



building
Capacity

Fairview Parkwood Communities
REPORT TO THE COMMUNITY 2021-22



Fairview
SENIORS COMMUNITY



Parkwood
SENIORS COMMUNITY



Message from the President and CEO

Elaine Shantz

President and Chief Executive Officer



Dear Friends,

Reflecting on our 2021-22 fiscal year, I am filled with gratitude along with a sense of optimism and anticipation. I'm grateful that our kindness initiative has embedded itself in our culture and day to day life, supporting the resilience so necessary during these past two years. My cup runneth over with gratitude for our amazing teams who have consistently come together to find ways to fulfill our goal of caring for mind, body and spirit, shifting to virtual programs when in-person was not possible. While COVID-19 was very much a part of our lives, especially in early 2022, we did not need to use agency staff, which speaks to our strong foundation and means residents consistently received safe and trusted care by familiar faces. We have been so fortunate that our vigilance has kept residents safe and that our Board of Directors has continued to encourage us to go above and beyond legislative requirements, ensuring we have the tools we need at our fingertips, everyday, including Rapid Antigen Testing, high quality masks and the ability to administer third and fourth vaccine doses on site by our trained team.

I am also grateful that despite the tumultuous times, we continued to advance our longer-term strategic goals, including moving forward on our quality journey through Accreditation Canada's Accreditation Primer program. We met 100 per cent of the Primer's criteria, received the Accreditation Primer Award and have been approved to move into the Qmentum Program. We also expanded Fairview's Home and Community program to Parkwood, while maintaining our outstanding record of nearly

zero missed visits; welcomed our second PSW class at Fairview in partnership with Saint Louis Adult Learning and Continuing Education; continued to expand our capacity to welcome Francophone residents to our campuses, with the help of a grant from the Government of Ontario; built on our partnership with Wilfrid Laurier University to expand virtual program options for residents; worked with our two Ontario Health Teams and associated partners; completed significant refurbishment projects; and held our second Walk the Kindness Way event.

I also feel optimism that the capacity and financial stability we have built over the last few years is now translating into an exciting time of expansion, beginning with a new six-storey apartment building at Parkwood. This optimism is fuelled by the overwhelming and humbling response of donors who have helped us raise \$6.5 million to help us offer sustainable affordable housing, which you will read about in this report. I am also filled with anticipation with the launch of our new Strategic Plan and where it will take us.

None of this is possible without the support of extraordinary people – our residents and their families, our team members and their families, our donors and of course our Board of Directors who are, as always, my resource and my strength. Thank you all for building the capacity that will continue to help us build a community for all.

“Residents, staff and families consider themselves ‘family’ and support each other with pride and commitment. Residents are very happy and smiles abound. There is a warmth in the homes that you feel when you walk in the door.”

Accreditation Canada, Accreditation Primer Report Fall 2021





Message from the Board Chair

Marion Good
Chair, Board of Directors



Dear Friends,

This past year has been a year with many challenges again, but also a year with many good and exciting opportunities. Fairview Parkwood Communities (FPC) completed a three-year strategic plan focused on building capacity. Despite the unforeseen challenges the pandemic brought, the resulting strengths, resilience, competencies and supports for sustainability have defined the past year in remarkable and humbling ways. Building upon our strong foundation, the staff, leadership teams and resource team, led by Elaine Shantz, have demonstrated a degree of professionalism, skill and kindness that have kept residents and staff safe. This has been no small feat. I am humbled by the commitment of every team member and my peers on the Board who have gone above and beyond the measures legislated and unfailingly supported the initiatives that were put into place.

At the same time, the Board has embraced the strategy to build and increase capacity as we look toward the future and continue to seek and support opportunities that help Fairview and Parkwood to 'Build a Community for All'. The Board has recognized the synergies between the two campuses and encouraged initiatives that leverage these for everyone's benefit. We continue to honour our commitment to relieve poverty of older adults by approving the use of a large portion of Parkwood's campus to build a new six-storey apartment building with 28 units reserved for affordable housing. To help ensure the sustainability of the affordable housing, the Board committed \$1 million from reserve funds toward the \$7.5 million fundraising goal. In addition, Board members pledged personal donations as well as gifts of time and talent as we added the Building Committee and Capital Campaign Committee to our ad hoc committees. Thank you so much to my esteemed peers. I am honoured to serve with you.

On behalf of the Board, I want to commend the staff, leadership and resource team for continuing to provide safe, kind care and opportunities to maintain the health of the mind, body and spirit of each resident. We are proud and in awe of your stamina, strength and dedication to the challenges the pandemic presented. We recognize you did this while also achieving remarkable accreditation results, embracing and living out an exemplary culture of kindness, and at the same time, building toward the future when the present was so demanding. In addition, I thank the volunteers, residents, family and friends plus our supporting churches and community members for their continued understanding and support through difficult times.

I also want to recognize the extraordinary leadership of the resource team for their expertise, steadiness and commitment that sustained the organization and guided operational and physical improvements across many areas of the campuses and the organization.

Finally, I wish to thank Elaine Shantz, who is now President and CEO, for steering our organization through unprecedented challenges, while deepening our Ontario Health Teams and community partnerships. Elaine's passion has been the driving force behind where we are today, increasing momentum to expand our scope to further relieve poverty for older adults at Parkwood and in the community. Her vision has crystallized into a very exciting and much needed addition to the Parkwood campus, to be followed by the expansion of our long-term care home at Fairview. Thank you so much for helping to bring our dreams to fruition!

