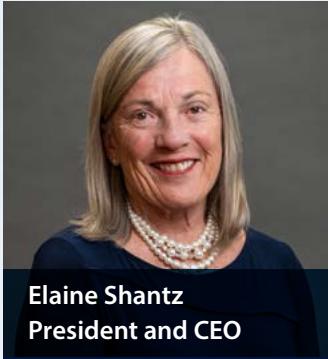




# Unleashing *Capacity*

FAIRVIEW PARKWOOD COMMUNITIES  
2024-25 Report to the Community





Elaine Shantz  
President and CEO

## Message from the President and CEO

*“We should remember that good fortune often happens when opportunity meets with preparation.*

~ THOMAS EDISON

*“If you want to go fast, go alone. If you want to go far, go together.”*

~ ANONYMOUS

Dear Friends,

The wisdom of these words truly resonates with our journey over the past seven years. The seeds of the remarkable abundance and growth we now celebrate were planted when our Board courageously embraced a strong business model, even as we remained steadfastly not-for-profit.

This strategic approach to financial management has allowed us to first build vital capacity – within our dedicated team, our expertise, our culture, and our relationships with partners and the community. This solid foundation then empowered us to launch ambitious projects that ensure our sustainability and our ability to provide living options for older adults, especially those who might otherwise be missed.

The past three years have been a period of extraordinary growth. We proudly opened the Martin Apartments with affordable housing at Parkwood in March 2024 and began the significant expansion of Fairview's long-term care (LTC) home, which will more than double its size by early 2026. We partnered with Craigwiel Gardens, through a Shared Services Agreement, and broke ground on a new 96-bed LTC home in December 2024. Beyond these building projects, we also expanded our Home and Community Care Support Services and opened our second PSW Living Classroom in partnership with the St. Louis School of Continuing Studies. These advancements were achieved while continuously enhancing our culture of kindness, refining our recruitment processes, and earning external recognition, being named one of *Canada's Most Admired Corporate Cultures* for three consecutive years.

These accomplishments represent an immense collective effort, unwavering commitment and, most importantly, the incredible support of a vast community of partners. We truly did not accomplish any of this alone.

My deepest gratitude goes to our exceptional Board of Directors for their continuous support, encouragement and invaluable guidance. I also extend a heartfelt thank you to the Church Delegates, Board members, our Resource Team and all staff who shared their insights to shape our exciting new Strategic Plan – *Navigating Opportunities*.

We are also profoundly grateful to our many partners whose collaboration made these building projects possible, including SRM Architects, VanDell Construction, and CMLS Financial. We are grateful for the support of the Region of Waterloo and the building departments of the cities of Waterloo and Cambridge. Crucially, thank you to the donors who shared our vision, with a special acknowledgment to the generous donor whose gift reserves the naming of Fairview's LTC home for Ed and Karen Nowak.

Finally, thank you to our residents and families for their patience and understanding during construction. Your trust and partnership enable us to fulfill our mission and foster vibrant communities on our campuses.

Together, you help us ensure residents live with dignity in a safe, kind environment where all are welcome. We simply could not do any of this without you. Thank you.

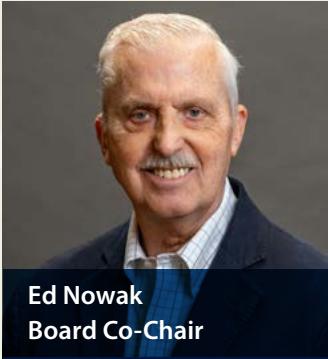
In kindness, Elaine Shantz

### National Most Admired Corporate Culture Award

Fairview Parkwood Communities has been recertified once again for the *Canada's Most Admired Corporate Cultures Award* program. As a 2022 winner, we are proud to be recognized for this award for the third year in a row for continuing to demonstrate our commitment to preserving and strengthening our corporate culture.



Robert Shantz  
Board Chair



Ed Nowak  
Board Co-Chair

Dear Friends,

As a not-for-profit organization, our community and the Board ultimately measure success by asking, "Has our work honoured our Mission? Is Fairview Parkwood Communities (FPC) closer to realizing our Vision?" Reflecting on all that has been achieved this past year, the answer is a resounding, 'yes.'

Throughout this report, stories will highlight how Fairview Parkwood Communities' strengths, competencies and achievements have created more living options for those who may be financially vulnerable.

Sustaining our growth necessitates strong financial results, ensuring our ability to respond to unforeseen events and capitalize on future opportunities. Our healthy bottom line reflects the prudent management of resources – a shared responsibility between FPC and the Board.

