



*Fairview*  
SENIORS COMMUNITY



*Parkwood*  
SENIORS COMMUNITY



# Kindness in Action

FAIRVIEW PARKWOOD COMMUNITIES  
2020-21 Report to the Community

# Message from the CEO



**Elaine Shantz**  
Chief Executive Officer

Dear Friends,

Much will be written about COVID-19 in the years to come. This pandemic changed our world with its arrival in March 2020, challenging us to quickly shift some of what we do, and much of how we do it. The responsibility to keep residents, staff and families safe brought with it fear and anxiety. Yet, we quickly resolved to live in faith, wrapping prayers and thoughts around our community in so many intentional acts of kindness. The year 2020 was truly a year of kindness in action, the theme of our Community Report.

It is difficult to capture in these few words how gratified I am to see how our team has flourished, gaining strength, demonstrating courage and developing solid relationships with each other and the community. I cherish the way our team and partners worked together to secure personal protective equipment, innovatively problem-solve, reimagine how our spaces could be used differently and adjust practices to support safe and effective care.

When difficult decisions had to be made to protect us all, every member of our Fairview Parkwood Communities – the staff, the Board of Directors, residents and their families, volunteers, partners, and friends – was steadfast in their support, understanding we were all striving to do our best given the immediate situation in front of us. As soon as we were allowed, essential caregivers returned to our campuses, bringing back a spirit of well-being for all of us. When the time came, we rolled up our sleeves to ensure residents had completed their vaccinations in early February 2021, and every person living and working on campus who wanted a vaccine received one, as well as many of our essential caregivers.

While managing through the pandemic took tremendous resources, we were still able to expand our Home and Community program to Parkwood Seniors Community; complete extensive renovations at Fairview; launch an onsite 'Living Classroom' PSW school in partnership with Saint Louis Adult Learning and Continuing Education; continue to prepare for Francophone long-term care (LTC) beds at Fairview, thanks to a second grant from the Government of Ontario; enter a three-year project partnership with Wilfrid Laurier University; explore an affordable housing initiative at Parkwood; and hold our first annual Kindness Walk. Looking forward, we are launching significant expansions at both Parkwood and Fairview!

All of this and more was accomplished with the wise counsel of our Board of Directors. I feel incredibly blessed to have had their unwavering support, night and day, and their constant prayerful guidance as we travelled the COVID journey.

Thank you, all, for helping to keep everyone within Fairview Parkwood Communities safe through your countless acts of kindness. You have my utmost gratitude.

# Message from the Board Chair



**Marion Good**  
Chair, Board of Directors

Dear Friends,

The pandemic certainly dominated much of our time and resources this past year. Yet there are many lessons learned and accomplishments to celebrate. When I think of the senior team, led by Elaine Shantz, CEO, I think of how our values clearly informed key decisions that no doubt saved lives.

Many times our campuses were required to pivot over the course of a couple of days in response to new directives. Each time, the senior and leadership teams worked together, across the two organizations and with many partners beyond our walls, to ensure residents and staff continued to be safe and secure. Leadership and team members worked diligently, learning and innovating along the way, to keep the pandemic from entering our homes. Sacrifices were made, again and again, by everyone, including residents and their families.

I read somewhere that we should never let a crisis go to waste. We can see the impact of this in the strength of the community partnerships forged by common needs but elevated by the shared desire to support the common good. A beacon of light has been shone on the interconnectedness of all care partners that will last well beyond this crisis.

There are many stories of acts of kindness, large and small, that, taken together, demonstrate the resilience, fortitude and humanity of our team members and partners across the campuses. This pandemic has clearly revealed the significance of the work we do and the importance of how we perform our work.

Our values, our commitment to kindness and our vision to build a community for all have been our strength and guidance. As we plan a path forward, we are more committed than ever to finding ways to ensure seniors have access to safe and secure housing and care options. While we remain vigilant in ensuring the teams at both campuses have the resources they need to continue protecting staff and residents, we are also taking enormous strides toward expanding both campuses.

We are pleased to share that Parkwood Seniors Community is adding a new apartment building with a supportive housing component on its campus and Fairview Seniors Community has been given approval to expand its LTC home. These are significant projects that will increase the range of living options available to older adults and seniors in our region.

Saying 'thank you' has never been more important, and yet, barely captures the depth of gratitude and admiration that I and my fellow board members have for the leadership and senior teams, team members, residents, essential care providers, family members, volunteers, community and the churches that support and guide us. Thank you for your courage. Thank you for your commitment and tenacity. Thank you for your extraordinary kindness in action.



A photograph of an elderly couple, Anita and Dave Cressman, in a care facility. Anita, on the left, has short grey hair and wears glasses and a patterned top. Dave, on the right, wears a green baseball cap, glasses, and a light blue polo shirt. He is seated in a wheelchair, and an IV drip is visible in the background. They are both smiling and looking at each other.

## Kindness Together

The first thing you notice about Anita and Dave Cressman is the way Anita looks at him. You can see the couple who married in 1966 and raised three sons, who now have added five grandchildren to the family. Dave was an environmental planner with his own consulting business. Anita started as a teacher, and then stayed at home to raise her three sons.