Thank you each one, for being part of our community that is 'Building a Community for All'.



REMEMBERING OUR PAST



Our first Legacy Award recipients (left to right): Amy Kavelman (Kindness), Breann Hall (Excellence), Christine Normandeau (Faith), Michelle Rak (Accountability), Sharon Walker (Truth), and Steve Pawelko (Excellence).

In 2021, Fairview Parkwood Communities launched our Legacy Awards program which honours our rich history by recognizing five key leaders who laid the foundations for the organization. The strength of each leader is captured through each of our five values.



FAITH: Nurture mind, body and spirit ● *The Legacy of Rufus Jutzi*

As a man of faith with enormous energy, his legacy exemplifies the essence of faith – always try to do the right thing despite controversy and popularity, follow the scripture and follow what the spirit instructs you. Rufus’ mission to recognize and meet human needs significantly contributed to the foundation of Fairview Parkwood Communities.



KINDNESS: Love thy neighbour as thyself ● *The Legacy of David Rudy*

David will be remembered as being a motivating force in the planning, development, implementation and execution of Fairview’s growth. His legacy was his belief to be caring while meeting the needs of others with compassion, regardless of their resources, resulting in a more compassionate and stable community as a whole. His motto: “people before procedures” exemplified his calling and belief that each person is an exceptional human being and highlighted the importance of respecting each person’s background and experiences.



TRUTH: Be honest and transparent ● *The Legacy of Lydia Ann Bauman*

As the wife of a minister, mother and grandmother, Lydia Ann’s legacy is kindness, selflessness and love of family and community. She believed her true calling in life was to put others ahead of herself. In the words of her son, “an incredible woman”. Her enormous yet quiet impact on Fairview Parkwood Communities is exemplified by the intangibles that make up the fabric of the communities – caring, respect, humility, commitment, dedication, humor, honesty, integrity, empathy, transparency, hard work and resiliency.



EXCELLENCE: Embrace a new way of doing things ● *The Legacy of Elmer Shantz*

After serving a nine-year term on Fairview Parkwood Communities’ Board of Directors, Elmer returned to the Board during the development and construction of Parkwood Mennonite Home. His ability to access people, understand business and his knowledge of construction was indispensable in bringing the vision to fruition. Elmer’s legacy of advocating hard work, trust and knowledge exchange are the hallmarks of Excellence. Elmer’s commitment to Fairview Parkwood Communities encompassed cooperation and collaboration.



ACCOUNTABILITY: Be responsible to those entrusted in our care ● *The Legacy of Tim Kennel*

During his 35-year tenure, Tim worked to fulfill the mission of the church – rebuilding the long-term care, establishing the Suites at Fairview Mennonite Home and developing the renewed Parkwood Mennonite Home campus. Tim created communities that ensure quality and compassionate care and enrich the lives of all those who live at Fairview Parkwood Communities. This further extends to the families and greater community who know Fairview Parkwood to be a place of peace and acceptance.



WHERE WE'VE BEEN

In 2019, we launched a three-year strategic plan focused on building our capacity on many fronts. Through the challenges and opportunities, we evolved as a team, strengthening our sense of who we are and what we can do. Our two campuses have worked together, benefitting both communities with a greater pool of experience and innovation. **Now it is time to build on this strong foundation.**



WHERE WE'RE GOING

Following consultation with representatives from our community, residents, staff, Board and health partners, we are pleased to share our **2022-2025 Strategic Plan: Unleashing Capacity.**



Our ambitious plan builds on the kindness, courage and leadership that characterizes our team and community to help sustain our two campuses well into the future, with a significant focus on COVID recovery. We redefined our five strategic goals and created 'The Kindness Way' path to bring clarity to the team journey, the resident experience and the organizational path. With this plan as our guide, we will build on our faith-based values and create opportunities that allow us to continue to Build a Community for All.

5 Strategic GOALS

GUIDED BY Our Values

	Spirituality Faith	Relationships Kindness	Communication Truth	Growth Excellence	Sustainability Accountability
OPERATING PRINCIPLES	Nurture mind, body and spirit	Love thy neighbour as thyself	Be honest and transparent	Embrace a new way of doing things	Be responsible to those entrusted to our care

Defining Our Strategic Goals

- Spirituality:** Building on our values, re-energize, strengthen and expand relationships with faith-based organizations to meet the communities' needs for the future.
- Relationships:** Build Health Human Resource (HHR) capacity to provide kind, quality care and respond to growth opportunities.
- Communication:** Strengthen branding and marketing to increase awareness of our stellar reputation, programs and services to position FPC as a home, employer and partner of choice.
- Growth:** Building on our strengths, unleash capacity to grow our programs and campuses.
- Sustainability:** Generate financial, IT and risk mitigation resources that will maintain and expand quality programs and services.

To read the entire Strategic Plan, visit us online: fairviewmh.com or parkwoodmh.com

PREPARING FOR THE FUTURE



Preliminary rendering of Fairview Mennonite Homes' long-term care expansion.

