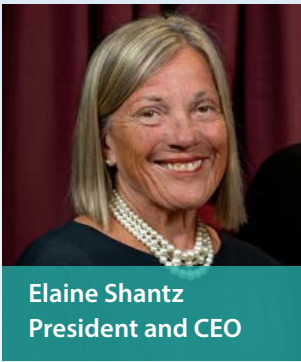




Navigating *Opportunities*

FAIRVIEW PARKWOOD CRAIGWIEL COMMUNITIES
2025-26 Report to the Community





Elaine Shantz
President and CEO

Message from the President and CEO

“Life is a gift, and it offers us the privilege, opportunity and responsibility to give something back by becoming more.”
Tony Robbins

Dear Friends,

Our not-for-profit legacy is rooted in one constant commitment: all are welcome. For many years, that meant opening our campus doors to older adults regardless of means. Today, our vision has grown beyond our property lines.

Our welcome now extends to our community programs, services and shared expertise, whether delivered on campus or directly in a person's home. Meeting older adults wherever they are with this spirit of hospitality requires a reimagining of our traditional boundaries. Energized by the steadfast confidence of our Board and church delegates in this vision and our strategic plan, *Navigating Opportunities*, we have abundant progress to share.

This report highlights the remarkable strength and capacity of our leadership and team members who embraced growth and drove innovation across Fairview Parkwood Craigwiell Communities:

Fairview Mennonite Homes (Fairview) celebrated an incredible milestone, completing construction on its long-term care home ahead of schedule and under budget. Fairview has also launched a pilot program, *Nursing Home Without Walls*, one of three Ontario homes selected by AdvantAge Ontario to do so. The team meets clients in their own homes to connect them with community wellness.

Parkwood Mennonite Home Inc.'s (Parkwood) commitment to emotion-based care focuses on fully understanding residents' stories and identities before

dementia so they can live with purpose, meaning and fulfillment. The Health and Wellness Centre also launched an exciting expansion, welcoming community members onto our campus.

The extraordinary dedication of **Craigwiell Gardens'** Advisory Committee and Fundraising Committee is evident across the community as the new long-term care home prepares to welcome residents in Fall 2026.

Together, we are expanding our bricks and mortar living options, campus care programs and community outreach. All of this is possible thanks to our financial sustainability coupled with amazing people who lean into exciting opportunities.

Our culture of kindness again earned national recognition through the Waterstone Canada's Most Admired Corporate Culture Award, affirming that our team truly is our greatest asset. Thank you to our Resource Team, campus leadership, front-line and administrative staff who combine their expertise and kindness to serve residents, tenants and clients every day.

We extend our deepest gratitude to our church delegates and congregations, volunteers, educational partners, business partners, generous donors, residents, tenants, clients and families — we are humbled by your trust. Finally, thank you to our Board of Directors, whose vision, wisdom and profound passion for older adults continues to guide our path.

Life is indeed an incredible gift. We are grateful to have the privilege, opportunity and responsibility of becoming more to ensure a warm welcome for everyone.



Resource Team

Front row, l-r: Erna Koning, Director, Policy Legislation Strategy; Alena Volkova, Associate Director, Clinical Services; Elaine Shantz, President and Chief Executive Officer; and Breann Hall, Director, Retirement & Community Care.

Back row, l-r: Alex Normandeau, Executive Assistant; Marius Lamprecht, Chief Operating Officer; Steve Pawelko, Director, People & Operational Services; Chris Brissette, Director, Land & Building Services; Brent Martin, Chief Financial Officer; and Michelle Rak, Director, Clinical Services.



Message from the Board Chair



Dear Friends,

Our three campuses steward a proud legacy of not-for-profit, faith-based service — a legacy that actively evolves to assist older adults and propel them into meaningful new chapters of their stories. Every decision made by the Board of Directors is examined through a strict conceptual framework rooted in our mission, vision and values. Driven by input from delegates and the broader community, the strategic plan ensures that our governance remains deeply connected to the people we serve.

