

navigating *Opportunities*



Fairview Parkwood Craigwiell
COMMUNITIES

STRATEGIC PLAN 2025-2028



Welcome

Our Mission

You are welcome here.

As a community founded in God's love for all and grounded in faith, each person is valued and respected. We honour the spiritual dimension of the human experience and believe that, with love, the extraordinary is possible.

Our Vision

Building a Community for All

Our Values

Kindness, Faith, Truth, Excellence, Accountability

Our Operating Principles

- Nurture mind, body and spirit
- Love your neighbour as yourself
- Be honest and transparent
- Embrace a new way of doing things
- Be responsible for the safety and well-being of those entrusted to our care

Our Commitment

- We help seniors live with dignity, regardless of their financial resources, in a safe and kind environment where all are welcome.
- We care for the whole person to support their financial, emotional, social and spiritual needs.
- We provide peace of mind for residents and their families.
- Kindness is built into our culture, deliberately fostered, invested in, supported, recognized and rewarded.

Who We Are

Fairview Parkwood Craigwiell Communities is a charitable, not-for-profit organization that began with one small home in Preston when it opened Braeside Lodge in 1943. It was initially envisioned to be an 'Old People's Home' for Mennonite Pastors who had served the church as well as a method of discharging the church's obligation to care for the poor. By providing a Christian institution to care for elderly Mennonites as well as elderly people in the community, the vision was to be a "testimony to those whom they appealed to for recognition of conscientious principles."

Over the past 80 plus years, we have grown to two vibrant campuses: Fairview Mennonite Homes (Fairview) in Cambridge and Parkwood Mennonite Home Inc. (Parkwood) in Waterloo. A third campus – Craigwiell Gardens in Ailsa Craig – has been welcomed to our organization through a unification agreement.

Our faith-based values are the foundation for everything we do. They are expressed through our culture of kindness, our operating principles, human resources policies, and internal and community relationships. They are evident in our ongoing commitment to relieve poverty; provide safe and kind care; support the mind, body and spirit, and offer peace of mind for residents and their family members.

As the home for so many, we understand the importance of sustainability and operate on a business model to help generate a surplus. Our values guide us on where we reinvest surplus funds to help grow our communities and expand our amenities, programs and services.

We carefully nurture and protect our reputation so we are the home of choice for residents, employees and volunteers, as well as a partner of choice for our community, health care providers and government.

You can see our values in action in this strategic plan as we begin to navigate opportunities to expand and improve our programs, services, campuses and organization to continue to offer affordable, enjoyable and meaningful retirement communities where all are welcome.

Where We've Been

Unleashing Capacity

Three years of dedicated capacity building culminated in a period of significant growth and achievement for Fairview Parkwood Craigwiell Communities from 2022 to 2025. We broke ground on three major construction projects, expanded our programs and garnered prestigious recognition for our commitment to excellence.

Building for the future

- The Martin Apartments, a vibrant mixed-housing development featuring 28 affordable units, opened its doors in March 2024, exceeding fundraising goals and providing much-needed housing options for our community.
- Construction began on Fairview's long-term care home expansion, adding 108 new beds to create a modern, state-of-the-art facility. This exciting project, with a fundraising goal of \$2.5 million, is slated for completion in early 2026.
- In partnership with Craigwiell Gardens through a Shared Services Agreement, we embarked on the construction of a new 96-bed long-term care home, demonstrating the strength of collaborative efforts.

Expanding Horizons

- Fairview's Home and Community Care Support Services expanded to Parkwood, ensuring continued exceptional care with a remarkable 99.9% visit completion rate.
- Our partnership with St. Louis School of Continuing Studies flourished with the addition of a full-time living classroom in the Martin Apartments, cultivating a new generation of dedicated healthcare professionals.

Recognition of Excellence

- We achieved Accreditation with Exemplary Standing from Accreditation Canada across all service areas, a testament to our unwavering commitment to quality and safety.
- Waterstone recognized us as one of Canada's Most Admired Corporate Cultures for three consecutive years, highlighting our unique and inspiring workplace culture.

These remarkable achievements were accomplished while simultaneously advancing our Kindness Initiative, implementing robust succession planning strategies, and enhancing our recruitment and onboarding processes.