Refurbishment: Preparing for the future

Plans are underway to begin the expansion of Fairview's long-term care home. This includes renovating the existing 84 beds built in 1995 and adding 108 new beds. Upon completion, we will have a modern, three-storey purpose-built 192-bed home to help meet the growing demand for long-term beds at Fairview. However, before getting underway with this major construction, we must ensure our existing spaces and infrastructure offer current and future residents the services and amenities required.

We are pleased to share that in the past year, we completed numerous updates and refurbishment projects at Fairview in preparation for the expansion of our long-term care home. This includes an extensive renovation of the Centre Dining Room, a new servery, and a beautiful new dining room in Fairview Suites with an adjoining patio. We installed new flooring in Fairview Suites' and Fairview

Apartments' lobbies, as well as Suites' second floor and the Auditorium. The Suites' exterior was also given a bright new look with stucco and the long-term care entrance now sports a new canopy. The fitness area of the Seniors Active Living Centre has been relocated to the main floor along with creating easier access to both the Fitness Centre and completely refinished the pool. We also replaced the balconies at Fairview Courts.

Less visible, but not less important, we also updated the infrastructure with a new Ozone system in the laundry, a new fire pump controller and a new make up air unit on the Apartment tower.

These extensive refurbishment activities will allow us to shift our focus to the upcoming expansion to offer increased access to long-term care beds at Fairview.



Congratulations, PSW graduates!

Fairview, in partnership with St. Louis Adult and Continuing Education, congratulated the inaugural graduates of Class of 2021 who completed their PSW course in Fairview's Living Classroom and practicums onsite. We are pleased that a number of graduates are now employees. The Class of 2022 is well underway, benefitting from practical, hands-on experience at Fairview.



Kindness Sustains Us

At Fairview Parkwood Communities, kindness is woven into our strategic goals, strengthening our relationships; constantly improving the way we care for residents, staff and self; informing the way we communicate; providing a lens through which to identify and weigh opportunities to grow; and ensuring sustainable resource management.

Kindness plays a significant role in defining our culture, services and programs. It makes us stronger and has proven to be invaluable in supporting balance and resilience throughout the COVID-19 pandemic.

Kindness has, and will, sustain us.

COVID-19



The pandemic continued to define many of our days, nights and weekends. We thank team members who performed hundreds of screenings and tests, and our clinical team for learning to administer vaccines so our residents and staff could receive their doses sooner, in a known environment. We thank residents and care providers for their patience. We thank our many community partners: public health, two Ontario Health Teams, vendors, hospitals and community health care providers for guidance and teamwork. We thank all of our colleagues for creating new ways to provide programs, companionship, care and support so that we could continue to care for mind, body and spirit.

Over and over, our staff rose to the challenge with diligence and commitment. As a result, we had no COVID-19 spread within the homes or from staff to residents. We also had no resident hospitalizations or deaths related to the pandemic.

We acknowledge and are grateful for a special partnership with Wilfrid Laurier University and the 'Supporting Inclusion through Intergenerational Partnerships' grant. This partnership helped to create and provide virtual programming to increase social connections and reduce feelings of isolation. Thank you to everyone for your kindness and support.

EXPANDING CARE



205

Total clients serviced



98%

Referral rate

72,496

Total visits



.004%

Missed visits

Home and Community Care Program

In late spring 2021, Fairview's Home and Community Care program expanded to the Parkwood campus to benefit residents of Parkwood Suites. Our 'one team' model and kindness initiative have resulted in several benefits. Our staff turnover rate is lower compared with other service providers. The PSW/HSW staff worked as a team to support each other and those in their care with dedication and resilience. As the list for crisis placements for long-term care grew, the team adapted their assessment skills and supported more

complex care needs to help clients avoid hospital visits. In addition to expanding to Parkwood, the team supported one-on-one long-term care move-ins, ensuring residents had a smooth transition with a familiar face.

All of this was accomplished with extraordinary success, with three visits considered 'missed' (visit occurred past the 30-minute response time) out of a total of 72,496 visits. **Congratulations to the entire team.**



REOPENING

Fairview and Parkwood have begun reopening, maintaining some virtual programming as well as offering activities in the pools, fitness rooms, craft areas and other social programs. Residents and community members are welcome to sign up for programs at Fairview's Seniors Active Living Centre and Parkwood's Fitness and Wellness Centre. We look forward to welcoming residents and community members back!



GIVING TIME



Past and current members attended a luncheon in honour of Fairview Auxiliary on October 25, 2021. *Top row, l-r:* Nancy Kinsie, Mava Holland, Shirley Lewis. *Middle row, l-r:* Margaret Martin, Karen Kimmel, Arlene Kehl, Elsie Keupfer, Barbara Welfred. *Bottom row, l-r:* Eleanor Snyder McKee, Martha Snyder, Ruby Schmitt, Joyce Dettweiler, Jeanne Leis. *Absent:* Dianne Shantz and Dorothy Shantz.

Fairview Auxiliary

In October 2021, Fairview Auxiliary completed a 64-year tradition of kindness and volunteerism. We thank the Auxiliary for their service and for the joy brought to the residents. It is about the joy each auxiliary member brought into the home. Your invaluable acts of kindness and generosity have touched the lives of many generations of residents and are part of Fairview's rich heritage. **Thank you all for your decades of kindness.**

Volunteer Applications

Fairview and Parkwood look forward to reopening more services and programs with the help of volunteers. We are currently accepting applications for all types of volunteer activities. To learn more, visit our websites or give us a call.