We can go above and beyond because of the Board's commitment to rigorous financial management. This discipline provides the fiscal flexibility required to respond swiftly to unforeseen events and emerging opportunities. When a surplus is generated, those funds are reinvested to enhance, expand and sustain our vibrant campuses and community-facing programs.

This past year was defined by tremendous physical and operational momentum. We completed construction on Fairview's long-term care home, advanced construction on the new Craigholme, navigated the first full year of unification with Craigwiell Gardens and enhanced Parkwood's emotion-based care.

To sustain this momentum, the Board introduced a new Program Innovation Fund to fuel strategic program growth, technological advancement and service excellence across the continuum of care.

This dedicated capital reserve is designed to move the organization beyond the constraints of standard operating budgets and empowers the organization to be agile, allowing for strategic investment in pilot programs, emerging technologies and core service enhancements that align with the Mennonite legacy of community care. It is a tangible example of our commitment to explore opportunities like the vital Nursing Home Without Walls pilot project detailed in this report.

None of these milestones happened in isolation. The incredible progress of this past year belongs to our dedicated staff, church delegates and the congregations, trusted partners, donors, community members and the Nursing Home Without Walls committee — all working in concert under the exceptional leadership of Elaine Shantz, President and CEO. Elaine continually champions and nurtures the deep relationships that make our ecosystem strong.

On behalf of the Board, I extend our profound gratitude to Elaine for her visionary guidance. Together, we have unlocked a new trajectory of sustainability and potential, and we face the future with absolute confidence as we bring our strategic plan, *Navigating Opportunities*, to life.



2025-2026 Board of Directors

Front row (l-r): Jennifer Gillies; Bob Shantz, Chair; and Elaine Shantz, President and CEO.

Middle row (l-r): Ruth Konrad, Treasurer; Jennifer Gleeson, Vice-Chair; Eleanor Groh; and Ken Martin.

Back row (l-r): John Shantz; Ken Frey; Brent Horst, Secretary; and Bev Shipley (non-voting).

NURSING Home

WITHOUT WALLS

In early 2026, when Fairview Mennonite Homes conducted an extensive community needs assessment, a striking picture emerged:

87%	87% of respondents identify community-based supports as the absolute key to aging in place successfully
79%	79% of local older adults cite social isolation as their primary stressor
75%	75% struggle with daily living challenges
64%	64% cite a lack of awareness of existing supports
41%	41% simply do not know how to access existing supports

Fairview responded by stepping forward as one of three sites in Ontario to pilot **Nursing Home Without Walls (NHWW)** to create a centralized information hub. Funded in partnership with AdvantAge Ontario, Healthcare Excellence Canada and The Waltons Trust — with additional extraordinary funding by our own board's Program Innovation Fund and a matching private donation — this initiative brings Fairview's specialized expertise directly to our neighbours' kitchen tables at no cost to clients.

"Canadians plan to live in their own homes as long as possible," says Elaine Shantz, President and CEO. "Nursing Home Without Walls connects older adults with the right programs and services to help individuals live well at home, close to their families and community to support their well-being, avoid crises and reduce isolation."

Under the leadership of Project Leader Breann Hall (RPN), Director, Retirement & Community Care; Lead Navigator Lorna Chisholm (RPN); and Community



Pictured (l-r): Community Wellness Coordinator Linsey Schulz (PSW) meets with the first NHWW client to co-create a personal service plan.

Wellness Coordinator Linsey Schulz (PSW), individuals aged 55 and over can self-refer to begin co-creating a custom plan to target the silent gaps that impact physical, mental, social, spiritual and emotional well-being:

- **At Home:** Coordinating care services, wellness calls, medication management and grocery shopping support.
- **Practical Help:** Providing transportation, coordinating medical appointments and helping to fill out complex forms.
- **Health & Wellness:** Pool and gym fitness classes, falls prevention education, memory care, disease management and personal care appointments.
- **Social & Community:** Congregate dining, lunch and learns, social activities and Meals on Wheels.
- **For Caregivers:** Respite programs, social opportunities and education to mitigate burnout.

This is not a temporary fix; it is a thoroughly designed blueprint to help older adults live well at home. The pilot funding helps to support the first two years. Additional Board and donor funding will scale the program to Fairview and Parkwood beyond that timeframe.