"I did a lot of volunteer work," says Anita. "Then I was hired by Elaine Shantz, Parkwood's CEO, who was the Manager at the Credit Union's Waterloo branch at that time. I worked there part-time until I was 72."

After Dave had his first stroke in 1999, the couple were advised to put their name in at Parkwood, just in case, and are grateful they did so. "Dave had a second stroke about four and half years ago. This led to significant changes. He couldn't eat, walk or speak, but he was cognitively aware. He chose to have a feeding tube, which didn't really surprise our family. He has always been a determined and optimistic man."

"It took over a year, but Dave finally got into Weber Woods at Parkwood," says Anita. "We are both Mennonite and have always known about Parkwood, as well as people who lived and worked there. With the pandemic, I am realizing more and more what a wonderful place this is.

There has always been a sense of community and caring."

The surprising bonus for Anita is the Friendship Group, started by the wife of another resident a few years before Dave arrived. "We are a circle of friends and we used to meet every morning with our loved ones," says Anita. "Now, we Zoom every Saturday. That has been an amazing experience in terms of the community and caring in that group."

"Alan Cook, the chaplain, usually joins us. We have received so much support from him, regardless of our personal beliefs. When we couldn't go in, he would visit with our spouses. He has been an important part of kindness at Parkwood."

When the new role of essential caregiver was created, Anita didn't hesitate to sign up. "I think creating this new role has gone really well. The staff made me feel so welcome even though there is a lot on their plates."

Last summer, and again at Valentine's this year, the Friendship Group brought lunch for the staff. "All of us just want to say thank you to everyone," says Anita. "The staff are incredibly caring, especially when we couldn't be there in person for our loved ones. Dave and I are so grateful to be at Parkwood."



## Kindness is Good For You

Not long after Ingrid Pfohl retired she realized she was starting to feel bored. Following her husband's suggestion to consider volunteering, she thought of Fairview.

"I always liked Fairview," says Ingrid. "My mom and dad used to swim there, even though they weren't residents. The day I applied, it turned out they needed help in the café immediately. I've volunteered one morning a week for more than ten years since that day."

Over time, Ingrid began to purchase groceries to stock the café shelves. Before the pandemic, she purchased dry goods, but things changed as COVID-19 cases increased in the community.

"Sometimes the residents couldn't get out to do their groceries," says Ingrid. "I thought they might appreciate a different variety of things. Mostly, they are healthy eaters. They really enjoy easy-to-heat meals, cheese, baked loaves, muffins, frozen and fresh fruit – especially grapes! And they like goodies. They love chocolate bars. I'm amazed at how much chocolate we go through."

Ingrid gets a bit of help from Gus Cormier and Audrey Wismer who are residents on the campus and also volunteer. "They bring out the carts and

help to unpack and organize the groceries," says Ingrid. "I really appreciate their help."

"During COVID, when we couldn't go in, I would still get the groceries and drop them off at the front door," says Ingrid. "The staff would bring the bags in and stock the store. That's when residents really needed it. And when I could go in, the screening was excellent. They kept COVID away from there really well. They have great leadership."

"I would miss it so much if I didn't volunteer at Fairview," says Ingrid. "I don't know who benefits more – me or the residents. I also promote volunteering as well. It's such a healthy thing to do that changes your whole outlook on life. I want to keep doing this as long as I possibly can."

Volunteering at Fairview for so many years has given Ingrid a chance to get to know the residents. "Everyone has been so kind," says Ingrid. "Every resident I talk to says they love living there. That says something about a home. It starts from Liz at reception, who is so helpful, and extends to everyone you meet."

"Fairview is a community," says Ingrid. "When the time comes, that's where I want to be."





## Kind Assistance Leads to a New Career

Tamara (Tam) Uller, shown above with resident Joyce Jones, has worked to help older adults to enjoy their retirement for more than 20 years, first as a cook in a retirement home, then as a Home Support Worker. Now, she has a new career path with Fairview as a Personal Support Worker (PSW).

"Tam joined us in December 2020," says Breann Hall, Director, Retirement and Community Care. "It became apparent fairly quickly that she was an exceptional staff member and, with a bit of support, we believed she would make an excellent PSW."

When a funded training opportunity became available through the Local Health Integration Network (now named Home and Community Care Support Services Waterloo Wellington), Tam was offered the chance.

"It was a heavy course for six months, especially during COVID," says Tam. "I was doing home schooling with my son and I look after my father. Fairview made sure I had shifts so I could pay the bills and also get hands-on learning."

"Tam excelled in her course and I had many emails from her teacher letting me know this," says Breann. Tam graduated on March 11, 2021 with a 96.7% average.

"I would like to thank Fairview from the bottom of my heart," says Tam. "To have this opportunity is huge. I don't have to worry about taking care of my family or paying the mortgage. I appreciate Fairview's support more than I can say." Tam now works full-time within Home and Community across Fairview and Parkwood.

"I love the work and the variety," says Tam. "My whole philosophy when working with people is kindness. I do whatever I can do to help. Sometimes it just takes a smile to brighten someone's day. I see the other staff doing the same. Everyone I work with is warm, caring and friendly. It is a lovely place to work. I love it here."