Volunteers

Volunteers continue to contribute enormously to Fairview and Parkwood. This past year, volunteers have served to reignite the energy and community that is an integral part of life at both sites. Volunteers have helped to support isolation precautions due to COVID-19 while also bringing social connectedness and fun as we begin to expand activities in our pandemic recovery.

At Fairview, nearly 50 volunteers gave more than 3,600 hours of their time in the café and library, as well as friendly visiting, meal delivery and program support.

At Parkwood, 35 volunteers provided over 1,000 hours supporting friendly visiting, the hair salon, long-term care and retirement activities, music programs, fitness supervision and exercise assistance, restorative care and more. In addition, volunteers from both campuses helped with the 'Walk the Kindness Way' event.

Growing with
Kindness

Saturday
September 24
2022



Sunday
September 25
2022



Walk the
Kindness
Way

To learn more, visit us online:
fairviewmh.com or
parkwoodmh.com



THE LEGACY OF

Delphine & Lloyd Martin

“We feel fortunate to be able to provide others with an opportunity to live in a safe, kind place.”



Delphine & Lloyd Martin

If you enjoy driving the beautiful countryside and villages in and around Waterloo Region, you may be surprised to learn that Canada’s largest feed mill is in the small village of Wallenstein.

While the Martin family can trace its roots back half a millennium, our story begins in 1941, when Isaiah and Nancy Martin sold the Wallenstein General Store to their son, Eli. M. Martin and his wife, Lauretta Martin. They and their four children lived in the house attached to the general store which provided customers with groceries, hardware and household products. Their son, Lloyd, worked in the store from a young age, selling feed from the rear of the store at first and eventually picking up and delivering bagged feed to local farmers. He developed a great passion for the grain and feed business, making his first large order at the age of 18.

In 1953, Lloyd and Delphine (née Horst) were married and bought a house, built by Eli, across the road from the store for \$1,400. They began their family of four sons and one daughter with the arrival of Rick, in 1954, followed by Roger (1956), Brad (1959), Terry (1963) and Jackie (1969). Encouraged by Delphine to do what he loved, Lloyd started Lloyd Martin Feed

Service in 1955 in a small warehouse across from the store, quickly growing a customer base that appreciated Lloyd’s hard work and excellent service. When Riverside Feeds, a small feed mill down the road, became available for the enormous sum of \$90,000, Lloyd was determined to buy it. With the help of two investors, who were quickly paid back, Lloyd bought the business and launched Wallenstein Feed and Supply.

The growing business was hit with a horrible setback in 1963 when most of the mill burned to the ground. It could have been the end of this story. However, Lloyd and Delphine’s employees, suppliers, friends, neighbours and bankers, rallied around the Martins to fill feed orders for customers and rebuild the mill in less than four months, demonstrating the strength of the community’s values. Lloyd continues to be grateful for this enormous help. It made it possible to continue growing the business with his eldest son, Rick, joining in 1981, who serves as the general manager, and Nancy, Rick’s wife, who has worked as the accountant since 1982. Lloyd retired in 2016 and has seen a third generation of Martins involved in the business which has grown to be the largest feed manufacturer in Ontario.

“Housing is important; affordable housing is important; seniors are important; and affordable housing for seniors is very important. When you can do it with kindness in a caring community, then you are accomplishing something exceptional. This amazing project at Parkwood ticks all of the boxes.”

Rick Martin, son of Delphine & Lloyd



Four generations of the Martin family were together at the Parkwood groundbreaking ceremony on May 26, 2022.

While Lloyd was building the business, Delphine raised their children, who all grew up to be extraordinarily accomplished, and managed the household. Once the children were well on their way, Delphine began to take time for her own education and interests.

“Our mother was blazing smart, a real thinker, very complex and at least 20 years ahead of her time,” says Rick. “She was married at 19, raised the five of us, supported our father in business, and then got her Masters in Psychology. She was first at a lot of things – first youth conference minister for Mennonite Church Eastern Canada, was the founding Executive Director of Shalom Counselling Services, served for many years on the board of Conrad Grebel University College and the board of Woolwich Counselling Centre. She was interested in starting a dialogue on topics several decades ago that are still challenging.”

“My siblings and I grew up while the business was being built,” says Rick. “We’ve all worked hard to get where we are today. Still, we know that we’re fortunate. We are interested in social justice, including low-cost housing, and helping people who are vulnerable. Our father is at Parkwood

now and the culture of kindness and respect is evident. They’ve demonstrated their strengths and commitment to support seniors who may not be well supported by their family and simply don’t have resources. We know that lots of people haven’t had opportunities or something happened that they didn’t have the resources to buy a house. We feel fortunate to be able to provide others with an opportunity to live in a safe, kind place. I think our mother would be happy about that.”



Delphine & Lloyd Martin

In honour of the Delphine and Lloyd Martin family gift, Parkwood’s new building will be named “The Delphine and Lloyd Martin Apartments”.

IT STARTED WITH A TOASTER

Laura & Phares Bauman

“God gave me an opportunity that not everybody gets. I feel every time I gave something, I was blessed.”



Phares & Laura Bauman

Phares Bauman was born in 1935 and lost his father when he was only two. He grew up on a farm just north of Floradale with his mom, stepfather, brother and sister and step-brother and step-sister. At 15, he began building barns. In his early 20s he joined the Floradale Mennonite Church and soon made two decisions, changing the course of his life: he joined C.L. Martin Construction and met his future wife, Laura (née Martin) through church activities. They married in August 1958.