Following extensive consultation, the Board has approved a new three-year strategic plan that requires continued financial strength for successful implementation. The plan also highlights the growing importance of partnerships, including those with provincial, regional and local levels of government, as well as our business and community partners.

We wish to highlight two partnerships as models of thoughtful, community-minded collaboration. Preston Mennonite Church and Fairview have explored a unique relationship, rooted in the shared history of our respective buildings on land generously donated by the same man, Eugene Langs. We have forged a Memorandum of Understanding, based on thoughtful discussions, which ensures the church's congregation maintains a place of worship while we collectively explore how our organizations might better serve the community. This spirit of collaborative growth is a common theme for FPC as we also explore unification with Craigwiel Gardens, a partnership launched through a Shared Services Agreement in mid-2023. This partnership has advanced to include

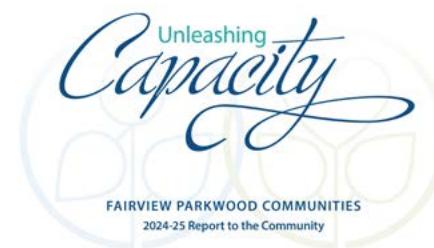
## Message from the Board

**Our Mission:**  
**You are welcome here.**

**Our Vision:**  
**Building a Community for All.**

support from the entire Resource Team, leadership provided by Elaine, as President and CEO, and the approval to build a new Craigholme, now underway. These partnerships strengthen our organizations and enable us to better serve our communities.

This year's annual report theme, 'Unleashing Capacity,' reflects a journey rooted in an extraordinary series of strategic plans. While the success of these plans was a collective achievement of staff, partners, Board members, donors, and community members, it was orchestrated under the thoughtful leadership of Elaine Shantz, President and CEO. Elaine continually champions and nurtures these vital relationships. On behalf of the Board, thank you, Elaine. Together, we continue to build toward a new level of potential and sustainability, a trajectory we are confident will continue under our new Strategic Plan: *Navigating Opportunities*.



**Front cover photo:**  
Drone photo of Fairview's expansion, April 2025.

## An Enduring Partnership



From l-r: Roy Scheerer, PMC Church Council member; Niamh Brown, Director of Spiritual Care and Culture, Fairview; Sandra Moreau, PMC Church Council Chair; Elaine Shantz, President and CEO, Fairview Parkwood Communities; Pastor Danielle Rimbault, PMC; Heather Congdon, Executive Director, Fairview; and Nancy Kinsie, PMC Church Council member.

On March 16, 2025, Fairview and Preston Mennonite Church (PMC) signed a Memorandum of Understanding, solidifying the long-standing partnership to collaborate on the use and potential future development of the PMC property. This agreement follows nearly three years of thoughtful dialogue between PMC's congregants and Fairview.



Muriel and Dave Bechtel, 2018.

The result is a commitment of support by Fairview for the church and options for Fairview to use church space, including parking, and an agreement to a proactive consultation process as the partners envision a future for the church building.

"Today the story of Preston Mennonite Church will take a new turn," said Nancy Kinsie, PMC Church Council member. "We anticipate good relations as together we seek a future for our church building, including maintaining our worship space."

Dave Bechtel, who passed in October 2024, helped pave the way in formalizing the partnership. Although his father's construction company had built the church, Dave was pragmatic about progress. He invested his energy in fostering a solution that would best serve the community's seniors and ensure the long-term sustainability of PMC and Fairview – a vision now taking shape with this agreement.

"Dave's personal history, combined with his professional experience in community-based care and an understanding of land development, made the partnership between Preston Mennonite Church and Fairview a natural fit," says Muriel Bechtel, Dave's wife of 56 years. "He saw the inherent sense in the two organizations, sharing adjacent properties, working together. He would be so pleased to know that the church and Fairview have signed an agreement."

## 2024 Legacy Award Winners

Fairview Parkwood Communities launched its Legacy Awards program in 2021, recognizing five key leaders who laid the foundations for the organization, honouring our rich history. The strength of each leader is highlighted through each of the five values: *Kindness, Faith, Truth, Excellence and Accountability*.

We are pleased to announce the 2024 Legacy Awards recipients, including, for the first time, team members from Craigwiel Gardens. Winners were nominated by their peers and selected by a third-party Selection Committee comprised of community representative, Miriam Turnbull, President, ProResp, and Board Members Eleanor Groh and Jennifer Gleeson.