By blending clinical oversight with genuine hospitality, Nursing Home Without Walls is effectively proving that a long-term care home's greatest impact isn't just defined by the care inside its walls — it is about the community it builds beyond them.

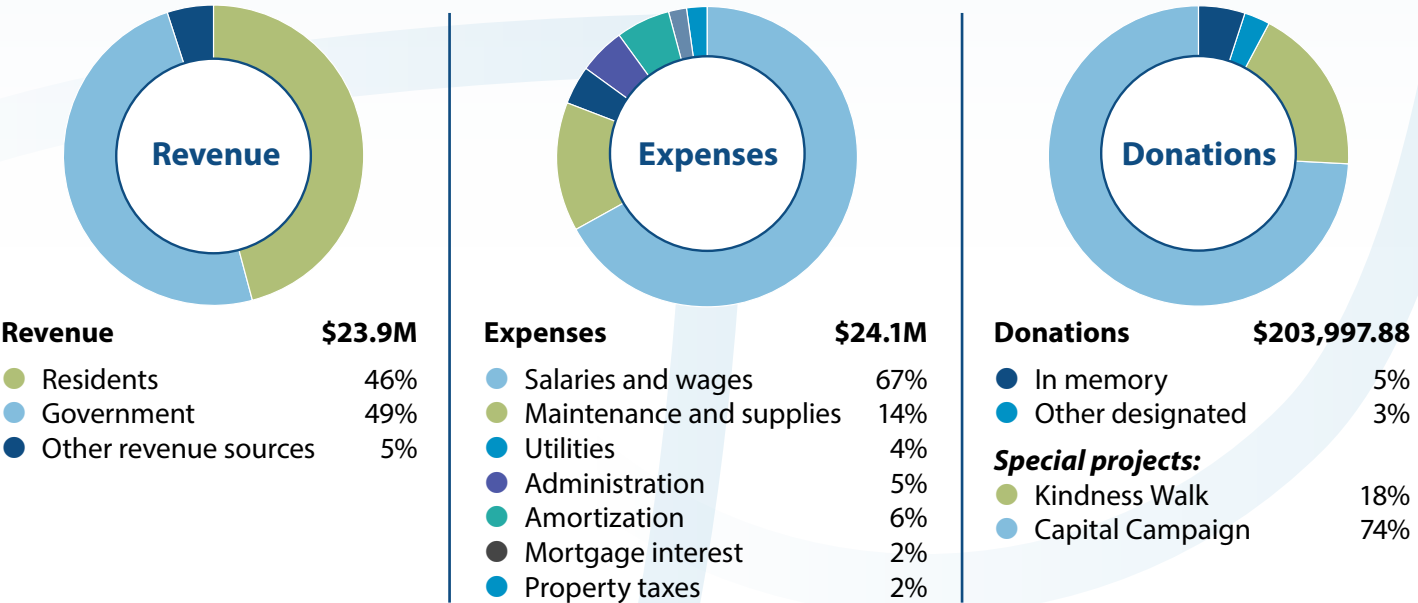
To learn more or self-refer:

Email: communitysupport@fairviewmh.com
Call: 519.653.5719 extension 4219

Fairview Mennonite Homes: 2024-2025 Financials

Fairview Highlights

- Construction on the long-term care (LTC) home finished ahead of schedule, bringing forward new resident revenue and building expenses.
- As expected, the LTC construction caused a temporary reduction in available beds, resulting in an operating deficit.
- Home and Community Service volumes remained stronger than expected.
- The Retirement Suites maintained high occupancy despite numerous residents moving to newly completed LTC.



From Blueprint to Beautiful: Welcome to the Ed and Karen Nowak Long-Term Care Home

Groundbreaking: September 29, 2023 | Total completion: January 7, 2026

Bright green uniforms and comfortable shoes replaced hard hats and steel-toe boots as construction on the Ed and Karen Nowak Long-Term Care home wrapped up. With 192 beds, the bright, modern home has more than doubled in size, featuring two beautiful, secure courtyards and floor-to-ceiling windows in the dining rooms. The expansion fully came to life on January 13, 2026, when the final cohort of 64 residents began moving in.

