00	51,996.00
RPN Funding	61,476.00	60,636.00	60,636.00	60,636.00
BSO Funding	45,103.48	53,772.00	53,772.00	53,772.00
Physician On-Call	15,000.00	15,000.00	15,000.00	15,000.00
Equalization - Nursing	70,182.09	106,938.09	132,833.80	106,938.09
High Intensity - Nursing Supplies	19,315.38	29,471.89	36,609.61	44,207.83
<b>TOTAL NURSING ENVELOPE REVENUE</b>	<b>\$ 3,138,119.46</b>	<b>\$ 4,755,500.14</b>	<b>\$ 5,863,285.61</b>	<b>\$ 6,989,079.17</b>
Program and Support Services	294,274.32	448,418.04	557,019.36	672,627.12
Equalization - Program	4,095.53	6,240.46	7,751.62	6,240.46
Physiotherapy Funding	67,866.96	105,495.04	131,044.62	158,242.56
<b>TOTAL PROGRAM ENVELOPE REVENUE</b>	<b>\$ 366,236.81</b>	<b>\$ 560,153.54</b>	<b>\$ 695,815.60</b>	<b>\$ 837,110.14</b>
Raw Food	270,798.54	420,470.76	522,303.60	630,706.20
High Intensity - Raw Food	3,679.12	-	-	-
<b>TOTAL RAW FOOD ENVELOPE REVENUE</b>	<b>\$ 274,477.66</b>	<b>\$ 420,470.76</b>	<b>\$ 522,303.60</b>	<b>\$ 630,706.20</b>
Other Accommodation	1,684,083.15	2,601,994.71	3,232,165.26	3,902,992.05
Accreditation	10,116.00	15,420.00	19,152.00	23,124.00
Structural Compliance	91,980.00	91,980.00	91,980.00	91,980.00
Base Construction Funding	-	267,396.00	455,784.00	656,328.00
Home Size	-	24,084.00	41,064.00	59,124.00
Enhanced Transition Support	-	6,108.00	10,404.00	14,976.00
Preferred Accommodation	415,724.06	631,900.58	789,875.72	956,165.34
Equalization - Accommodation	25,370.38	38,657.45	48,018.58	38,657.45
<b>TOTAL ACCOMODATION ENVELOPE REVENUE</b>	<b>\$ 2,227,273.59</b>	<b>\$ 3,677,540.73</b>	<b>\$ 4,688,443.56</b>	<b>\$ 5,743,346.84</b>
<b>TOTAL ENVELOPE REVENUE</b>	<b>\$ 6,006,107.53</b>	<b>\$ 9,413,665.17</b>	<b>\$ 11,769,848.37</b>	<b>\$ 14,200,242.35</b>
Resident - Basic Accommodation	1,710,480.00	2,521,428.00	3,132,084.00	3,782,136.00
Basic Accommodation Contra	(1,710,480.00)	(2,521,428.00)	(3,132,084.00)	(3,782,136.00)
RENT - FAMILY ROOM	2,000.00	2,000.00	2,000.00	2,000.00
DONATIONS - OPERATING	7,500.00	7,500.00	7,500.00	7,500.00
Amort. - Def. Contributions	215,000.00	215,000.00	215,000.00	215,000.00
GENERAL INCOME	25,000.00	25,000.00	25,000.00	25,000.00
Telephone Services	9,450.00	9,450.00	9,450.00	9,450.00
<b>TOTAL OTHER REVENUE</b>	<b>\$ 258,950.00</b>	<b>\$ 258,950.00</b>	<b>\$ 258,950.00</b>	<b>\$ 258,950.00</b>
<b>TOTAL REVENUE</b>	<b>\$ 6,265,057.53</b>	<b>\$ 9,672,615.17</b>	<b>\$ 12,028,798.37</b>	<b>\$ 14,459,192.35</b>

