



# navigating *Opportunities*

Fairview Parkwood 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 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 Shared Services 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 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.

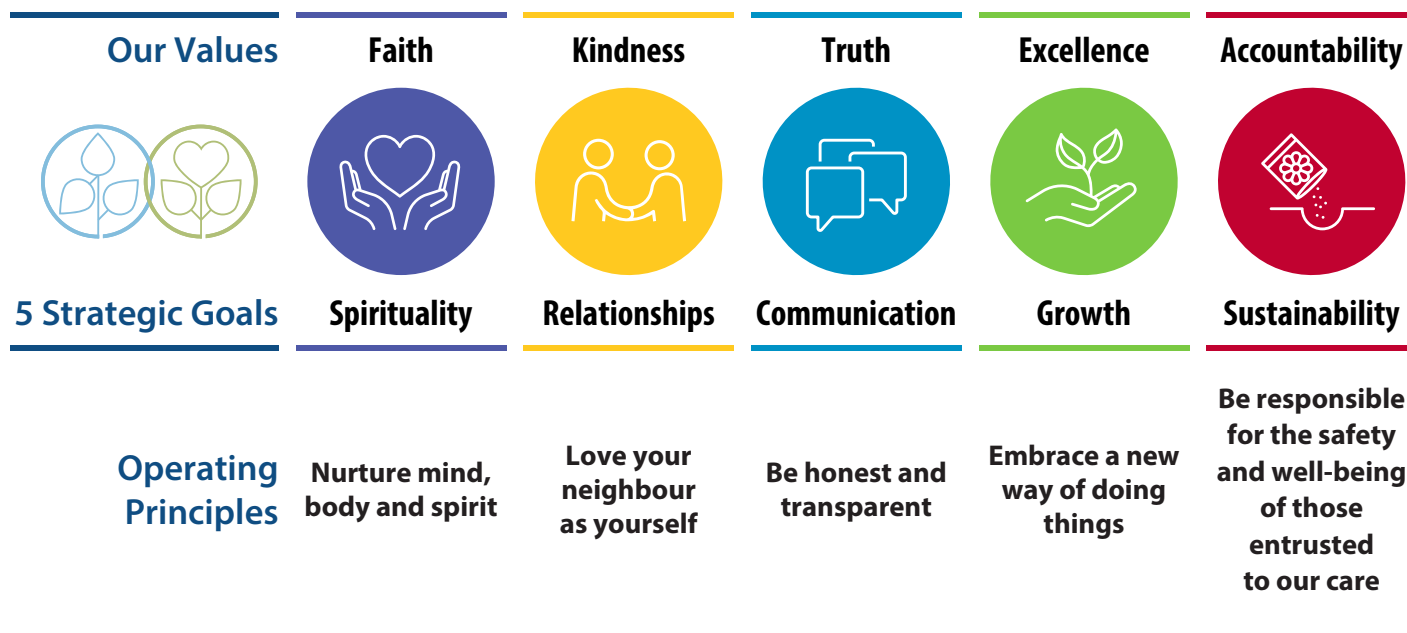
Construction projects will be brought to fruition. At the same time, we will strengthen our ability to attract and retain the exceptional talent needed to support the expansion of Fairview's long-term care home and the ongoing needs of Parkwood and Craigwiell Gardens.

We will navigate emerging opportunities that ensure the vitality and sustainability of our campuses to empower us to provide residents with dignified, safe and affordable retirement 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.



# Spirituality

Explore opportunities to serve the needs of our community by aligning with partners who share our faith-based values and mandate to relieve poverty

## OBJECTIVE: Fairview Parkwood Communities Unification with Craigwiel Gardens

Action Plan	Lead	Date	Measurement
1. Engagement <ul style="list-style-type: none"> <li>Develop and implement stakeholder engagement communication plan to ensure transparent, comprehensive transitions</li> </ul>	PCEO DPLG	Winter/ Spring 2025	Completed
2. Governance <ul style="list-style-type: none"> <li>Review, assess and develop structure and efficiencies</li> <li>Review and consider consolidation of Mission, Vision and Values for Craigwiel Gardens</li> </ul>	PCEO through Shared Services Committee	Winter/ Spring 2025	Completed
3. Commitment <ul style="list-style-type: none"> <li>Motion to resolve at respective Annual General Meetings</li> <li>Finalize unification</li> </ul>	PCEO Board chairs	June 2025	Completed