### Home and Community

In August 2020, Fairview extended its Home and Community services to Parkwood, where it now averages more than 250 visits per week on the campus, providing residents with reliable access to PSWs who are employed by Parkwood. In total, the Home and Community team now makes nearly 1,700 visits each week, providing care to residents at Fairview Suites, Parkwood Suites and in the community as well as supporting respite needs on both campuses.

A woman with brown hair, wearing a blue polo shirt with a 'choose kindness' logo and a name tag that says 'Emily', is smiling. Behind her is a large display board with the word 'KINDNESS' written vertically in large red letters. The board is covered with various posters and quotes about kindness, including one that says 'side effects of kindness' and another that says 'Kindness is choosing love over hate, light over darkness, compassion over judgment'.

## Kindness Inspires Positive Change

Kindness is such an important part of creating a positive living and working experience at Fairview and Parkwood that it has been formalized as a strategic priority through the *Kindness Initiative*, with an ongoing committee and Kindness Mentors.

Emily Wort, a member of the program team in LTC at Fairview, is a Kindness Mentor. "I heard about the initiative and thought it was a great idea to be intentional about kindness to foster a positive environment," says Emily. "I completed the training about two years ago. It has helped to remind me to verbalize what I was already thinking. I make it a point to express my appreciation. Just saying thank you and acknowledging people makes such a difference. It's just nice to let people know that what they are doing in the moment is noticed and appreciated."

When it comes to kindness, there are many ways to express it, teach it and share it. "We are starting a buddy system to support new employees," says Emily. "They will have someone to give them a tour and answer any questions. We also have huddles which are teaching moments.

Mentors spend about 15 minutes to remind people how kindness is good for you and that keeping language positive helps to create a positive atmosphere for everyone."

"We try to create kindness moments as well," says Emily. "Once, we had massage students come in and offer massages to staff. In May, we planted a few flowers to brighten things up. We provide little goodies and treats to extend appreciation to others. We will be doing a thank you note station where colleagues can leave a thoughtful message of thanks for someone. We also have a social club. Each month we do fun things that add to the culture of the campus and help build community among staff. We become more like family as we get to know each other well. We support each other and work better together."

"I've seen a difference," says Emily. "One of my colleagues wrote me a thank you card and I still have it. It touched me and put a smile on my face. I want to do the same for others. It's all about positive, small moments that lead to big, lasting changes."

# Courage, Kindness and Collaboration

## Introduction

When we entered the pandemic, we were in the early stages of building partnerships in the local health system through our Ontario Health Teams (OHT). Many health care partners collaborated through numerous tables to share information and problem-solve, fighting to keep our community safe. Below are the reflections of four courageous community leaders. Together, we made a difference.



**Dr. Sharon Bal**  
Primary Care Lead,  
Cambridge-North  
Dumfries (CND) OHT and  
Community Triad Lead  
for Waterloo Wellington

"The pandemic became a stress test and change impetus for the OHTs," says Dr. Bal. "It required accelerated transformation in and across sectors. It became all about the community and how we, collectively, could offer solutions. This is what working together looks like. It involves trust, opening up to possibilities and acknowledging that one partner's problem is everyone's problem. Responsibility and accountability was shared as we co-designed solutions. Without these partnerships, the impact would have been devastating."

"I think there was a lot of humility and a growing respect for the LTC sector, where, despite the enormous strain, staff showed up for work. It was humbling to see how much the front line of health care put on themselves, across the system."

"At Fairview and Parkwood, I could see how everything was coming from a culture of kindness. Working as a team enabled them to do so well in the face of significant challenges throughout this pandemic. It takes everyone – the residents, the families, the staff – and having open communication and respect for one another. I want to say thank you from the bottom of my heart for everything you do."



**Dr. Hsiu-Li Wang**  
Commissioner and  
Medical Officer of Health,  
Region of Waterloo,  
Public Health and  
Emergency Services

"In the health care system, the boundaries of different partners don't always line up exactly. For example, Public Health units may not line up with regional and city boundaries. During the pandemic, we created the Waterloo Wellington Triad, with a three-person leadership group: one for acute care, led by Lee Fairclough; one for the non-hospital sector, led by Dr. Bal; and one for public health, which I led."

"The non-hospital sector is huge. It includes anything that is not acute care. It was critical to have a local structure. The [LTC] homes had to interpret and implement significant changes, quickly. Through the three waves, this work never stopped."

"Being vigilant and responding to evolving guidance and direction has required everyone to dig deep and respond with kindness, understanding and respect. Partners like Fairview and Parkwood continued to focus on providing the best care for everyone. They have been innovative and very staff and resident focused. This helped them mitigate the impacts of the waves and provide support to other organizations similar to them."

"Without these partnerships, there would have been more cases, more hospitalizations and more deaths. Everyone pitched in from all different levels of organizations, taking shifts, warming meals, and caring for residents to help homes that simply did not have enough staff. There has been a level of selflessness that is astounding."