**Congratulations to the 2024 Legacy Award winners.** Front row, l-r: Alex Normandeau, Diane McCance, Leena Ganouri, Mora Haidari, Tammy Martin-Sachs, Millie Appiah, Albin Mathew, Simarjit Kaur, and Dan Dowsling. Back row, l-r: Bianca Klymson, Sarah Campbell, Erin Bordman, Stephanie Toushan, Laura Salton, Sylvia Tsandilis, and Joyce Arrand.

**The Accountability Legacy Award** is named after Tim Kennel, the former Executive Director of Fairview Parkwood Communities, who created two campuses that provide quality and compassionate care.

**Erin Bordman**, Scheduling Coordinator, Parkwood  
**Diane McCance**, Community Engagement Coordinator, Parkwood

**Dan Dowsling**, Maintenance Coordinator, Fairview  
**Albin Mathew**, RN, Craigwiel

**The Excellence Legacy Award** is named for Elmer Shantz, who embodied the values of hard work, trust, and dedication.

**Leena Ganouri**, RPN, Parkwood  
**Millie Appiah**, PSW, Fairview

**Sylvia Tsandilis**, Director Food Services, Fairview  
**Laura Salton**, Administrative Coordinator, Craigwiel

**The Faith Legacy Award** is named for Rufus Jutzi, who dedicated his life to nurturing the mind, body, and spirit.

**Mora Haidari**, Assistant Director of Care, Parkwood  
**Simarjit Kaur**, RN, Fairview

**Joyce Arrand**, Admission Coordinator/Day Program, RPN, Craigwiel

**The Kindness Legacy Award** is named for David Rudy, the first Director of Fairview Mennonite Home, who believed in caring for others with compassion.

**Bianca Klymson**, PSW, Parkwood  
**Caroline Casselman**, PSW, Fairview

**Joana Ochoa**, Scheduling Coordinator, Fairview  
**John Henderson**, PSW, Craigwiel

**The Truth Legacy Award** is named for Lydia Ann Bauman, who embraced the values of caring, respect, humility, commitment, dedication, humour, honesty, empathy, transparency and love for family and community.

**Tammy Martin-Sachs**, Retirement Care Coordinator, Parkwood

**Stephanie Toushan**, RPN, Parkwood  
**Linsey Schultz**, PSW, Fairview

**Sarah Campbell**, Executive Director, Craigwiel  
**Alex Normandeau**, Executive Assistant, Resource Team

## A Promise Kept: To Love and To Cherish at Fairview Parkwood Communities

As couples enter their senior years, their health may change at different rates, with one partner often taking on an increasingly demanding caregiver role. For some, a spouse may require a level of care that can only be provided in long-term care, potentially leading to separation for the first time in their married lives.

Fairview Parkwood Communities' campuses offer a unique advantage by providing a range of living options and a continuum of care that supports couples staying together as their needs evolve. In the past year alone, Parkwood has reunited eight couples, offering long-term care for one spouse while helping the other to continue living independently with a range of care supports, if needed.

The continuum of care model offers significant benefits. There are no travel barriers. Couples can visit frequently and spend the entire day together, sharing meals and activities. For those with a palliative partner, being nearby provides immense comfort, enabling daily visits and precious shared moments that would be difficult otherwise.

Alson Martin can attest to the benefits of the continuum of care campus. "I chose to move to Parkwood because my wife, Carol, is here in long-term care. She appears to be more alert and happier since I moved in. We see each other every day, attend church service together and eat lunch together once a week. I'm so thankful to be near her."



Alson and Carol (Knechtel) Martin on their wedding day, May 2, 1964.

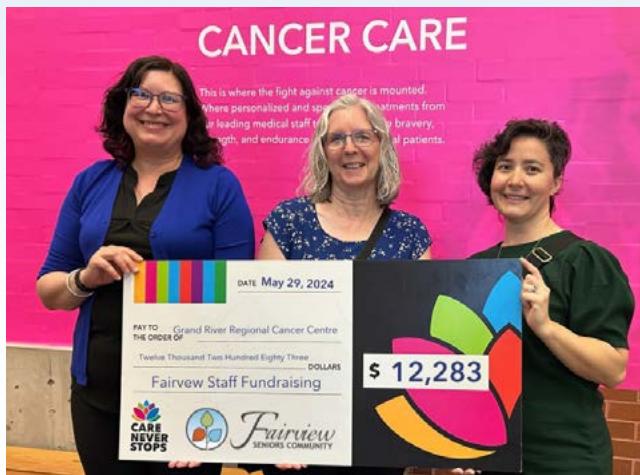


## Fairview's Café: Refreshed!

Everybody loves a makeover, especially when it's your favourite place for coffee, chats, treats, and cheering on the Blue Jays. Our café is now brighter, more accessible and offers more space. A volunteer shopper keeps the shelves stocked with everyday needs and takes special requests. *Stop by and say hello!*



Ken Quick and Matt Fantini.