This milestone is the direct result of a profound, collective effort. Thank you to the church delegates, community partners, generous donors, residents and families for your commitment to this vision. We also extend our deepest gratitude to the engines of our daily operations: the Resource Team, Campus Leadership Teams and frontline staff. More than just a state-of-the-art building, this completed home represents our community's commitment to dignity, comfort and connection for generations to come.





Parkwood's new Sensory Scapes create a more home-like feel. Familiar spaces have been added with activities residents recognize and enjoy, including a nursery station, workbenches and laundry station.

An Opportunity for Meaning: Bringing Emotion-Based Care to Life

At Parkwood, where more than 70% of residents live with dementia, expanding a robust, emotion-based care model is an absolute priority. This specialized approach is intentionally multi-pronged, recognizing that dementia presents differently in every individual.

Although the approach was comprehensive, Mora Haidari, Assistant Director of Care, felt we could do more. "When I first shared my ideas to expand emotion-based care, the dream was to create an uplifting space that enhanced personal well-being. The vision now has its own momentum. Staff share the same goals and are teaching one another. That peer-to-peer connection is powerful and now the dream belongs to everyone. We've unleashed the passion and the possibilities. With the support of our Board, leadership and staff, we have transformed how we provide dementia care."

To further expand the clinical ecosystem, Parkwood added DementiAbility in October 2025. Founded by Canadian gerontologist Gail Elliot, this emotion-focused philosophy targets a resident's remaining abilities, empowering each person to enjoy a life filled with meaning, purpose, choice, connection and dignity.

"Parkwood is visionary," says Gail Elliot. "They have absolutely embraced how important it is to know the residents — not just as they are today, but who they have always been."

The day-to-day changes have been profound. From Alexa-powered music to a piano with a simple sign reading, "Would you like to play?", the hallways are filled with a personalized, calm soundtrack. A former teacher rediscovered her love for stories

through a new book club and now uses a Kindle to maintain her capabilities. Worsening symptoms of depression have dropped among residents.

The framework begins with a personalized "WOW" Binder (Who / Observations / What Now) for each resident, detailing their history, unique strengths and personal passions, allowing team members and volunteers to instantly connect with them. To integrate this philosophy throughout the long-term care home, team members Amy Lauriault (PSW) and Julia Friesen (Recreationist) are completing a specialized program to become DementiAbility trainers. They will roll out the model to all staff, from nursing to housekeeping.

"Our relationship with each person explores purpose, meaning and fulfillment each day," says Amy. "Families see that their loved ones can still experience joy."

Julia adds, "We focus on what residents can do. Some like to help tidy up, some like to set up the dining room. Today, residents are smiling more, there's more laughter. It's a good feeling."