**"I am humbled and grateful that so many partners collectively put the safety of our shared communities first. I want to say a special thank you to Dr. Sharon Bal, Dr. Hsiu-Li Wang, Karyn Lumsden and Kristina Eliashevsky: four dedicated and courageous women, each representing a different aspect of the health system. Each of you brought great strength, expertise, sacrifice and kind care to the various tables that transformed partnerships into relationships. I feel privileged to work with these community partners."**

***Elaine Shantz, CEO, Fairview Parkwood Communities***



**Karyn Lumsden**  
VP Home and  
Community Care for  
Waterloo Wellington

"During the pandemic, my role was to keep Home and Community Care Services going as effectively as possible, with an active caseload of 12,000 people, and to support the COVID-19 response across the system. We saw some LTC homes and retirement homes lose 50 per cent of their staff overnight. The collaboration needed was enormous and people rose to the challenge. It was all hands on deck. Staff were redeployed. I saw IT staff helping with laundry and meals, organizations sending equipment and supplies when needed, everyone doing whatever they could."

"Fairview and Parkwood had foundational strengths already in place and were able to really pivot to keep people safe. Across the system, people were working every night to understand the directives and come into compliance, sharing their wisdom, experience and knowledge to guide staff and residents calmly to implement changes."

"The partnerships and mutual respect between LTC and the hospitals has grown with the increased awareness of what each other does. Partnerships have been refocused to relationships, and in many cases, friendships. I think we are incredibly lucky in Waterloo Wellington. I think lives were saved because of our partnerships. I'm hopeful that the strengthened degree of system level collaboration will benefit transformation post-COVID in a really powerful way."



**Kristina Eliashevsky**  
CND OHT Transformation  
Lead; co-chaired (with  
Elaine Shantz) the  
Congregate Setting  
Community of Practice

"I came to my role after the pandemic had started and met almost everyone virtually. I wasn't aware of the kindness initiative at Fairview and Parkwood, but I observed kindness in action. Coming to Zoom meetings with kindness changed the conversation from frenetic crisis to a collaborative, thoughtful approach. A few months later, when I was formally introduced to this initiative, it didn't surprise me."

"COVID has allowed me to develop deeper professional relationships without ever meeting these folks. It's such a strong sense of togetherness, trust and kindness because of the challenges we have had to navigate. Seeing the gaps in the system has shaken me. However, I've seen and been part of tremendous personal growth, with people coming together to support those in need."

"The commitment to working together meant no one was working in isolation. This opened the lines of communication so those who needed help knew who to call. By sharing experience and knowledge, and acting as a collective, we were more successful. It is especially gratifying to see the greater understanding of congregate care. There are many champions in the system whose work has been transformative. I am hopeful that this crisis will make lasting, meaningful differences for all health care partners."

# Staying Safe During the Pandemic

## Screening and Testing

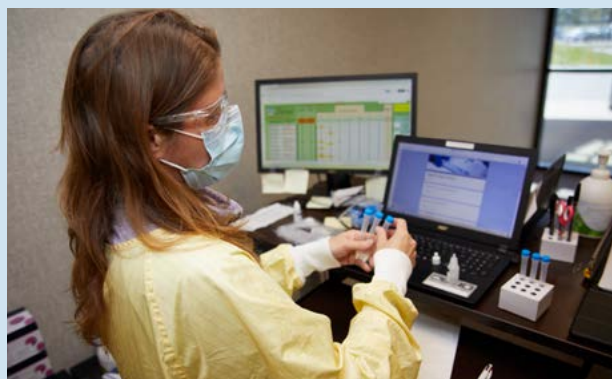
At Fairview Parkwood Communities, screening and testing have played a key role in keeping staff, residents and essential caregivers safe. Prior to the introduction of Rapid testing, the campuses conducted between 400-500 tests weekly. Since Rapid antigen tests (swabs) were introduced in early 2020, more than 2,000 tests (swabs) have been conducted each week with clinics running every day of the week and on holidays. Parkwood was fortunate to hire five retired nurses and one RPN to run its clinic. They have brought a depth of experience as well as great strength and leadership to the role. Thank you to every staff member who helped with screening and testing with skill and gentleness.

## COVID-19 Vaccinations

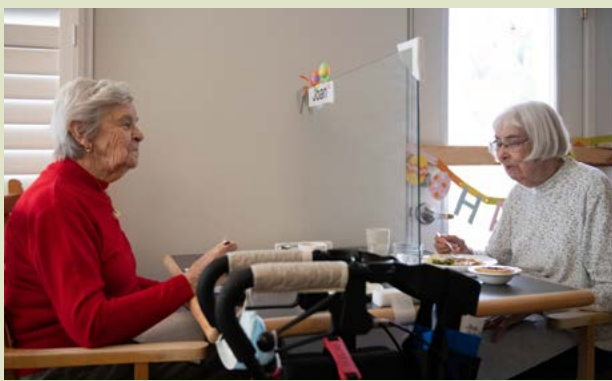
The approval of the first vaccine in December 2020 was extraordinary news. Fairview and Parkwood began vaccinating staff in late 2020 and by the end of March, every LTC resident who wanted to be vaccinated had received both doses. There is a sense of relief, gratitude and hope that getting vaccinated is a big step toward getting life back to normal.

## Volunteers

This past year, volunteer presence was reduced from a group of nearly 300 individuals to approximately 30 who ensured some critical activities were supported. At Fairview, approximately 25 volunteers delivered an average of over 90 meals a day, provided contact-free delivery of groceries, maintained book lending, and kept essential items in stock in the café for residents. At Parkwood, volunteers helped to porter residents for outdoor visits, performed virtual piano concerts and resident visits, and supported the Book Club. We appreciate the volunteers' dedication. We hope all of our volunteers keep safe and well and look forward to welcoming everyone back.