Where We're Going

Navigating Opportunities

Born from the collective wisdom of our residents, staff, community members, church delegates, business and health partners and Board members, this strategic plan reflects a shared passion for growth, building on our strong foundation of values, expertise and visionary leadership.

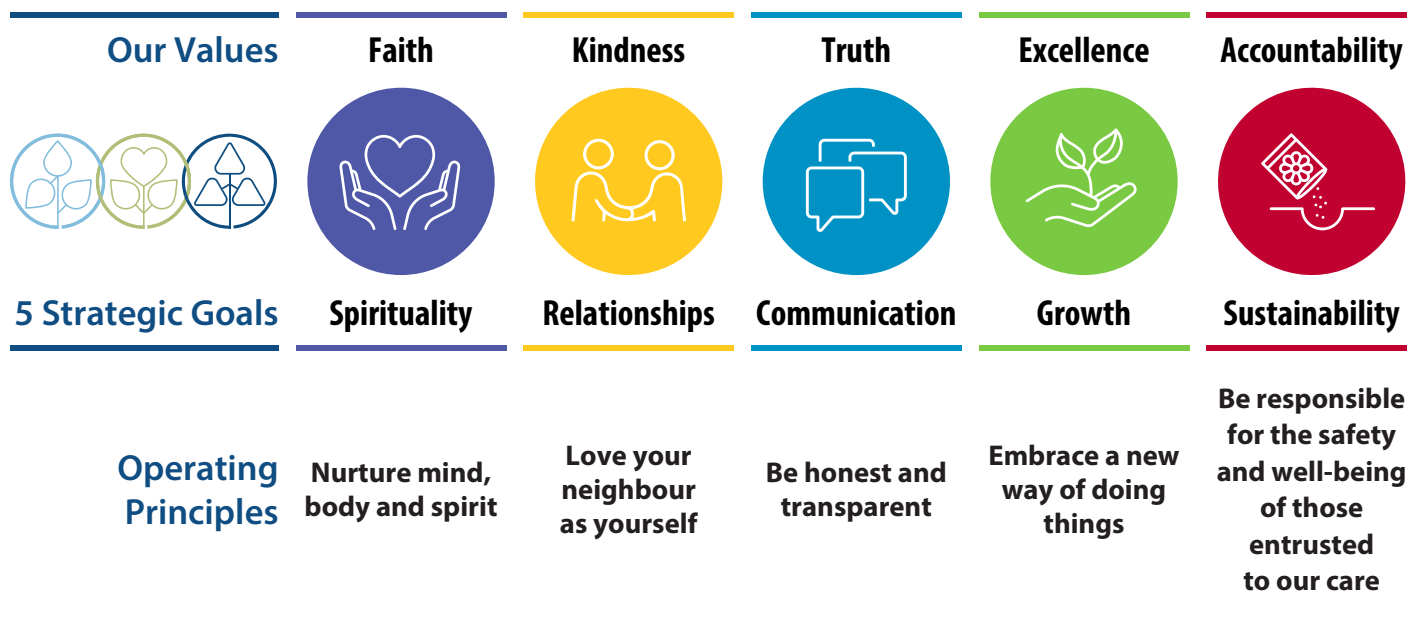
Construction projects will be brought to fruition. At the same time, we will strengthen our ability to attract and retain the exceptional talent needed to support the expansion of Fairview's long-term care home and the ongoing needs of Parkwood and Craigwiell Gardens.

Having achieved unification between Fairview, Parkwood and Craigwiell, we will navigate emerging opportunities that ensure the vitality and sustainability of our campuses to empower us to provide dignified, safe and affordable housing and care options.

Together, we will continue to support our vision to ***Build a Community for All.***



Strategic Plan



Strategic Goals

-  Explore opportunities to serve the needs of our community by aligning with partners who share our faith-based values and mandate to relieve poverty.
-  Expand internal and external People Resources to foster innovation and adaptability and strengthen our culture of kindness.
-  Strategically position our brand to embrace emerging opportunities, leveraging our reputation to attract and retain top talent, foster strong partnerships and remain an employer and partner of choice.
-  Complete current construction projects, explore opportunities to expand specialty programs and identify and pursue new opportunities that drive growth and innovation.
-  Optimize and expand financial, IT and risk mitigation resources to enhance the safety, efficiency and effectiveness of programs, services and housing units.