By 1961, Phares was one of three partners in the business, looking after job sites and projects. He gathered experience building factories, churches, schools, nursing homes, houses and more. In 1966, the company started building and renting portable classrooms for different school boards in southern Ontario. With Phares' encouragement, the company's sole focus became leasing and moving modular buildings in 1975. Further changes came when the business transitioned from three individual partners to two families, and again when Phares' family became sole owner in 2012.

Through these years, Phares and Laura had three sons, Richard, Don and Rod, and began a life of giving early on. Phares recalls when he began giving to the Floradale Mennonite Church. “A person from church needed some funds for a small item – a toaster,” Phares recalls. “I didn't have much money either, but I had more than they did.”

“My wife always cared about people who didn't have much,” says Phares. “We served on a lot of different committees including the House of Friendship. Our church at Floradale put on a meal every month and

Laura made suppers for the men who came to the House of Friendship.”

“Our mother spent hours and hours at a sewing machine, sewing aprons, quilts and tote bags to help Mennonite Central Committee raise funds,” says Richard Bauman. “She also volunteered at the thrift store in Elmira. I remember her making tea balls for sale at the New Hamburg Relief Sale. Members of the church made 20 plus 5-gallon pails of batter for the deep-fried treat which were sold over two days. She also had an entrepreneurial spirit. When the opportunity came to buy into the Stone Crock in St. Jacobs, where she worked for a time, she jumped in.”

As the Baumans earned more, they gave more. The common theme to their generosity is linked to providing opportunities to those enduring financial challenges. They supported a new building for those with low incomes in Elmira as well as reaching beyond the community, welcoming families from the Jane Finch community to experience life out of the city. They were also on a committee when Floradale Mennonite Church sponsored a Laotian refugee family.

In the 1990s, Phares was asked to serve on Parkwood's Board of Directors, when Elmer Shantz was Board Chair, to lend expertise when planning was underway for building Parkwood on its current site. Laura and Phares donated to help build the Health and Wellness Centre. At that time, Phares, an eternal optimist, said when he needed assisted care, he hoped it would be at Parkwood. He got his wish in August 2020, almost five years after Laura's passing in 2015. He enjoys life there with other lifelong friends.



Laura (far right) volunteering her time and talent making tea balls at the New Hamburg Relief Sale.

Today, C.L. Martin Construction is under second and third generation ownership of the Bauman family. The tradition of giving to help others also continues through the Bauman Foundation, most recently with a gift to Parkwood’s new apartment building to support affordable housing.

“My parents raised us with a giving tradition and encouraged the family to share time, wealth and entrepreneurial skills,” says Richard. “It is important and expected from those who are blessed. Where mom and dad made the decisions in the past, dad consults with each of us and we give as a family.”

“I think Laura would have been 100% in agreement with this donation,” says Phares. “We can do this and we have a responsibility to do this. This is a long-term project with long-term impact, helping many people to live in affordable apartments for many decades. I don’t know if I will meet any of them. I just hope they enjoy themselves.”

“I feel privileged that I can help people,” says Phares. “God gave me an opportunity that not everybody gets. I just like to give back to people who need it. I feel every time I gave something, I was blessed.”



Phares and Laura were married in August 1958.

Parkwood is pleased to recognize the Bauman Family Foundation in honour of Phares and Laura Bauman for the naming of the Terrace Lounge in the new apartment building.

MEANINGFUL LIVES

Elmer & Eileen Shantz

“Helping others in need is not only a responsibility of life; it is what gives meaning to life.” – Molli Marti



Elmer and Eileen on their 65th wedding anniversary.

Elmer Shantz (1933-2021) was raised on a farm outside of Hespeler, Ontario. In the early 1950s, Elmer began his career in construction, working his way up to superintendent. He had a natural ability to coordinate people and projects. These skills foreshadowed his long-serving volunteer work with Habitat for Humanity, coordinating their major blitz builds from coast-to-coast.

Eileen Witmer (1932-2020) was born and lived on a farm near Listowel, Ontario until the age of five when her family relocated to Kitchener. Moving between rental homes, the family eventually settled into a permanent home of their own when Eileen was 10. Her first job was as an elevator operator at Goudie’s Department Store in Kitchener. In time, she began learning office procedures and making the bank deposits.

Elmer and Eileen were married in 1952. Three years later they purchased a farm backing onto Elmer’s parents’ Hespeler farm, where they raised their two sons, Bob and Larry. They lived there for the next 55 years.

Those were busy years! The family school bus business started out of necessity in 1958 with the family station wagon. Eileen began transporting Bob and other area children to school. Over time the bus routes expanded to multiple routes. In 1971, when an acquisition decision was made to expand the business, Elmer switched from construction to join Eileen full-time. In 1975, after another expansion, their sons joined them full-time in the company. Over the years Shantz Coach Lines Limited relocated and centralized to Kitchener. The business, with its valued 200 employees and 175 vehicles, was sold in 2003.