## Essential Caregivers

The introduction of essential caregivers in September 2020 was welcomed by staff and residents alike. In addition to practical support, caregivers have provided much needed social comfort and cognitive stimulation. We applaud every essential caregiver for taking time to learn and apply the training to ensure loved ones benefited from the additional comfort and care.

## Safe, Social and Active

Reducing the sense of isolation has been an area of focus at both campuses. In LTC, social connectedness was supported through phone and Zoom calls, balcony and window visits, and daily programming with smaller groups. Resident council meetings have been maintained as well.

In retirement living, virtual book clubs emerged and the onsite lending library at Fairview began delivering books door to door. Exercise also went online with Poolside Ai Chi and virtual fitness programs at Fairview and Parkwood. Both campuses continued their *Seniors Without Walls* programs with support from the Government of Ontario and the Adult Centres Association of Ontario for a Seniors Centre Without Walls grant to promote telephone-based activities that help reduce the isolation of older adults and seniors in Parkwood's community. Bingo continued to be a favourite activity.

Spiritual care via Zoom and phone calls also supported well-being, including a virtual Christmas Eve Service with readings from the Christmas Story by residents and staff. Santa made his annual visit, distributing donated gifts from the Kindness Trees. Thank you to the busy elves who made many kind donations and wrapped gifts for days to ensure residents enjoyed a special moment of celebration.

Staff were recognized and appreciated with several Emergency Services drive-bys and gestures of appreciation, including lunches and treats provided by the Friendship Group at Parkwood and a neighbourhood group, called "We are All in this Together" (featured on the front cover).





## Expanding our Horizons

### Walk the Kindness Way

Tired but triumphant, nearly 20 walkers completed the first annual 42 km Walk the Kindness Way event to raise funds to support the costs associated with COVID-19 at Fairview and Parkwood. Among the walkers was Don Elliott, a resident of Fairview. "I walk about two kilometres each day and have done some hiking," says Don. "I wanted to see whether I could do this and raise some funds." Don's final fundraising tally was over \$500. Thank you to everyone who supported the event.

The 2021 Walk the Kindness Way event will be held on September 25 and 26. Please check our website for more details.



### Supporting Inclusion through Intergenerational Partnerships (SIIP)

Fairview Parkwood Communities has partnered with Wilfrid Laurier University to promote social inclusion among older adults living with dementia as well as their care partners. We thank the Schlegel-UW Research Institute for Aging and the Government of Canada's New Horizons for Seniors Program for this grant.

### St. Louis Adult Learning and Continuing Education

Fairview officially welcomed Saint Louis Adult Learning and Continuing Education and the Class of 2021 PSW students to its new Cambridge campus and 'Living Classroom' last October.

Students benefit from hands-on experience and practical placements in Fairview. Graduates of the program also have the possibility of employment at Fairview and Parkwood. We congratulate the first class who will graduate in early July, 2021 and welcome the Class of 2022 arriving this Fall.





## Parkwood Book Club

If it's the last Monday of the month, it's book club day at Parkwood – a day when 12 eager readers gather to share their thoughts on the latest selection and enjoy a sense of community.

The members' reading tastes range widely, from inspirational to entertaining, from thrillers to classics, from comedic to heart-breaking.

"We all read books we might not read otherwise," says Mary Schiedel, who launched the club in 2009. "The book club has really liked Louise Penny. Some books are challenging, like the one we are reading now: *My Secret Sister* by Helen Edwards, a true life story. We also read *The Ragged Company* by Richard Wagamese. I found that very difficult. One book that stands out for me is *My Grandfather's Blessings* by Rachel Naomi Remen. It invited more personal sharing. Of course, once you have that, it brings the group closer."

"We are a disciplined group," says Mary. "We stick to one hour. We rate the book from one to ten and we each take a turn to say whether we enjoyed the book or not."