## OBJECTIVE: Expand membership

Action Plan	Lead	Date	Measurement
1. Explore Membership options <ul style="list-style-type: none"> <li>Develop an adhoc committee of the Board</li> <li>Determine criteria for new members</li> <li>Evaluate membership options beyond Mennonite churches, e.g., other churches, Associations, MEDA</li> </ul>	Board Committee	2026	Criteria and Evaluation Developed
2. Develop a two-year plan with deliverables each year <ul style="list-style-type: none"> <li>Number of potential new members to approach</li> </ul>	Board Committee	2026	Plan Implemented
3. Commitment <ul style="list-style-type: none"> <li>The board and delegates vote on a motion to resolve and endorse the amendments to the By-Laws at the Annual General Meeting.</li> </ul>	Board	2027	Motion Passed
4. Approach and formalize agreements with preferred membership partners	Board Committee	2027	Completed





# Relationships

Expand internal and external People Resources to foster innovation and adaptability and strengthen our culture of kindness.

## OBJECTIVE: Roll-out Kindness Speaks customer service training program

Action Plan	Lead	Date	Measurement
1. Launch customer service training across organization <ul style="list-style-type: none"><li>• Identify priorities for roll-out</li><li>• Implement roll-out</li><li>• Measure impact</li></ul>	PCEO DPLG	2025	Completed

## OBJECTIVE: Enhance Kindness in Action program to support retention of employees who might otherwise be missed

Action Plan	Lead	Date	Measurement
1. Develop task force to research and review employee retention effectiveness of similar programs <ul style="list-style-type: none"><li>• Review and revise current program eligibility criteria for funding support</li><li>• Recommend and initiate enhancements</li></ul>	DPLG	2025	Completed
2. Commitment <ul style="list-style-type: none"><li>• Board resolution to support annual commitment</li></ul>	PCEO	2025	Motion Passed
3. Explore a rewards-based incentive recognition program for front-line team members <ul style="list-style-type: none"><li>• Build frame using kindness to self, colleagues and community</li><li>• Develop meaningful criteria with front-line team</li><li>• Develop program with criteria, financial impact, policy, procedures and report tracking</li></ul>	DPLG	2026	Completed
4. Commitment <ul style="list-style-type: none"><li>• Board resolution to approve program</li></ul>	PCEO	2026	Approved
5. Implement and evaluate	DPLG	2027	Ongoing

## Relationships [CONTINUED]

### OBJECTIVE: Expand succession planning

Action Plan	Lead	Date	Measurement
1. Entrench and formalize use of CEO Circle of Succession <ul style="list-style-type: none"> <li>Provide opportunities for employees to self-identify or be identified for growth</li> </ul>	PCEO	2025	Completed
2. Expand formal Succession Plan for organization <ul style="list-style-type: none"> <li>Identify individuals for emergency and long-term positions</li> <li>Invest in development opportunities to ensure leadership pipeline is robust</li> </ul>	PCEO	2026	Completed

### OBJECTIVE: Explore partnerships with other non-profits

Action Plan	Lead	Date	Measurement
1. Explore partnership options <ul style="list-style-type: none"> <li>Determine criteria for additional Mennonite and faith-based partners</li> <li>Identify opportunities to strengthen existing partnerships, e.g., St. Louis</li> <li>Identify benefits of joining with FPC, e.g., larger purchasing group, advocacy</li> </ul>	CFO COO	June 2025	Completion
2. Develop and formalize partnerships	CFO COO	2026	Completion
3. Build and strengthen relationships with potential partners <ul style="list-style-type: none"> <li>All senior leadership participate in at least one external Board or Committee related to senior care and services</li> </ul>	COO	2025	Completion





# Communication

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.