# FAIRVIEW PRO-FORMA - 2018 LTC BED APPLICATION

## STATEMENT OF OPERATIONS - LTC

February 22, 2018

	2018 Budget	128 Bed Proforma	159 Bed Proforma	192 Bed Proforma
<b>PROGRAM</b>				
SALARIES EXPENSE	200,113.48	357,082.41	425,771.46	513,398.59
EMPLOYEE BENEFITS	43,826.85	62,406.19	94,178.05	111,406.45
EQUIPMENT OPERATING & MAINTENANCE	500.00	500.00	620.00	750.00
SUPPLIES	7,500.00	27,020.88	33,560.00	40,530.00
HORTICULTURE EXPENSES	500.00	500.00	620.00	750.00
HORTICULTURE EXPENSE RECOVERIES	(350.00)	(350.00)	(430.00)	(530.00)
RECREATION / ENTERTAINMENT	12,500.00	12,500.00	15,530.00	18,750.00
Social food costs	200.00	200.00	250.00	300.00
RESIDENT READING MATERIALS	200.00	200.00	250.00	300.00
PASTORAL CARE	1,250.00	1,250.00	1,550.00	1,880.00
DIRECT EXPENSES	500.00	500.00	620.00	750.00
PURCHASED SERVICES	30,000.00	30,000.00	37,270.00	45,000.00
Physiotherapy Expense	66,502.80	66,502.80	82,610.00	99,750.00
Membership Fees	150.00	150.00	190.00	230.00
Travel	500.00	500.00	620.00	750.00
Education	1,000.00	1,000.00	1,240.00	1,500.00
<b>TOTAL PROGRAM EXPENSES</b>	<b>\$ 364,893.13</b>	<b>\$ 559,962.28</b>	<b>\$ 694,449.51</b>	<b>\$ 835,515.04</b>
PSS Envelope (Over)/Underspent	\$ 1,343.68	\$ 191.26	\$ 1,366.09	\$ 1,595.10
<b>DIETARY</b>				
SALARIES EXPENSE	464,868.80	609,580.65	755,128.89	911,961.88
EMPLOYEE BENEFITS	89,180.08	127,414.23	158,668.61	187,781.26
EQUIPMENT OPERATING & MAINTENANCE	2,500.00	2,500.00	3,110.00	3,750.00
EQUIPMENT REPLACEMENT	1,000.00	1,000.00	1,240.00	1,500.00
DISHES AND CUTLERY	2,500.00	2,500.00	3,110.00	3,750.00
Supplies - paper products	8,500.00	8,500.00	10,560.00	12,750.00
Dishwasher supplies & chemicals	5,000.00	5,000.00	6,210.00	7,500.00
FOOD PURCHASES	257,046.45	413,084.88	513,132.71	619,627.39
FOOD PURCHASES	30,000.00	20,000.00	24,840.00	30,000.00
<b>TOTAL DIETARY EXPENSES</b>	<b>\$ 860,595.34</b>	<b>\$ 1,189,579.77</b>	<b>\$ 1,476,000.21</b>	<b>\$ 1,778,620.52</b>
Raw Food Envelope (Over)/Underspent	\$ (12,568.79)	\$ (12,614.12)	\$ (15,669.11)	\$ (18,921.19)

**FAIRVIEW PRO-FORMA - 2018 LTC BED APPLICATION**

**STATEMENT OF OPERATIONS - LTC**

February 22, 2018

	2018 Budget	128 Bed Proforma	159 Bed Proforma	192 Bed Proforma
<b>NURSING</b>				
SALARIES	2,386,329.52	3,731,909.70	4,610,353.58	5,537,402.20
EMPLOYEE BENEFITS	431,763.81	609,125.79	781,292.38	916,299.49
EQUIPMENT OPERATING & MAINTENANCE	35,000.00	50,000.00	62,110.00	75,000.00
EQUIPMENT REPLACEMENT	3,000.00	4,000.00	4,970.00	6,000.00
New Equipment Purchases	3,000.00	4,000.00	4,970.00	6,000.00
DIRECT EXPENSE - INCONTINENT SUPPLIES	52,000.00	78,171.05	97,100.00	117,260.00
MEDICATION & MEDS SUPPLIES	37,500.00	55,000.00	68,320.00	82,500.00
HOME PHYSICIAN	15,000.00	22,500.00	27,950.00	33,750.00
PHYSICIANS ON CALL	15,000.00	22,500.00	27,950.00	33,750.00
Travel	750.00	1,250.00	1,550.00	1,880.00
Education	5,000.00	7,500.00	9,320.00	11,250.00
SALARIES - R. A. I.	45,000.00	45,000.00	45,000.00	45,000.00
BENEFITS - R. A. I.	10,500.00	10,500.00	10,500.00	10,500.00
MDS/RAI Supplies aand Expenses	500.00	500.00	500.00	500.00
SALARIES - R.P.N.	52,500.00	52,500.00	52,500.00	52,500.00
BENEFITS - R.P.N.	12,500.00	12,500.00	12,500.00	12,500.00
SALARIES - B.S.O.	35,000.00	35,000.00	35,000.00	35,000.00
BENEFITS - B.S.O.	10,000.00	10,000.00	10,000.00	10,000.00
BSO Supplies and Expenses	500.00	500.00	500.00	500.00
TRAVEL AND CONVENTION	1,000.00	1,000.00	1,000.00	1,000.00
<b>TOTAL NURSING EXPENSES</b>	<b>\$ 3,151,843.34</b>	<b>\$ 4,753,456.54</b>	<b>\$ 5,863,385.96</b>	<b>\$ 6,988,591.69</b>
Nursing Envelope (Over)/Underspent	\$ (13,723.87)	\$ 2,043.60	\$ (100.36)	\$ 487.48