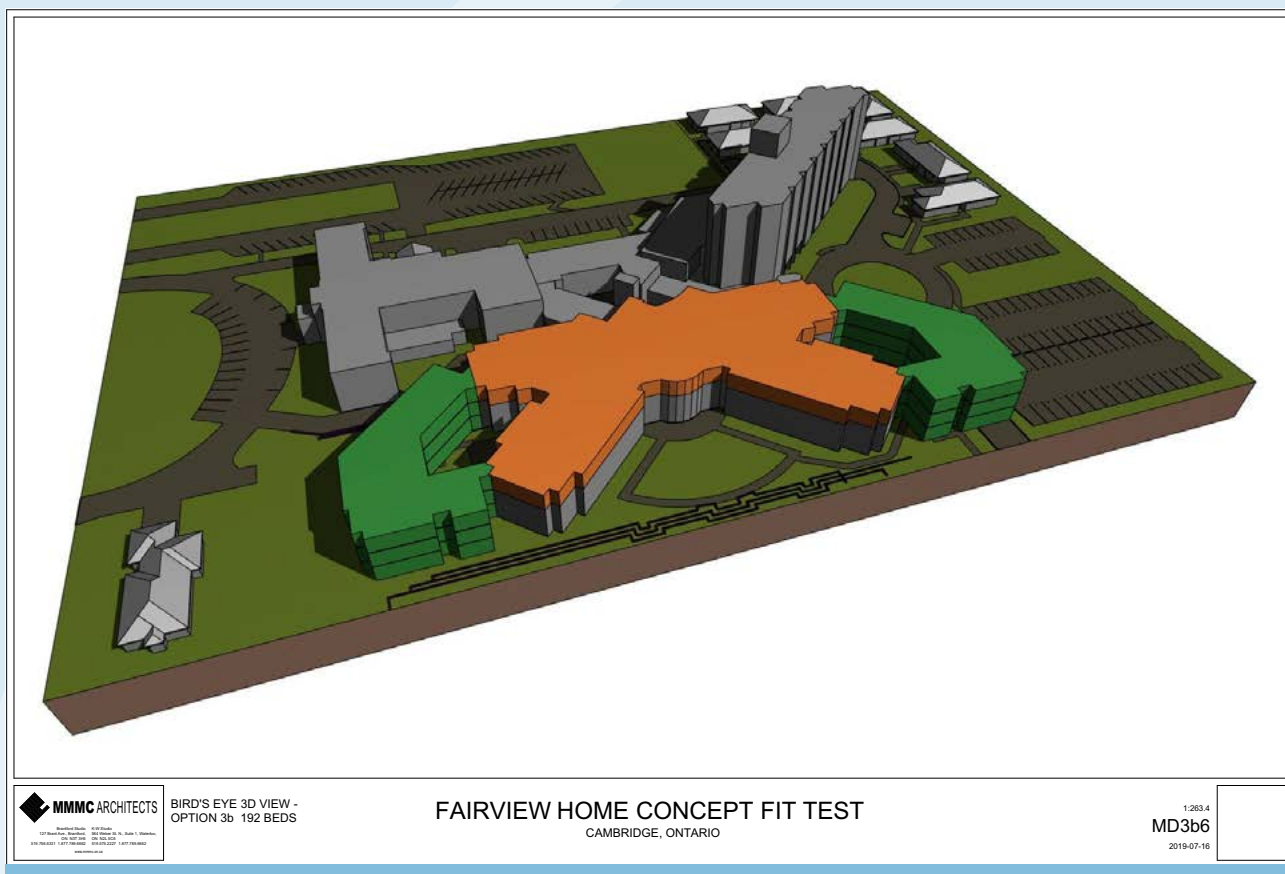
"At the beginning, the members sometimes bought the books and shared them. It went on

that way for quite a while," says Mary. "Now, Mary Ann Brubacher, a volunteer, is leading the book club and gets books from the Library. I really appreciate how she has kept us going, particularly because I'm a great reader."

Meeting in person became challenging in 2020 and the club made a switch to virtual in January 2021. "We really needed help," says Mary. "Laura Gorman, a staff member, helped us to figure out how to use Zoom. We have several women from the Garden Homes in the club. Laura ran outside in the cold weather to the homes to help some of the members get on the call. She has really helped us out."

"The book club is one of the activities that keeps my mind active," says Mary. "I think it helps to have discussions where we really challenge each other and have different views on what we have read. More importantly, I have met more of the people who live here at Parkwood Suites. It has been community building and is an important social connection for me. I know we all look forward to getting together again in person!"

# Fairview Expansion



**On March 18, 2021, the Ontario government announced that Fairview has been allocated 108 new spaces.**

The expansion project includes renovations to the existing 84-bed LTC home, built in 1995. The addition of 108 new beds will result in a modern, purpose-built, three-storey, 192-bed home on its vibrant campus continuum of care.

"On behalf of the Board of Directors, I want to thank the provincial government for this decision," says Marion Good, Chair of the Board of Directors. "Fairview has been planning this expansion for several years. This is the good news we have been waiting for."

"Fairview's LTC home has had the longest waitlist in Cambridge for years," says Elaine Shantz, CEO. "A 192-bed home will allow us to increase access to urgently needed beds and provide additional supports for the increasingly complex needs of residents. The expansion also allows us to add a new Francophone home area that will help to increase equitable access to designated Francophone LTC beds."

"We want to thank our many partners, beginning with the pastors and congregants of the 23 Mennonite and Brethren in Christ Churches who have provided guidance for nearly 80 years," says Elaine. "We also want to thank the City of Cambridge, the Region of Waterloo, Cambridge-North Dumfries Ontario Health Team, Cambridge Hospital and Grand River Hospital, many local and provincial Francophone organizations, Langs, the Alzheimer Society, the Waterloo Wellington LHIN, Shalom Counselling, Behaviour





The project includes renovations to the existing 84-bed LTC home, built in 1995.

Supports Ontario, the House of Friendship, our residents, our volunteers and of course, our amazing team. Each of these partners provided encouragement and letters of support that accompanied our application for these new beds and renovations. We are part of a system and will continue to work together to ensure current and future residents receive the care they need and deserve.”

“This news couldn’t come at a better time,” says Elaine. “It is an expression of confidence in the quality, kind care that has been a hallmark of Fairview for nearly 80 years and the faith-based values that continue to guide us.”

“We are pleased to have a Building Committee in place, providing their time, skills and expert advice to guide us to completion.” Representatives from this committee are shown on page 17.