## Kindness to the Community

For over three decades, Fairview's team has been quietly making a profound difference in our community, extending kindness beyond our walls. Since 1989, their efforts have made a tangible difference, helping to fund everything from new chemo chairs to a vital PET/CT machine and unfunded cancer drugs. This year's donation of \$12,283 brings their collective generosity to \$25,300. More importantly, the team's commitment has helped to improve the community's access to vital care during challenging times. Thank you!

*Pictured above: In the centre, Brenda Evans, Infection Prevention and Control Practitioner, and on the right, Heather Congdon, Executive Director.*

## Partnering for Wellness

At Fairview's Seniors Active Living Centre (SALC), mornings are busy in the fitness centre and the pool classes are full. This past year has seen membership return to pre-pandemic levels, enjoying programs and services that are both fun and vital to the nearly 650 members, including Ken Quick.

Despite the significant effort – especially in the winter – of a three-bus journey in his motorized wheelchair from the top end of St. Andrews in Cambridge, Ken arrives with a clear purpose: to meet his fitness goals by training one-on-one with Kinesiologist Matt Fantini. Recommended for its year-long fitness program and access to physiotherapy, Fairview became a vital part of Ken's life in the fall of 2024.

Working with Matt, whom Ken describes as "amazing, easy-going and understanding," is crucial, especially with Ken's limited lower body mobility due to a past injury. Ken's consistent effort with the exercise equipment yields gradual but real improvements, essential to maintaining his current abilities, ensuring his lower legs don't seize up, and preventing further decline.

Fairview's SALC offers Ken more than just a fitness program. It provides a space where his goals are understood, his challenges are met with patience and expertise, and his determination to maintain his well-being is supported every step of the way.

"There's nothing I enjoy more than helping people become better versions of themselves," says Matt. "The SALC helps people like Ken meet personal goals, large and small, improving their abilities to complete the activities of daily living and enjoy a sense of well-being and independence. That's extremely motivating."

For more information on Fairview's Seniors Active Living Centre or Parkwood's Fitness Centre and Pool, visit [fairviewmh.com](http://fairviewmh.com) or [parkwoodmh.com](http://parkwoodmh.com).



**Walk the Kindness Way** returns September 12 and 13 with the theme 'Rooted in Kindness'. This 42-km trek, from Parkwood to Fairview's new Healing Garden, will raise funds to construct a Healing Garden at Parkwood and provide outdoor furnishings for Fairview's existing one. We look forward to welcoming past and new participants! To sign up or donate, please visit our websites.

## Home and Community Care Keep Father and Daughter Together

At 15, Terri-Lynn Nahls attended Preston High School and enjoyed playing baseball. Her life changed dramatically when a car accident caused a brain injury, leading to a nine-month coma and five years in hospital. She returned home on her 20th birthday where she continues to live with her father, Russ.

"Terri-Lynn has a great sense of humour," says Russ. "She plays games on the computer and loves to go to baseball games at Riverside Park in Preston. While long-term care is a possibility, our goal is a supportive home environment with reliable, expert support tailored to her unique needs."

In the past, inconsistent care, missed visits and unfamiliar staff from multiple providers caused instability and frustration.

Recognizing Fairview's strong community care reputation, Russ initially sought occasional backup, even though Terri-Lynn's situation fell outside Fairview's typical model. Their reliance on Fairview grew, fostering trust with both Terri-Lynn and Russ. This led to full responsibility in early 2025, in partnership with Ontario Health atHome. This marked a turning point.

"I want to congratulate you for having the team that you do – they are awesome," says Russ. "This is a stark contrast to previous experiences with missed visits and disengaged staff. Fairview's staff never miss a visit. They come in, joke with her, connect with her and treat her like family. They even threw her a 50th birthday party. This consistent care has made a real difference for both of us."



### Home and Community Care: Did You Know?

Our Home and Community Care program continues to achieve extraordinary success with a **10.9%** increase over the previous fiscal year, totalling **111,410** visits. What truly sets us apart is our commitment to consistency: we maintain an outstanding record of nearly zero missed visits, with an exceptional **99.996%** success rate.

We also excel in our acceptance of referrals. We constantly monitor referrals and client appointments to ensure we **respond in 30 minutes, seven days a week**. In the last fiscal year alone, we received and accepted **242 requests**, demonstrating our capacity to meet growing needs swiftly.