Both Elmer and Eileen’s work habits and thriftiness, along with their values of benevolence and generosity to those in need were formed during their Depression era upbringings. According to his family, Elmer’s philosophy for life was best summed up in a quotation by Molli Marti the family read in an Abundance Canada booklet: “Helping others in need is not only a responsibility of life; it is what gives meaning to life.” He believed in giving a hand up, not a handout, and together they put that philosophy to work, leading by example through their support of many organizations.

“While mom and dad had different skills sets, they did everything together and worked side by side building the family business,” says Bob Shantz, who has also served on Fairview Parkwood Communities’ Board of Directors, and currently serves on Parkwood’s Building Committee and Campaign Committee. “They deeply valued their family and also their employees. Their home was one of hospitality and they hosted various Boards, busing functions and extended family gatherings. They were faithful members of Stirling Avenue Mennonite Church in Kitchener. It was extremely important to them to pass their values on to their children and grandchildren.”

The family’s tradition of giving back continues, as Elmer and Eileen wished. Larry Shantz shared these remarks at Parkwood’s groundbreaking event on May 26, 2022:

“It was not a stretch for our family to consider our collective participation in getting behind this exciting Parkwood expansion project. A key and persuading factor in our decision-making was the visionary inclusion of making one-third of the units affordable senior independent living apartments.



Elmer giving a 'hand up' with Habitat for Humanity.



Eileen volunteered for 25 years at the Fairview store and café.

“Our parents had a long and woven history with the Fairview and Parkwood communities. Dad served for many years on the Fairview Board of Directors during the 1980s and 1990s – a number of those years as the Chair. His building experience was an asset to the understanding of the complexities of Fairview’s renovation and expansion, and eventually, Parkwood’s initial build. Our mom would find herself volunteering for 25 years at the Fairview store and café, enjoying the many friendships she made along the way. Eileen had a long tradition of making her famous Christmas cake for Fairview’s annual Christmas craft sale. In 2010, our parents moved into Fairview’s cottages, then into Fairview’s assisted living retirement suite. Our dad also lived at Fairview’s long-term care.

“This visionary project aligns completely with the way our parents lived their lives. The naming option of the apartment foyer fits well with our parents’ philosophy as a place where people can gather and be welcomed as part of a community. We commend the work and vision of Parkwood’s administration and Board of Directors for bringing this project to fruition. May community abound at Parkwood.”

MEASURE OF A PERSON

- Not — "How did they die?"
 - But — "How did they live?"
 - Not — "What did they gain?"
 - But — "What did they give?"
- These are the units
To measure the worth
Of a person, as a person.
Regardless of birth.
- Not — "What was their station?"
 - But — "Had they a heart?"
 - And — "How did they play
their God-given part?"
- Were they ever ready
With a word of good cheer,
To bring back a smile,
To banish a tear?"
- Not — "What was their church?"
 - Not — "What was their creed?"
 - But — "Had they befriended
Those really in need?"
 - Not — "What did the sketch
in the newspaper say?"
 - But — "How many were sorry
When they passed away?"

This message was on the back of Elmer’s business card.

Parkwood is pleased to name the Apartment Foyer in the new apartment building to honour the Elmer and Eileen Shantz Family, including Bob and Judy, and Larry and Marcia.





Parkwood Expansion

Independent Living – Affordable Housing Project

Building a Community for All.

An urgent need for affordable housing

In Waterloo Region, the seniors population is growing, more seniors are living in poverty and housing costs are rising. There is an urgent need for affordable housing for older adults of modest and middle income means in the Region of Waterloo.

More than a housing solution

Our vibrant campus has been purposefully designed and expanded to nurture a sense of community for older adults where all are welcome. Our amenities and programs are intended to support the whole person: physical, social and spiritual.

Our vision is to offer 30% of a new six-storey, 90-unit building as affordable housing

This housing solution relieves poverty, lessens the chronic shortage of senior-friendly affordable housing, provides equitable access to a beautiful campus and congregate living to older adults with many backgrounds and a range of financial means – modest, middle and comfortable.

Help us relieve poverty

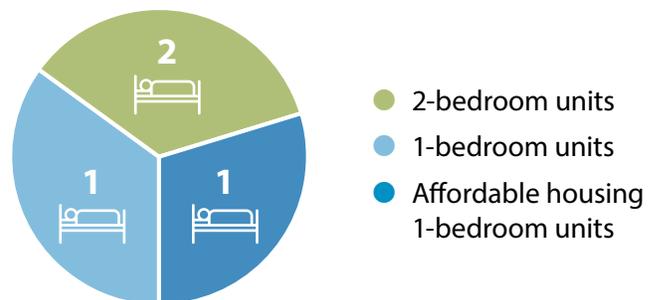
We are uniquely positioned to respond to the chronic shortage of affordable housing for older adults of modest and middle incomes in Waterloo Region.

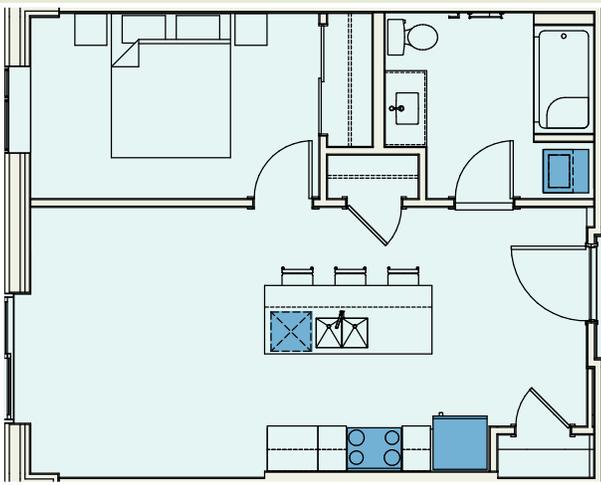
With your help, in winter 2023-24, we will greet residents to our vibrant campus where all are welcome.