Working in good faith that the announcement would come, Fairview has been building its capacity to support French-language speakers in its LTC home in anticipation of including a dedicated Francophone home area.

“Fairview has benefited from three significant grants since 2019,” says Elaine. “We want to thank the Province of Ontario for its support through two significant grants, and the French Health Network of Central Southwestern Ontario for their generous grant.”

The most recent grant from the Province has provided support for Fairview’s new English and French websites. Please take a few minutes to visit [Fairviewmh.com](http://Fairviewmh.com) in late June and let us know what you think!

**“This news is an expression of confidence in the quality, kind care that has been a hallmark of Fairview for nearly 80 years.”**

# Parkwood Expansion



## Independent Living – Affordable Housing Project

When considering expansion, the Board of Directors and leadership team learned that there is an urgent need for affordable housing for older adults of modest and middle income means in the Region of Waterloo. The solution became clear: an apartment building that relieves poverty and addresses this chronic shortage would make a significant impact.

The project evolved into a vision to offer 30 per cent of a new six-storey, 90-unit building as affordable housing. The total cost of the project is \$36.7 million, most of which will be funded and sustained through existing channels, including CMHC Co-Investment Funding. Parkwood will contribute the land, valued at \$3.5 million. The remaining affordable housing portion – \$7.5 million – must be raised through the community's generosity.

Marion Good, Board Chair, announced, "On behalf of the Board of Directors, I am pleased that we are able to make the first donation toward this project with a \$1 million gift from our reserve funds, accrued through careful financial management. We invite the community to partner with us to raise the remaining \$6.5 million."

We hope you will join in our excitement as Parkwood continues to build a community for all through its 'My Community. My Home.' campaign. To learn more, contact our Committee by phone at 519.653.6683 or email at [capitalcampaign@parkwoodmh.com](mailto:capitalcampaign@parkwoodmh.com).





The new building will provide 60 one-bedroom apartments, including 28 affordable housing units, and 30 two-bedroom apartments.

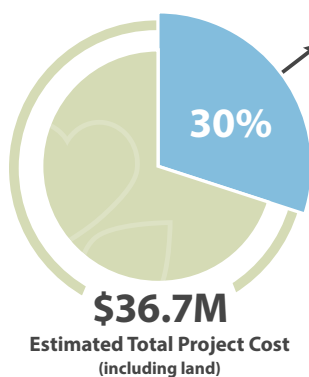


- 2-bedroom units
- 1-bedroom units
- Affordable housing 1-bedroom units

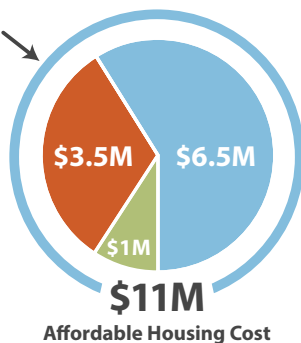
## Capital Campaign Committee Members

Ed Nowak, *Co-Chair*  
 Bob Shantz, *Co-Chair*  
 Marion Good, *Board Chair*  
 Deb Dueck  
 Brenda Hallman  
 Tim Kennel  
 Doug Shantz  
 Elaine Shantz, *CEO*  
 Erna Koning, *Director, Policy Legislation Strategy*

## Affordable Housing Financial Plan



Affordable Housing Component



- Parkwood land contribution
- Parkwood \$1 million contribution
- Portion of funds remaining to be raised

# Financials

Fairview Mennonite Homes and Parkwood Mennonite Home Inc. are values-based, not-for-profit organizations. Our annual budget is based on a business model supported by strong financial management to ensure our continued financial sustainability.

The COVID-19 pandemic dramatically affected the operations of Fairview and Parkwood throughout 2020, causing each company to concentrate significant resources to keep residents and employees safe, following the health protocols implemented by provincial and municipal governments. COVID-19 related provincial funding initiatives helped to offset the additional expenses that were incurred.