# FAIRVIEW PRO-FORMA - 2018 LTC BED APPLICATION

## STATEMENT OF OPERATIONS - LTC

February 22, 2018

	2018 Budget	128 Bed Proforma	159 Bed Proforma	192 Bed Proforma
<b>HOUSEKEEPING</b>				
SALARIES EXPENSE	163,761.85	331,623.70	392,618.91	468,091.60
EMPLOYEE BENEFITS	24,470.94	56,070.99	85,761.17	75,259.10
EQUIPMENT OPERATING & MAINTENANCE	500.00	1,000.00	1,240.00	1,500.00
EQUIPMENT REPLACEMENT	2,000.00	3,000.00	3,730.00	4,500.00
New Equipment Purchases	1,000.00	1,500.00	1,860.00	2,250.00
SUPPLIES	19,000.00	24,000.00	29,810.00	36,000.00
PURCHASED SERVICES	13,500.00	17,500.00	21,740.00	26,250.00
<b>TOTAL HOUSEKEEPING EXPENSES</b>	<b>\$ 224,232.80</b>	<b>\$ 434,694.69</b>	<b>\$ 536,760.08</b>	<b>\$ 613,850.70</b>
<b>LAUNDRY</b>				
SALARIES EXPENSE	142,186.78	170,143.78	204,172.53	238,201.29
EMPLOYEE BENEFITS	21,764.86	25,966.73	31,050.12	35,295.39
EQUIPMENT OPERATING & MAINTENANCE	2,000.00	3,000.00	3,730.00	4,500.00
New Equipment Purchases	1,000.00	1,500.00	1,860.00	2,250.00
Equipment Leasing Expense	2,000.00	2,000.00	2,480.00	3,000.00
SUPPLIES	15,000.00	22,500.00	27,950.00	33,750.00
PURCHASED SERVICES	1,000.00	1,500.00	1,860.00	2,250.00
REPLACEMENT BEDDING	1,500.00	2,500.00	3,110.00	3,750.00
REPLACEMENT - LAUNDRY	8,000.00	12,000.00	14,910.00	18,000.00
<b>TOTAL LAUNDRY EXPENSES</b>	<b>\$ 194,451.64</b>	<b>\$ 241,110.51</b>	<b>\$ 291,122.65</b>	<b>\$ 340,996.68</b>
<b>MAINTENANCE</b>				
SALARIES EXPENSE	83,757.09	84,762.18	84,762.18	84,762.18
EMPLOYEE BENEFITS	15,527.79	15,653.91	15,666.73	15,677.07
EQUIPMENT OPERATING & MAINTENANCE	500.00	750.00	930.00	1,130.00
EQUIPMENT REPLACEMENT	1,000.00	1,500.00	1,860.00	2,250.00
SUPPLIES - GENERAL	1,000.00	1,500.00	1,860.00	2,250.00
UTILITIES	248,890.04	350,000.00	434,770.00	525,000.00
REPAIRS AND MAINTENANCE - GENERAL	4,000.00	6,000.00	7,450.00	9,000.00
REPAIRS AND MAINTENANCE - BUILDINGS	25,000.00	30,000.00	37,270.00	45,000.00
REPAIRS & MAINTENANCE - LAWN & GROUNDS	16,000.00	24,000.00	29,810.00	36,000.00
REPAIRS & MAINTENANCE - WINDOWS & DOORS	7,500.00	10,000.00	12,420.00	15,000.00
REPAIRS & MAINTENANCE - EQUIPMENT	30,000.00	40,000.00	49,690.00	60,000.00
REPAIRS & MAINTENANCE - PARKING & DRIVE	3,000.00	4,500.00	5,590.00	6,750.00
ELEVATOR MAINTENANCE	12,000.00	12,000.00	14,910.00	18,000.00
GARBAGE PICKUP	3,500.00	5,000.00	6,210.00	7,500.00
<b>TOTAL MAINTENANCE EXPENSES</b>	<b>\$ 451,674.92</b>	<b>\$ 585,666.09</b>	<b>\$ 703,198.90</b>	<b>\$ 828,319.24</b>