Residents are directly benefiting from this consistent care provided by familiar faces. This personalized support helps older adults live as independently as possible in their own homes, often preventing potential hospital visits.

Beyond expanding our services, our reputation for innovative care is also growing. Our team was honoured to share our transformative approach to retirement living and community care at the *Ontario Community Support Association's 2025 Conference*. We showcased our unique model that prioritizes seamless, person-centred support and our "one-team approach," which eliminates delays, builds trust, and fosters stronger relationships, all while ensuring the highest quality of care.

## Beam Signing Celebrates Fairview's Expansion



I-r: Jeff Almond, Van Del Construction; Jennifer Haliburton, Architect, SRM; Bob Shantz, Board Chair; Ed Nowak, Board Co-Chair; Karen Nowak; Corey Kimpson, Councillor, Ward 3, Cambridge; Helen Shwery, Councillor, Ward 1, Cambridge; Fred Schiedel, past Board Member and Building Committee Chair; and Elaine Shantz, President and CEO.

Anticipation and community pride were apparent in the smiles of residents, staff, community members and dignitaries who gathered to mark a significant milestone in Fairview's history on March 19, 2025: the signing of the 'topping off' beam of the expanding LTC home. The signatures captured on this final structural beam commemorate the support that continues to build a community where all are welcome.

Since the initial groundbreaking in September 2023, the community has seen the shell of two new three-storey wings and a third floor atop the original home transform the campus, promising 108 much-needed new beds, more than doubling the size. Inside, a parallel transformation has been underway, bringing significant updates to existing dining rooms, bathing areas, floors, walls, doorways, and resident rooms on the first and second floors. In February, the first floor was fully occupied, with no visible transition between old and new.

"Navigating this significant expansion while maintaining the safety and comfort of residents has required exceptional collaboration," says Elaine Shantz, President and CEO. "This very complex project has leaned into the expertise of many partners.

SRM Architects and VanDel Construction help us navigate challenges that come with expanding an existing structure. At the same time, our team ensures residents continue their daily lives while construction takes place all around them. The teamwork involved has been incredible."

Attention is now focused on completing the second and third floors. This fall, we look forward to welcoming 64 new residents to the completed second floor. The entire \$52.9 million project is expected to be complete in early 2026, with the remaining 64 residents moving into the new third floor. In total, we will be home to 192 residents.

"The comprehensive refurbishment of the existing two floors was entirely self-funded," says Elaine. "We are incredibly grateful for the support of donors who made this possible, including a generous donor who pledged a significant gift to reserve the naming of the home for Ed Nowak, Board Co-Chair, and his wife, Karen. Upon completion, the expanded campus will offer a total of 453 housing units and a welcoming home to approximately 500 people, significantly increasing Fairview's capacity to serve the growing needs of the community."

The signed final structural beam was raised into place during the first days of spring.





## Welcome Back, Volunteers!

The resurgence of volunteerism at our two campuses has been heartwarming. The impact is profound, with dedicated individuals contributing over 8,500 hours in the past year at Fairview and Parkwood extending kindness and support in countless ways including musical and pet therapy, church services, salon support, reading and friendly visits, portering, supporting special programs, and more. Volunteers enrich the lives of residents and strengthen the fabric of our community. Thank you!

John Vogan, pictured above, answered the call to volunteer in early 2024 after his retirement offered him an opportunity to dedicate some time to restarting the Men's Discussion Groups at Parkwood.

John's commitment to community involvement isn't new. He credits his older sister's strong example and felt a sense of obligation to get involved with his children's activities, serving on daycare boards and with Waterloo minor soccer. As his children grew, the desire to contribute in new ways simmered, ready to be expressed in retirement.

His connection to Parkwood is deeply personal. His mother-in-law had been a resident in the Suites, and John and his wife were profoundly impressed by the warm and caring culture they witnessed. After a challenging period when she was diagnosed with cancer and entered palliative care before a remarkable recovery, the genuine smiles and welcoming atmosphere she experienced upon moving to Parkwood made a positive impression.

John's leadership of the Men's Groups began somewhat unconventionally. Instead of submitting a standard volunteer form, he shared a "volunteer resume" outlining his extensive experience dealing with people throughout his career. He now offers two monthly educational and fun presentations, thoughtfully formatted to cater to the two renewed Men's groups, one comprised of residents in LTC

and the other from residents in the Suites and Martin Apartments. The groups often find common ground for shared topics delivered through John's engaging sessions which are designed to spark conversation.