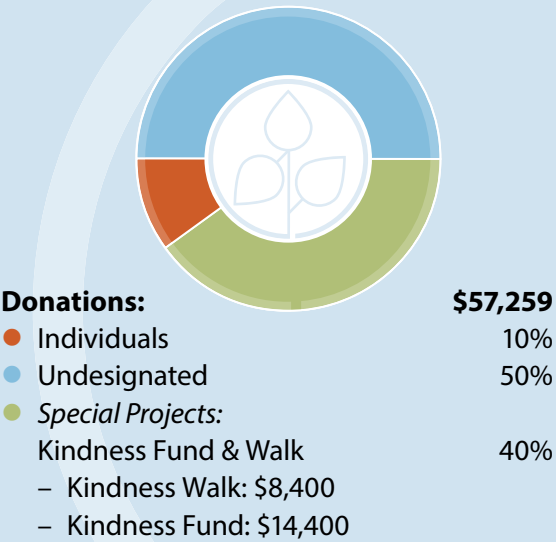
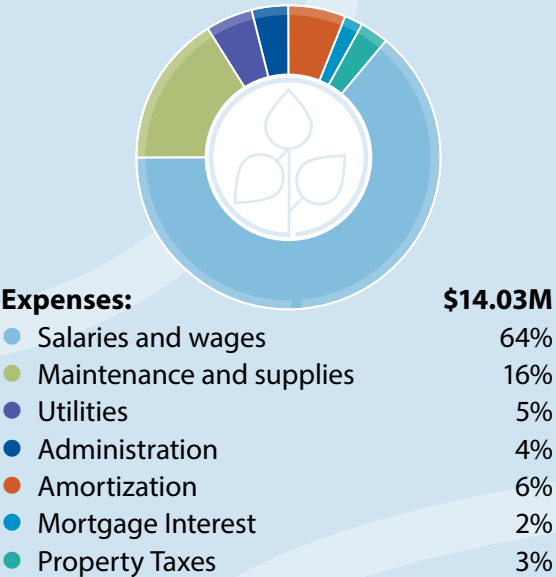
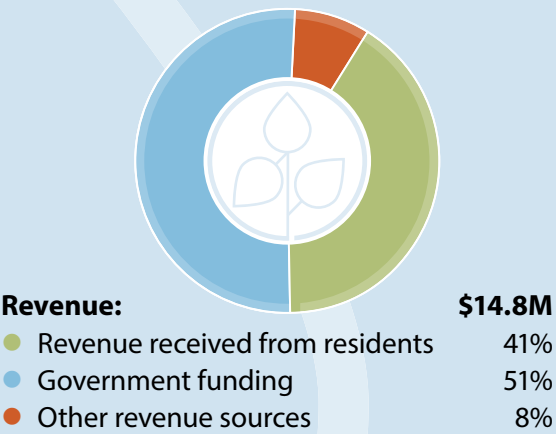
The pandemic also impacted the Homes’ ability to welcome new residents to our retirement homes when apartments became available. A combination of heightened safety measures and older adults deferring decisions to move to retirement homes resulted in some apartments remaining empty for longer than expected.

Through careful planning and management, we realized a surplus at Fairview and Parkwood. With expansions on the horizon at both campuses, the funds will be reinvested in the upcoming growth opportunities as well as continuing regular maintenance and improvements.



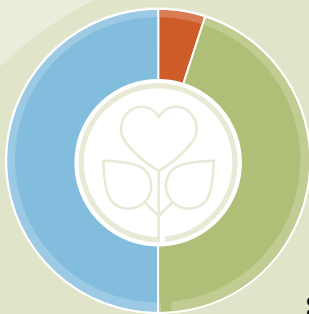
Over the past year, Fairview renovated its dining room, swimming pool and fitness room.

## Fairview Mennonite Homes – Financials 2020-21



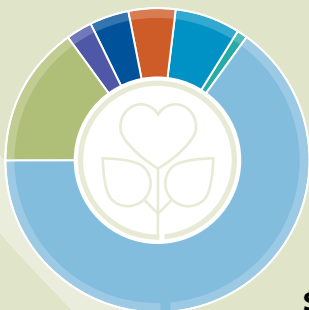


## Parkwood Mennonite Home – Financials 2020-21



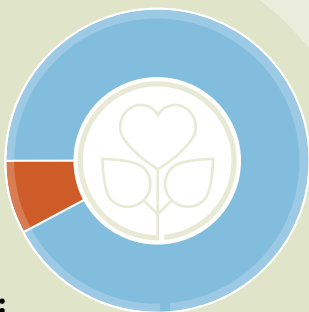
**Revenue:** **\$13.51M**

Revenue received from residents	45%
Government funding	50%
Other revenue sources	5%



**Expenses:** **\$12.82M**

Salaries and wages	65%
Maintenance and supplies	15%
Utilities	3%
Administration	4%
Amortization	5%
Mortgage Interest	7%
Property Taxes	1%



**Donations:** **\$23,791**

Individuals	8%
Undesignated	92%

## Philanthropy

Despite the challenges of the pandemic, the community continued to demonstrate its support for Fairview and Parkwood through gifts of time, talent and donations. Every single gift helped to improve the lives of residents and staff.

Fundraising looked very different this past year. Fairview's annual craft sale went online, featuring the charming, high quality items made with the love and care we anticipate each year.

The Spread Kindness Fund provided financial support to team members who needed a bit of help as well as funds to recognize staff for their hard work and dedication.

The new annual Walk the Kindness Way fundraiser was launched with participants from Fairview and Parkwood to raise funds for critical personal protection equipment, setting it on the path to become a signature event supporting future expansion at both campuses.

Thank you to everyone who expressed support for our homes through a thoughtful donation. We appreciate your generosity and kindness.



Each participant of the inaugural Walk the Kindness Way event received a commemorative medal.

# Leading with Kindness



## Fairview Parkwood Communities – 2020-2021 Board of Directors

*Top row, l-r: Ruth Konrad; John Shantz; Nancy Mann.*

*Middle row, l-r: Ed Nowak, Vice-Chair; Bob Shantz, Treasurer; Marion Good, Chair.*

*Bottom row, l-r: Ken Frey; Jennifer Krotz, Secretary; Fred Schiedel.*

Thank you to our Board members whose wisdom, courage and kindness provided the guidance to meet the challenges of the past year, the flexibility to adapt to online meetings, and the enthusiasm that has taken Fairview Parkwood Communities closer to exciting expansion opportunities at both campuses.



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