# FAIRVIEW PRO-FORMA - 2018 LTC BED APPLICATION

## STATEMENT OF OPERATIONS - LTC

February 22, 2018

	2018 Budget	128 Bed Proforma	159 Bed Proforma	192 Bed Proforma
<b>ADMINISTRATION</b>				
SALARIES EXPENSE	280,222.75	285,399.50	285,399.50	285,399.50
EMPLOYEE BENEFITS	58,417.54	59,213.27	59,256.42	59,291.24
EQUIPMENT OPERATING & MAINTENANCE	68,631.29	68,631.29	68,631.29	68,631.29
Equipment Leasing Expense	5,000.00	5,000.00	5,000.00	5,000.00
OTHER EXPENSE	5,000.00	5,000.00	5,000.00	5,000.00
PURCHASED SERVICES	2,000.00	2,000.00	2,000.00	2,000.00
Consulting Fees	1,000.00	1,000.00	1,000.00	1,000.00
Membership Fees	5,000.00	5,000.00	5,000.00	5,000.00
Bad Debts Expense	2,000.00	2,000.00	2,000.00	2,000.00
Parkwood administration credit	(10,000.00)	(10,000.00)	(10,000.00)	(10,000.00)
ADVERTISING	2,000.00	2,000.00	2,000.00	2,000.00
AUDITING EXPENSE	12,155.48	12,155.48	12,155.48	12,155.48
LEGAL EXPENSE	5,000.00	5,000.00	5,000.00	5,000.00
INSURANCE EXPENSE	44,665.95	44,665.95	44,665.95	44,665.95
POSTAGE EXPENSE	3,500.00	3,500.00	3,500.00	3,500.00
PRINTING AND STATIONERY	9,500.00	9,500.00	9,500.00	9,500.00
TELEPHONE EXPENSE	9,652.58	9,652.58	9,652.58	9,652.58
Travel	10,000.00	10,000.00	10,000.00	10,000.00
Education	1,500.00	1,500.00	1,500.00	1,500.00
BOARD DISCRETIONARY SPENDING	1,000.00	1,000.00	1,000.00	1,000.00
<b>TOTAL ADMINISTRATION EXPENSES</b>	<b>\$ 516,245.58</b>	<b>\$ 522,218.05</b>	<b>\$ 522,261.21</b>	<b>\$ 522,296.02</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 5,763,936.75</b>	<b>\$ 8,286,687.92</b>	<b>\$ 10,087,178.52</b>	<b>\$ 11,908,189.90</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>\$ 501,120.78</b>	<b>\$ 1,385,927.25</b>	<b>\$ 1,941,619.85</b>	<b>\$ 2,551,002.45</b>
Operating Margin	12.9%	21.5%	29.7%	38.8%
MORTGAGE INTEREST	112,000.00	433,816.10	765,716.15	1,122,669.75
DEPRECIATION EXPENSE	308,000.00	688,144.07	932,144.10	1,194,313.17
NON-OPERATING REVENUE / (EXPENSE)				
<b>TOTAL SURPLUS / (DEFICIT)</b>	<b>\$ 81,120.78</b>	<b>\$ 263,967.08</b>	<b>\$ 243,759.60</b>	<b>\$ 234,019.53</b>

**FAIRVIEW PRO-FORMA - 2018 LTC BED APPLICATION**  
**INCREMENTAL CASH FLOW STATEMENT**  
**February 22, 2018**

	ProForma 128 Beds	ProForma 159 Beds	ProForma 192 Beds
Cash provided by (used in):			
Operating Activities			
Excess of revenue over expenses for the year:	\$ 182,846	\$ 162,639	\$ 152,899
Amortization of capital assets	<u>380,144</u>	<u>624,144</u>	<u>886,313</u>
	562,990	786,783	1,039,212
Repayments of long-term debt	(96,876)	(196,787)	(304,241)
Increase (decrease) in cash	<u>\$ 466,114.49</u>	<u>\$ 589,995.59</u>	<u>\$ 734,971.31</u>