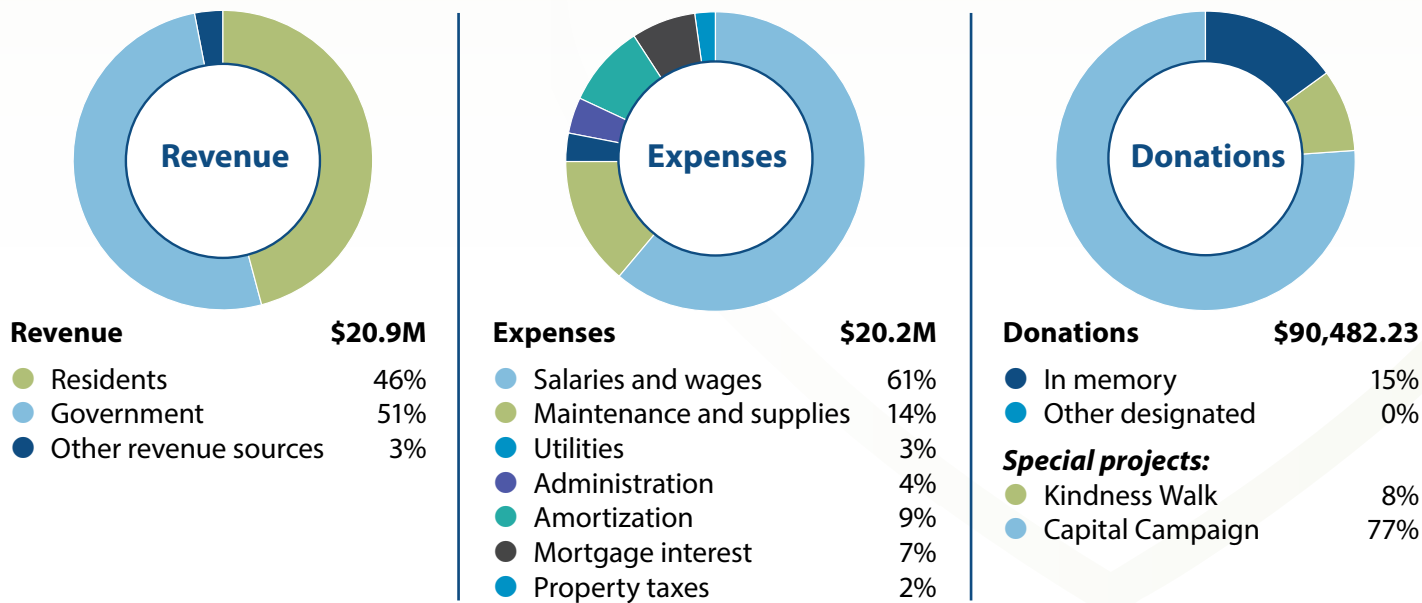


Amy Lauriault reading with a resident using a specially designed DementiAbility book.

Parkwood Mennonite Home Inc.: 2024-2025 Financials

Parkwood Highlights

- Parkwood achieved high occupancy levels across the campus, with all divisions meeting or exceeding expectations.
- Home and Community Services maintained consistent volumes although reductions were expected.
- Parkwood launched a new Health and Wellness Centre program focused on older adults living in the community.
- The Walk the Kindness Way event successfully concluded its fundraising campaign for Parkwood’s new Healing Gardens.



Active and Connected: Inside Parkwood’s Health and Wellness Centre for Community Members

When Parkwood launched its Health and Wellness Centre for community older adults, Dianne Roedding (shown in photo) joined and began working out five days a week. After just two and a half months, her diabetes A1C dropped three full points.

“That’s my motivation,” says Dianne. “Plus, it’s good for my knees and is an important part of disease prevention and maintenance.”

Designed with inclusion and equity at its core, the non-profit centre bridges a critical gap in Waterloo by providing affordable, specialized fitness and kinesiologist expertise. Some clients found that warm-water therapy pool exercises delivered life-changing mobility and reduced their pain.

In addition, the centre functions as a vibrant hub for social connection. It is a place where older adults safely maintain their independence, conquer isolation and celebrate their capabilities.

To learn more, visit our website: parkwoodmh.com.





Craigwiell Gardens' campus in Ailsa Craig is growing. The new, two-storey, 96-bed long-term care home will open in Fall 2026.

Building the Complete Rural Continuum of Care

Craigwiell Gardens holds a unique distinction: it is the largest employer in the Municipality of North Middlesex. Beyond its vital economic footprint, the campus provides indispensable long-term care, affordable housing and vital social amenities for older adults that are historically difficult to access in a rural region.

This fall, the campus will achieve a significant milestone with the official opening of the new Craigholme — a state-of-the-art, two-storey, \$38.5-million, 96-bed long-term care home that redefines rural care options for older adults. The completion of the home represents the vital link in a comprehensive continuum of care. Craigwiell Gardens continues to build on a model where independent living, community outreach and long-term care function together as a single, supportive community.

This seamless integration is evident across the campus. Tenants of the independent living apartments enjoy direct access to a robust selection of campus amenities, including the growing Seniors Active Living Centre (SALC). Furthermore, the campus-owned shuttle bus provides residents and tenants with dedicated transport for specialized off-site activities, including swimming and sightseeing excursions several times a week.