A commitment to community

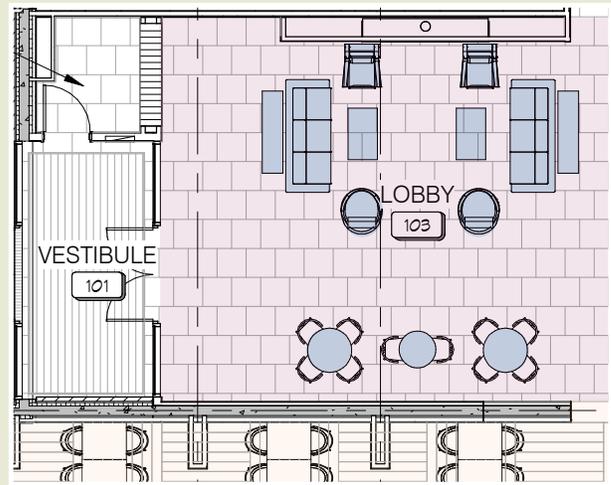
Friends and donors have once again demonstrated their commitment to relieving poverty and ensuring others may enjoy their senior years in a safe and comfortable home by donating \$6.5 million of a \$7.5 million campaign.

We are asking community members to help us raise the final \$1 million.





Floor plan of a 1-bedroom apartment.



Floor plan of the Foyer.

“The housing gap means seniors get missed. They are struggling. We are in a unique position to help bridge that gap and change lives.”

Ed Nowak, Campaign Co-Chair

Help us Build a Community for All

To ensure we can sustainably offer the maximum number of affordable housing units, we ask you to consider helping us to equip the 28 affordable housing apartments and the shared common areas. For example:

Apartment Appliances

Each of the 28 affordable apartments will include a fridge, stove, dishwasher, microwave, washer and dryer.

A gift of \$6,150 can completely equip one apartment.
A gift of \$7,250 can equip an accessible, affordable apartment.

Fundraising goal: \$178,000

Foyer and Café

The light-filled foyer will welcome residents and guests with comfortable seating and a cozy café.

A gift of \$2,700 will provide a comfortable greeting and meeting space to enjoy a treat from the café and have a chat.

Fundraising goal: \$13,500

A gift of any size will make a difference

Gifts of \$100 or more can be pledged and paid in comfortable segments over one to five years, to fit your financial planning. Whatever your budget, we appreciate your kind support. Together, we are ‘Building a Community for All’.

Legacy opportunities are also available to honour you, your loved ones or a community organization. Contact us to learn more about pledging and naming a special area of the apartment building.

To learn more or to donate

Visit our website to download our online brochure. Call us at **519.653.6683**, or send an email to: **capitalcampaign@parkwoodmh.com**



Financials

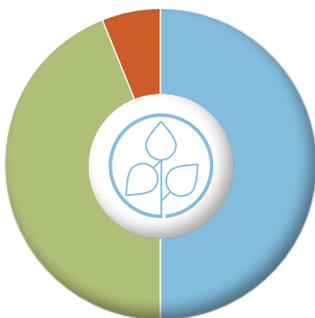
Fairview Mennonite Homes and Parkwood Mennonite Home Inc. are values-based, not-for-profit organizations. Our strong financial management is based on an annual budget guided by a business model that provides financial stability and sustainability.

The pandemic continued to have a significant impact on both Fairview’s and Parkwood’s operations with resources used to ensure residents and employees were as safe as possible, going over and above the legislated requirements. Provincial funding initiatives supporting COVID-19 pandemic related spending helped to offset some of these expenses. Both campuses continued to experience the impact of deferred decisions to move to retirement homes. This has begun to smooth out and, by

the end of the fiscal, apartment rentals are returning to pre-pandemic levels of demand. Parkwood benefitted from a grant from the province of Ontario supporting the redevelopment of its website which includes a French version, similar to Fairview’s website.

By exercising careful, strategic financial management both Fairview and Parkwood realized a surplus. These funds have helped us to continue to invest in significant updates and improvements at both campuses which contribute to the health, safety and enjoyment of life on both campuses. In addition, these funds provide the resources needed to continue the expansion at Parkwood, and soon, the changes coming to expand long-term care at Fairview.

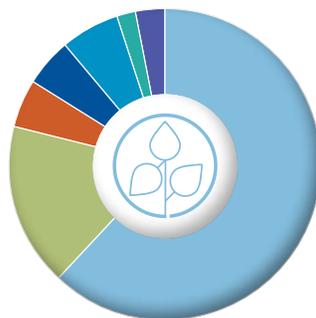
Fairview Mennonite Homes – Financials 2021-22



Revenue

\$15.5M

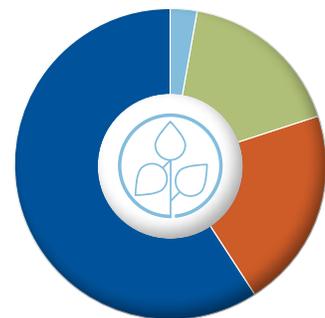
● Residents	50%
● Government	44%
● Other	6%



Expenses

\$15M

● Salaries & Wages	62%
● Maintenance & Supplies	17%
● Utilities	5%
● Administration	5%
● Amortization	6%
● Mortgage Interest	2%
● Property Taxes	3%



Donations

\$136,296

● In memory	3%
● Undesignated	17%
<i>Special Projects:</i>	
● Kindness Walk	21%
● Building fund	59%





Philanthropy

This was an extraordinary year for philanthropy for both Fairview and Parkwood.