The range of topics John has covered is impressive, from the Tower of Pisa to classic cars. He also brings in local experts, including a fascinating visit to the firehall across the street, and inviting representatives from the Department of Public Works to discuss their roles. His wife, a retired groundwater professional, even shared her expertise on how we get our water. John is always looking for ways to bring something different to these 45-minute to hour-long sessions to provide a valuable and engaging break from the residents' routines. He also seeks input from the participants to ensure the sessions are relevant and interesting.

Beyond the Men's Groups, John also brightens Monday mornings at the tuck shop near the entrance to the Martin Apartments, where he enjoys regular interactions with tenants and staff.

For John, volunteering at Parkwood has been a rewarding experience with unexpected benefits. "You'll be surprised how much you will benefit from this, meeting and talking to people," he says. "It's worth your time and it is not a huge investment. I appreciate this caring culture where staff know residents by name and there's a genuine effort put into fostering an internal community."



Discover the rewarding experience of joining our volunteer community. For more information, please contact: Fairview, [jobrien@fairviewmh.com](mailto:jobrien@fairviewmh.com); Parkwood, [dmccance@parkwoodmh.com](mailto:dmccance@parkwoodmh.com).

# UNLEASHING Partnerships



## PSW LIVING CLASSROOM



First cohort of PSW Living Classroom students at Parkwood.

## Living Classroom Expands to Parkwood

Since launching the first *Living Classroom Personal Support Worker (PSW)* program in partnership with St. Louis Adult Learning and Continuing Education (Waterloo Catholic District School Board) at Fairview in October 2020, four classes have graduated, with a fifth completing their studies in June 2025.

The partnership has worked so well that Parkwood partnered with St. Louis to open a Living Classroom in the Martin Apartments. These classes train two full-time cohorts of 24 students each annually. The first cohort graduated in March 2025! The two Living Classrooms now train up to 70 PSW students annually.

Students complete their practicums on their respective campus, receiving real-world, hands-on experience to ensure they are ready to step into their new careers.

Many students who have received their training at Fairview and Parkwood are offered employment following graduation.

The Ministry of Education has confirmed that it will continue funding PSW Program tuition fees in Ontario School Boards until March 2026. Materials, including textbooks, basic uniforms, additional certificates and first aid/CPR training are free.

To register for an upcoming class, please visit <https://stlouis.wcdsb.ca/>.



The official ribbon cutting of the Len and Brenda Jewitt Living Classroom at Parkwood Seniors Community took place on June 11, 2024. The new classroom welcomed its first cohort of full-time PSW students in September 2024. Pictured above, l-r: Steve Pawelko, Director, People and Operational Services, Fairview Parkwood Communities; Annalisa Varano, Superintendent of Education, Waterloo Catholic District School Board; Brenda and Len Jewitt, philanthropists; Lisa MacKay, Principal, St. Louis Adult Learning and Continuing Education Centres; and Paul Cox, Executive Director, The Ontario Association of Adult and Continuing Education School Board Administrators.



## More than Just a Building: Community Blossoms at Martin Apartments

It has been just over a year since Parkwood's 90-unit, six-storey Martin Apartments welcomed the first resident in March 2024. Residents quickly made the Martin Apartments their home and began settling in. One of these residents, Ellen Baynton-Walker, also works part-time as a chaplain.

"I wanted to live at Parkwood," says Ellen. "It is a faith-based, not-for-profit community, with a mission and a vision committed to making people feel welcome and building a community for all. These align with my beliefs."

With boxes unpacked and furniture arranged, residents began to connect, including Ellen. "My first year was getting to know people. I offer a monthly service and work Monday mornings. More people are coming to the services and hymn sing. Some residents came to Parkwood because their faith is strong and they want to continue that connection. They can find that here."

Ellen has noticed residents have formed genuine friendships, sharing activities like card games, haircuts and grocery shopping. This active participation underscores a collective desire to make the Martin Apartments feel like home. She recalls one resident saying, "People came in with the intention that this

was going to be home and they were never leaving."

The sense of belonging and inclusion is growing steadily. Residents of the Apartments and Suites are interacting, fostering a more integrated campus community. A regular women's pool group has formed. Men frequently gather in the foyer for a coffee and chat, and the popular tuck shop and welcoming dining room are connection hubs.

"Many residents who came here wanted community," says Ellen. "They are increasingly participating in activities, using communal spaces and extending kindness to one another. Circle groups in the Martin Apartments and Suites launch robust discussions, sometimes extending well beyond their allotted time. Connections are being forged."