The campus boundaries extend deeply into the surrounding region. The Adult Day Program operates with a mandate focused on the broader community. This outreach provides vital programming that keeps local older adults safely connected and independent.

We know we cannot do this work alone. Long-term care residents benefit from a strategic partnership with Middlesex County EMS — an innovative collaboration designed to deliver proactive support and prevent unnecessary emergency room visits.

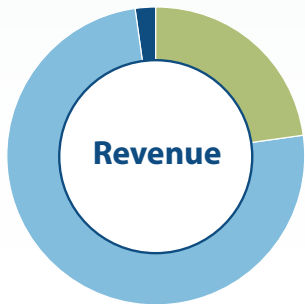
While the new Craigholme enjoys provincial infrastructure funding and a mortgage is secured for the new building, it is the enduring heart of local donors, municipal partners and dedicated teams that transforms the building into a true home. We deeply appreciate the ongoing response to fundraising efforts by local associations and clubs, the municipality and private donors. Through community-funded spaces like a chapel, a central bistro and courtyard balconies, Craigwiell Gardens is creating an environment where dignity, comfort and connection are woven into the fabric of daily life.

By bridging the gap between independent rural living and advanced care, Craigwiell Gardens is not simply expanding its footprint — it is securing a legacy of healthcare excellence and community resilience for future generations.

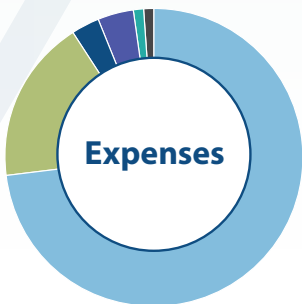
Craigwiel Gardens: 2024-2025 Financials

Craigwiel Gardens Highlights

- Construction of the new Craigholme LTC home continued.
- Annual funding for the Seniors Active Living Centre began in the 2025–2026 fiscal year.
- Client participation in the Adult Day Program increased significantly for the sixth consecutive year.
- The Craigwiel Gardens Board of Directors unified with Fairview Mennonite Homes and Parkwood Mennonite Home Inc., fully integrating operations into a three-way partnership.



Revenue	\$10.4M
Residents	23%
Government	75%
Other revenue sources	2%



Expenses	\$9.9M
Salaries and wages	73%
Maintenance and supplies	18%
Utilities	3%
Administration	4%
Amortization	1%
Mortgage interest	0%
Property taxes	1%



Donations	\$242,188.93
In memory	5%
Other designated	0%
Special projects:	
Capital Campaign	95%



Thank you to the Ailsa Craig Car Show Committee (CSC), part of the Ailsa Craig Volunteer Association (ACVA), for their generous \$5,000 donation to support the new Craigholme long-term care home!

Front row, l-r: Ken Grose (CSC), Lyndsey Dryburgh (CSC/ACVA), Kurtis Dooreleyers (CSC), Mark Dooreleyers (CSC), Sarah Campbell (Executive Director, Craigwiel Gardens), Bill Daniels (CSC) and Jennifer Gillies (Board of Directors member and Craigwiel Gardens Advisory and Fundraising Committee member).

Back row, l-r: June Schweitzer (ACVA), Bev Shipley (Advisory and Fundraising Committee member), Brian Ropp (North Middlesex Mayor) and Ron Harwood (CSC/ACVA).

Thank You, Volunteers! The Heartbeat of our Campuses

Sewing, woodworking, driving, cooking, reading, outdoor walks, bingo, gardening, entertaining, teaching, worship activities, café support, book club, friendly visiting — volunteering has many faces and enriches the social fabric of the campuses. Whether you can give an hour a week or one hour a month, your unique contribution will be welcome. Visit our websites to learn more!



Fairview Community

76 active volunteers | 4,656 hours of service

Quietly working behind the scenes, the seven volunteers shown here have contributed a combined 100 years of service to our campus. *Pictured l-r:* Pauline and Jack Deemert, Audrey Wismer, Anna D'Sa, Ingrid Pfohl, Royce Hatherly and Will Stoltz. From artisan sewing and woodworking to friendly visiting and coffee clubs, their enduring commitment shapes the daily life of the Fairview neighborhood.