## OBJECTIVE: Assess opportunities to strengthen fundraising and friend raising

Action Plan	Lead	Date	Measurement
1. Complete Fairview Capital Campaign <ul style="list-style-type: none"><li>• Meet or exceed \$2.5 million goal</li><li>• Advance naming opportunities</li></ul>	PCEO	2026	Completed
2. Relaunch Craigholme's Capital Campaign <ul style="list-style-type: none"><li>• Celebrate \$1.25 M raised to date</li><li>• Identify new goal</li><li>• Confirm naming opportunities and share opportunities not spoken for</li></ul>	PCEO	2026	Completed

## OBJECTIVE: Position brand and logo creative for growth

Action Plan	Lead	Date	Measurement
1. Explore updated logo creative <ul style="list-style-type: none"><li>• Position brand to embrace additional campuses and new programs</li></ul>	PCEO Comms Consultant	2026	Completed

## OBJECTIVE: Support HHR

Action Plan	Lead	Date	Measurement
1. Support all aspects of HHR communications <ul style="list-style-type: none"><li>• Recruitment campaign</li><li>• Retention</li><li>• Recognition</li></ul>	DHR Comms Consultant	2025	Completed

## OBJECTIVE: Strengthen brand awareness

Action Plan	Lead	Date	Measurement
1. Explore opportunities to increase visibility of FPC as the umbrella organization to attract partners, build reputation and awareness, increase name recognition, support recruitment, attract donors, and ensure we are 'preferred' campuses for residents and families <ul style="list-style-type: none"><li>• E.g., memberships, conference presentations, community events, recruitment drives, awards</li></ul>	PCEO Comms Consultant	2026	Increased Positive Visibility



# Growth

Complete current construction projects, explore opportunities to expand specialty programs and identify and pursue new opportunities that drive growth and innovation.

## OBJECTIVE: Successfully complete building projects

Action Plan	Lead	Date	Measurement
1. Complete Fairview LTC expansion	DLB	Early 2026	Completed
2. Build new Craigholme LTC	DLB	2026	Completed

## OBJECTIVE: Consider opportunities to acquire new Campuses with shared values

Action Plan	Lead	Date	Measurement
1. Consider opportunities to offer Shared Services to small not-for-profit operators, e.g., Mennonite NFP Homes, C-bed Homes <ul style="list-style-type: none"> <li>Identify common needs of small, independent NFP homes and demonstrate how FPC can bridge gaps sustainably</li> <li>Develop criteria to identify potential partners, e.g., location, values, NFP, viability</li> <li>Develop Case Study of Shared Services between Fairview and Craigwiell Gardens to attract partners</li> <li>Identify potential partners, e.g., become Commercial Member with AdvantAge</li> </ul>	PCEO Comms Consultant	2027	Completed

## OBJECTIVE: Explore opportunities to build new Campuses

Action Plan	Lead	Date	Measurement
1. Identify and explore new not-for-profit Campus opportunities <ul style="list-style-type: none"> <li>Explore opportunities to acquire additional campuses, e.g., through Shared Services, Mennonite NFP Homes, C-bed Homes</li> <li>Explore opportunities to build a new campus; identify suitable site(s), timeline(s) and financing requirements</li> </ul>	PCEO COO	2027	Opportunities Identified



## Growth [CONTINUED]

### OBJECTIVE: Maximize the potential of each Campus

Action Plan	Lead	Date	Measurement
1. Explore and evaluate building opportunities on existing campuses <ul style="list-style-type: none"> <li>Preston Mennonite Church</li> <li>Fairview vacant lot</li> <li>Parkwood expansion possibilities</li> <li>Additional building at Craigwiel Gardens</li> <li>Buy back of designated Parkwood Garden homes</li> </ul>	PCEO CFO COO	2027	Completed
2. Evaluate and determine building opportunities on Craigwiel Gardens' existing Campus <ul style="list-style-type: none"> <li>Develop design concepts for potential next project at Craigwiel Gardens</li> </ul>	PCEO CFO COO	2027	Completed
3. Plan for capital refurbishment for Craigwiel Apartments	DLB	2026	Completed