While acknowledging that community building is an ongoing process, Ellen's observations underscore that the organization's mission of building a community for all is a lived reality that residents are actively shaping. Through intentional community building efforts, evident in the design of the building and the campus' shared amenities coupled with the residents' own strong desire for connection, the Martin Apartments are becoming a true home and an integral part of the campus' community for all who reside there.

**Donors and dignitaries opened the new Delphine and Lloyd Martin Apartments at Parkwood Seniors Community on June 13, 2024, with an official ribbon cutting and announcement that the capital campaign had exceeded its goal by raising \$7.7 million. Pictured above, l-r: Willard Martin, resident; Dorothy McCabe, Mayor of Waterloo; Jim Erb, Waterloo Region Councillor; Fred Schiedel, Chair, Building Committee; Christine Normandeau, past Executive Director, Parkwood Seniors Community; Marion Good, past Board Chair; Rick Martin, Lloyd Martin and Brad Martin, philanthropists; Bob Shantz, Chair, Board of Directors; Ed Nowak, Co-Chair, Board of Directors; Elaine Shantz, President and CEO; Don Stevanus, President and CEO, VanDel Construction; Jason Martin, MSS Architects; Greg Piccini, MSS Architects; and Karen Martin, resident.**

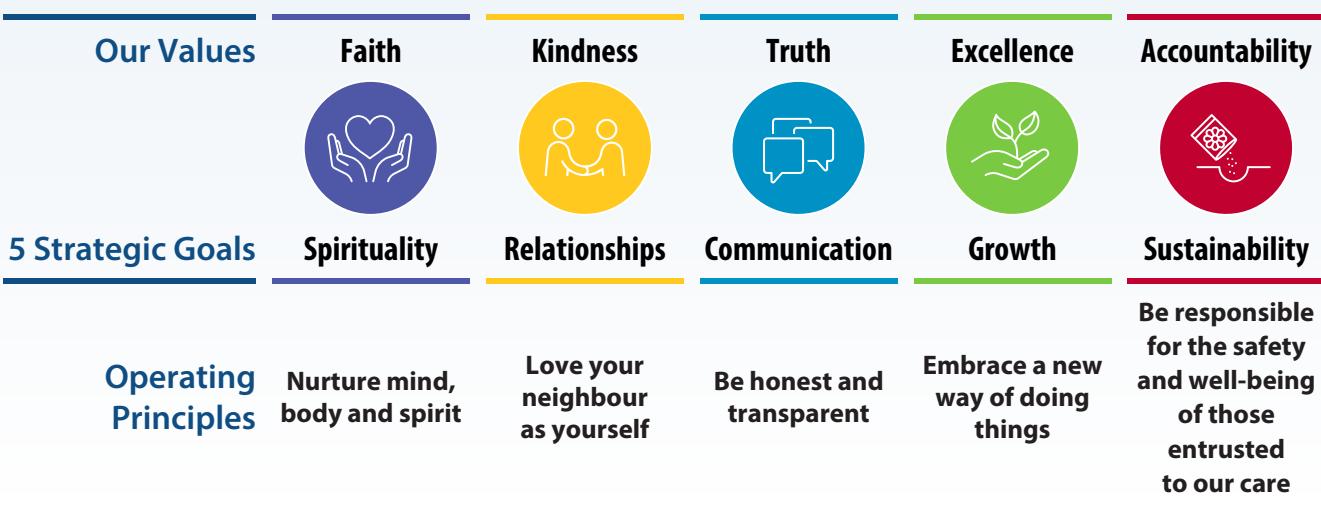
# Fairview Parkwood Communities Launch New Strategic Plan 2025-2028



## Where We've Been

Our 2022-2025 Strategic Plan: *Unleashing Capacity*, was an ambitious plan that guided expansions in physical buildings, partnerships, programs, services, internal opportunities and a refreshed

approach to recruiting, training and advancement, always with a goal to sustainability and adhering to our Mission, Vision and Values.



## 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.

## Where We're Going

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 faith-based values, expertise and visionary leadership.

As construction projects are brought to fruition, 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 Craigwiel 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, including quality initiatives that enhance person-centred care, improved quality of life for residents living with dementia, and potential growth opportunities in programs and bricks and mortar.

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

## Financials

Fairview Mennonite Homes and Parkwood Mennonite Home Inc. are not-for-profit, faith-based values organizations. Our strong financial management builds upon a proven business model. When we generate a surplus, we reinvest these funds to ensure our vibrant communities are sustainable for the well-being of residents and the community rather than paying shareholders.