On September 25 and 26, we held our second annual 'Walk the Kindness Way – Unmask Your Kindness' event, with participants walking 42km over two days. The event raised \$53,000 between the two campuses to create Healing Gardens at Parkwood, as part of the capital campaign, and at Fairview. Thank you to the committee members, 62 participants, donors and volunteers who make this event possible.

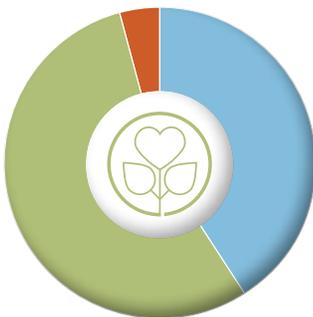
Fairview's building fund received a significant donation, providing the first gift toward planned development in the mid 2020s.

Parkwood's capital campaign exceeded expectations, with \$6.5 million pledged and donated toward the \$7.5 million. This includes a generous grant of \$1,955,000 from Waterloo Region. The support this project has received in just one year has been amazing and only possible with incredible partners who share a commitment to relieving poverty by supporting affordable housing.

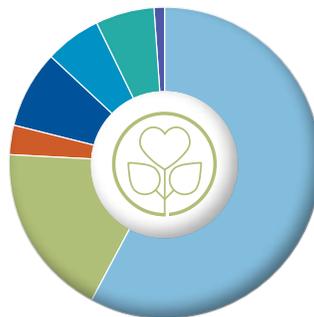
We are grateful and humbled that so many have chosen to give their time, talent and financial resources to build capacity at Fairview and Parkwood.

Thank you all so very much.

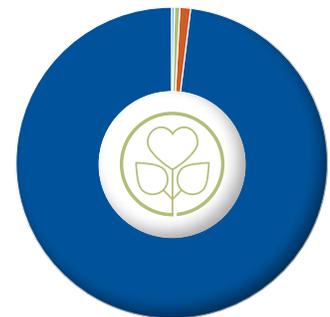
Parkwood Mennonite Home Inc. – Financials 2021-22



Revenue	\$14.2M
● Residents	41%
● Government	55%
● Other	4%



Expenses	\$13.7M
● Salaries & Wages	58%
● Maintenance & Supplies	18%
● Utilities	3%
● Administration	8%
● Amortization	6%
● Mortgage Interest	6%
● Property Taxes	1%



Donations	\$2.2M
● In memory	.5%
● Undesignated	.5%
<i>Special Projects:</i>	
● Kindness Walk	1%
● Building fund	98%

BUILDING CAPACITY ON A STRONG FOUNDATION



2021-22 Board of Directors, top row, l-r: Fred Schiedel; Jennifer Krotz, Secretary; Marion Good, Chair; Bob Shantz. Middle row, l-r: Brent Horst; Ruth Konrad, Treasurer; Elaine Shantz, FPC President and CEO; Nancy Mann. Bottom row, l-r: Ed Nowak, Vice Chair; John Shantz; Ken Frey; Brent Martin, FPC CFO.

Fairview Parkwood Communities – 2021-22 Board of Directors

Thank you to the members of Fairview Parkwood Communities' (FPC) dedicated Board of Directors whose values, vision, wisdom and commitment have helped build the strong foundation and capacity which are making it possible to undertake historic expansions at Fairview Parkwood Communities to provide older adults with greater access to a dignified life in safe, welcoming communities.



515 Langs Drive
Cambridge, ON N3H 5E4
Phone: 519.653.5719 Fax: 519.650.1242
Website: fairviewmh.com
Email: info@fairviewmh.com
Fairview Mennonite Homes
Registered Charitable # 10737 2120 RT0001

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



726 New Hampshire Street
Waterloo, ON N2K 4M1
Phone: 519.885.4810 Fax: 519.885.6720
Website: parkwoodmh.com
Email: office@parkwoodmh.com
Parkwood Mennonite Home Inc.
Registered Charitable # 13988 1544 RT0001

Front cover photo: Groundbreaking event at Parkwood Seniors Community for the new apartment building with affordable housing, May 26, 2022. l-r: Diane Freeman, City of Waterloo Councillor; Jason Martin, MartinSimmons Architects; Don Stevanus, VanDel Construction; Fred Schiedel, Member, Fairview Parkwood Communities Board of Directors and Chair, Building Committee; Marion Good, Chair, Fairview Parkwood Communities Board of Directors; Lloyd Martin, Parkwood resident; Elaine Shantz, President and CEO, Fairview Parkwood Communities; The Honourable Bardish Chagger, MP Waterloo; Jim Erb, Region of Waterloo Councillor; and His Worship Dave Jaworsky, Mayor of Waterloo.