### OBJECTIVE: Explore opportunities to support aging in place

Action Plan	Lead	Date	Measurement
1. Develop a Navigator position <ul style="list-style-type: none"> <li>Conduct needs assessment in consultation with community, e.g., churches</li> <li>Define role and KPIs, e.g., connect clients with healthcare resources, educate community members, coordinate programs and services across disciplines</li> <li>Recruit, onboard</li> <li>Promote awareness of Navigator role</li> </ul>	DHCC Retirement COO	2026	Implemented
2. Investigate piloting LTC Without Walls <ul style="list-style-type: none"> <li>Research similar models</li> <li>Conduct a needs/technology assessment</li> <li>Identify staffing needs</li> <li>Engage multidisciplinary collaboration</li> <li>Determine short and long-term goals, KPIs</li> </ul>	DHCC Retirement COO	2026	Decision Made
3. Evaluate opportunities to expand HCCSS <ul style="list-style-type: none"> <li>Evaluate current services and identify gaps, e.g., respite care, therapy services, support for caregivers</li> <li>Align program goals; reduce duplication/overlap of services and assessments; leverage existing services and resources</li> <li>Develop workflows</li> <li>Identify how HCCSS might support LTC Without Walls model</li> </ul>	DHCC Retirement COO	2026	Decision Made

## Growth [CONTINUED]

### OBJECTIVE: Phase in quality initiatives that enhance resident-centered Care

Action Plan	Lead	Date	Measurement
1. Implement Registered Nurse Association of Ontario (RNAO) clinical pathways tool and assessments <ul style="list-style-type: none"> <li>Phase in 10 pathways every six to eight months over three years</li> </ul>	DCS	March 2025 to 2027	Implemented
2. Drive better data to enhance resident-centred quality care <ul style="list-style-type: none"> <li>Retire MDS 2.0</li> <li>Implement inter-RAI LTCF assessment</li> </ul>	DCS, RAI Coordinators	October 2025 to January 2026	Implemented

### OBJECTIVE: Pilot enhanced quality of life initiatives for residents living with dementia

Action Plan	Lead	Date	Measurement
1. Enhance the physical environment <ul style="list-style-type: none"> <li>Install Sensory Scape murals</li> <li>Update flooring (hard surface)</li> <li>Purchase new furniture for common areas and sensory room</li> <li>Develop and administer feedback surveys to measure resident and family satisfaction</li> </ul>	PMH ADC	2025	Completed
2. Develop Staffing and Training models, including: <ul style="list-style-type: none"> <li>Dementia focused training</li> <li>Increased recreation and housekeeping training hours</li> <li>Increased BSO hours to support seven days a week training</li> <li>Quarterly quality indicators monitored, e.g., falls, incidents, staff retention, psychotics use</li> </ul>	PMH ADC	2026	Completed
3. Develop plans to expand initiatives to all campuses	DOS	2027	Completed
4. Create two small home areas <ul style="list-style-type: none"> <li>Architect to design spaces</li> <li>Explore funding options</li> <li>Phase rollout: planning, design, construction, staff onboarding and resident transitions</li> <li>Explore the possibility of adding a resident sunroom</li> <li>Enhance interdisciplinary collaboration</li> </ul>	PMH ADC	2030	Completed



## Growth [CONTINUED]

### OBJECTIVE: Explore specialized programming to maximize campus programs

Action Plan	Lead	Date	Measurement
1. Launch new SALC at Craigwiel Gardens with new government grant funds <ul style="list-style-type: none"> <li>Initial focus on programs for older adults, socially isolated persons, low-income persons, persons with disabilities and those living in rural settings</li> <li>Include intergenerational programs</li> <li>Launch, monitor, evaluate and modify programs to best support the community</li> <li>Year 1: Hire a PT coordinator for administrative support and a PT Program Assistant</li> <li>Recruit additional volunteers to support SALC</li> </ul>	DCR	2025	Program launched
2. Explore adding a SALC at Parkwood <ul style="list-style-type: none"> <li>Develop budget covering staffing, programs, capital and admin costs to evaluate financial viability</li> <li>Explore funding options including grant opportunities, government funding and external financial partnerships</li> <li>Draft a list of relevant programs to offer</li> <li>Pilot and evaluate programs</li> <li>Create membership model</li> <li>Monitor quality indicators</li> </ul>	Administrator COO	Ongoing	Embrace opportunity as presented
3. Investigate the implementation of an Adult Day Program at Fairview <ul style="list-style-type: none"> <li>Identify environment and space</li> <li>Determine needs through consultation</li> <li>Identify core programs and services; determine accessibility requirements</li> <li>Determine staffing requirements</li> <li>Research financial resources available, e.g., grants</li> <li>Develop KPI's</li> <li>Launch pilot and monitor quality indicators</li> </ul>	FMH DHCC	2027	Completed