Our surplus has enabled significant growth in programs, services and total living options across our campuses. Decisions supporting expansion and change are guided by our mission, vision, values and strategic plan, which is developed with broad community input.

## Fairview Highlights



**Phase 1 of Fairview's expansion is complete.**  
The second floor will be ready for occupancy this fall, and the third and final floor will welcome residents in early 2026.



**Home & Community Service** volumes continued to increase.



Fairview achieved **high occupancy levels** in the Retirement Home.



**Apartment renovations** are being completed in Independent Living units as they turn over.



Fairview's Healing Gardens has now been constructed, with planting underway.



Revenue	\$19.4M
Residents	52%
Government	43%
Other revenue sources	5%



Expenses	\$18.5M
Salaries & wages	68%
Maintenance & supplies	16%
Utilities	4%
Administration	3%
Amortization	6%
Mortgage interest	0%
Property taxes	3%



Donations	\$1,185,134.50
In memory & undesignated	1%
Kindness Walk	2%
Capital Campaign	97%

## Parkwood Highlights



The Martin Apartments achieved **100% occupancy** in September 2024.



**Start-up costs and lower revenues** during the first few months of operation influenced the results for Martin Apartments.



Long-Term Care received **significant funding increases** in 2024-2025.



Services continued to grow.



The Retirement Suites experienced **strong occupancy** throughout the year.



A team of walkers from Parkwood on Day 1 of the "Walk the Kindness Way" event. Front row, l-r: Rozina Bhatia, Samina Jiwani, Raj Kaur, Mansi Raiyani, Mora Haidari, Lindsay Hicks, Janessa Karcher, and Edan Bekkers. Back row: Lindsay Eagleson.

## Philanthropy

Our campuses are built on the kind, thoughtful generosity of a donor community spanning several generations. This enduring legacy is truly humbling.

This unwavering support helped the capital campaign for the Martin Apartments to reach an incredible **\$7.7 million**, surpassing its \$7.5 million goal as pledges are fulfilled. Fairview's capital campaign continues to benefit from thoughtful gifts of every size, helping us complete the self-funded necessary renovations of the LTC home's existing first and second floors.

Our annual Walk the Kindness Way event, themed '*Building with Kindness*', attracted 240 plus supporters, including a record number of trekkers who logged more than 11,000 km. That's just shy of walking from Halifax to Vancouver and back again. We are profoundly grateful for every step taken. With the strong support of sponsors, including returning lead sponsors, CareRx and ProResp, the event raised **over \$47,000** toward Fairview's and Parkwood's Healing Gardens.

When completed, the Healing Gardens will be sanctuaries of hope, healing and quiet reflection for residents, families, staff and the community.

**Thank you!** We are truly grateful for the continued, heartfelt support of so many who offer their time, talent and financial resources. Your contributions help us relieve poverty for seniors, expand safe and enhanced housing options and build a community where all are welcome.



Revenue	\$20.4M
● Residents	42%
● Government	55%
● Other revenue sources	3%



Expenses	\$20M
● Salaries & wages	59%
● Maintenance & supplies	14%
● Utilities	3%
● Administration	5%
● Amortization	9%
● Mortgage interest	8%
● Property taxes	2%



Donations	\$270,775.50
● In memory & undesignated	2%
● Kindness Walk	9%
● Capital Campaign	89%



## 2024-25 Board of Directors

Thank you to the Board members who consistently demonstrate courage, wisdom and prudence as we strive to relieve poverty for older adults, ensure our campuses' sustainability and ability to build a community for all.

### Chair

Robert Shantz

### Co-Chair (non-voting)

Ed Nowak

### Vice-Chair

Brent Horst

### Treasurer

Ruth Konrad

### Secretary

Jennifer Krotz

### Directors

Ken Frey

Jennifer Gleeson

Eleanor Groh

Ken Martin

John Shantz

Elaine Shantz, *President and CEO*

Brent Martin, *CFO*

Marius Lamprecht, *COO*



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



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

Find your purpose.  
Build your career here.



**Fairview Parkwood Communities is more than a workplace.  
We are a community built on Faith, Kindness, Truth, Excellence  
and Accountability.**

Passionate about career and personal growth, connection and making a profound difference in the lives of older adults? There's a place for you at one of our campuses in Cambridge and Waterloo. Competitive pay, benefits, a pension plan, free access to fitness centre and pool, and more.

**Join our growing team and learn what it means to be valued.  
Visit [fairviewparkwoodcommunities.com/careers/](http://fairviewparkwoodcommunities.com/careers/).**