# Sustainability

Optimize and expand financial, IT and risk mitigation resources to enhance the safety, efficiency and effectiveness of programs, services and housing units.

## **OBJECTIVE: Re-engineer the organizational structure to meet future growth**

Action Plan	Lead	Date	Measurement
1. Develop a current, medium and long-term organizational chart	PCEO	2026	Completed
2. Consider future position needs to support <ul style="list-style-type: none"><li>• Fundraising</li><li>• HR, including Recruiter, HR coordination, HR Navigator</li><li>• Nursing, e.g., Nurse Consultant/Navigator, CNO</li><li>• IT, e.g., specialist</li><li>• Campus Administrator</li></ul>	PCEO	2026	Completed
3. Expand HHR talent pipeline to recruit and retain leadership <ul style="list-style-type: none"><li>• Build on Succession Planning</li></ul>	PCEO	2026	Completed

## **OBJECTIVE: Build HHR framework to recruit and retain front-line and leadership team members in alignment with growth initiatives**

Action Plan	Lead	Date	Measurement
1. Build an HHR Team and framework to recruit, onboard and retain team members <ul style="list-style-type: none"><li>• Recruit HR Lead, e.g., Director/Recruiter</li><li>• Recruit HR Specialist, e.g., Navigator</li></ul>	DHHR	2025  April 2025 – Jan 2026	Completed  Completed
2. Recruit front-line staff for Fairview expansion <ul style="list-style-type: none"><li>• Use approved HHR Ultimate Staffing</li></ul>	New HR Lead and Specialists	Early 2025	Completed
3. Build HR team with focus on: <ul style="list-style-type: none"><li>• Compliance and Legal matters</li><li>• Training and Development</li><li>• Recruitment and Talent Acquisition</li><li>• Performance Management</li><li>• Compensation and Benefits</li><li>• HRIS / Payroll</li><li>• Employee Health and Well-being, which will include a review and enhancement of diversity, equity and inclusion plan</li></ul>	DHHR	2027	Completed



## Sustainability [CONTINUED]

### OBJECTIVE: Enhance IT capacity

Action Plan	Lead	Date	Measurement
1. Align and integrate IT systems across campuses <ul style="list-style-type: none"> <li>• Move Craigwiel Gardens accounting systems to NAV</li> <li>• Align Craigwiel Gardens, Fairview and Parkwood networks</li> <li>• Integrate Craigwiel Gardens with Fairview's and Parkwood's Microsoft 365 platform</li> <li>• Align payroll and scheduling systems</li> </ul>	CFO	2025	Completed
2. Enhance and expand IT <ul style="list-style-type: none"> <li>• Hire IT Specialist</li> <li>• Develop IT plan</li> <li>• Ensure IT Risk Management conforms to needed levels and systems</li> </ul>	CFO	2026	Completed

### OBJECTIVE: Embrace legislative requirements

Action Plan	Lead	Date	Measurement
1. Continue to review and update policies and procedures to meet requirements <ul style="list-style-type: none"> <li>• LTC legislation</li> <li>• RHRA</li> <li>• Home and Community Care Services</li> <li>• Accreditation Canada</li> </ul>	DPLG  DCS COO, DHCCS COO, DHCCS DPLG	Ongoing	Ongoing  Compliance Compliance Compliance Accreditation

### OBJECTIVE: Review Board governance and succession

Action Plan	Lead	Date	Measurement
1. Review and update governance to reflect unification with Craigwiel Gardens <ul style="list-style-type: none"> <li>• Identify principles/policies that may support future campus additions that impact governance structure</li> </ul>	PCEO Board Executive	2026	Completed



*Fairview*  
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