Parkwood Community

70 active volunteers | 3,353 hours of service

Many of our dedicated supporters volunteer in multiple capacities or choose to make their service a family affair. Jacques Nadeau (shown in the bus) knows firsthand the profound impact of the Parkwood community. He originally connected with the campus as a supportive long-term care family member and, after his loved one passed, he transitioned into a regular, indispensable volunteer. Today, Jacques is a familiar, welcoming face across the campus, generously giving his time to porter residents to programs, drive the organizational bus for outings and inject fun into the weekly bowling and bingo activities.

Family legacy also drives the commitment of long-time volunteer Phyllis Roth. Her connection to Parkwood began nearly two decades ago when her parents became the first residents to move onto the sixth floor of the new retirement home in 2008. Inspired by the care they received, Phyllis stepped into volunteering and continues to support the campus hospitality team by running the café weekly. The tradition of service continues through her partnership with her husband, Barry Roth; together, the couple also give their time representing the community as church delegates.



Craigwiel Gardens

24 active volunteers | 1,354 hours of service

Carole Whiteford, a former RPN, worked at Craigwiel Gardens for seven years and has volunteered for another 20. Today, Carole is a volunteer driver, ensuring Adult Day Program participants facing rural transportation barriers stay safely connected to care.

Life is Better Together



Roy and Pat Sonoda: A Lifetime Together

Before building an inseparable 70-year legacy together, Roy and Pat Sonoda endured the hardships of wartime internment in British Columbia. Having their childhood homes and possessions seized by the government, both families relocated to Hamilton post-war, where the two met in high school. Married on September 22, 1956, they raised three boys in their beloved home on East 13th Street in Hamilton before eventually moving to Kitchener. When they required professional care, their family felt blessed that Fairview's expanded long-term care home welcomed both. After a brief separation, Pat was reunited with Roy in the same home area. Today, their story of resilience, companionship and enduring love continues, together.



Together at Parkwood

As Mennonites, their lives began amid post-war displacement to Paraguay and Brazil. More than eighty years later, that shared heritage has led them to a welcome destination: Parkwood. Connected by birth and marriage, four sisters, two spouses (Willms brothers), a third Willms brother and a widowed brother-in-law now live within steps of one another, reunited after arriving in Canada in the early 1960s and settling in Kitchener-Waterloo. When Lydia Unruh moved to Parkwood for its Mennonite roots, the others followed. Now in their 80s and 90s, they make every minute count. "We started in difficult times," they reflect, "but ended up altogether at Parkwood. We feel safe, blessed and profoundly grateful." *Pictured l-r:* Lydia Unruh, Wally Willms, Anne Marie Willms, Katharina Willms, Henry Willms, Victor Willms, Peter Klassen and Suzanne Enns.



Joy is Ageless

The boundaries between generations dissolve when the children from the Ailsa Craig and District Co-operative Playschool pay a visit to Craigwiell Gardens' Adult Day Program. The noise level rises during a robust game of bat the balloon followed by appreciative hums as everyone enjoys delicious cupcakes baked in the adjacent kitchen. Playing together bridges decades and shows that joy is ageless.



On the Cover

Volunteers on the Advisory Committee and Fundraising Committee in front of the new Craigholme, opening fall 2026. Thank you for your vision, passion and going above and beyond to build a new, modern long-term care home for the community. Thank you for extending Craigwiell Gardens' legacy. *Pictured l-r:* Bev Shipley, Jackie Wells, Barb Shipley, Jennifer Gilles, Marilyn Gingerich, Jan Bender, Irene Howarth, Glenn Phillips, Rebecca Bender and David Dryburgh.



We Don't Just Offer Jobs. We Invest in Your Future.

At Fairview Parkwood Craigwiell Communities, we think differently about our team. We don't just talk about values — we live them through real, tangible investments in our people. Whether you are entering the field or expanding your horizons, we are ready to build a meaningful career path tailored to you.

How We Build Careers Differently:

- **On-site Living Classrooms:** Learn, train and launch your PSW career right here on our campuses.
- **International Recruitment:** Proudly sponsoring and welcoming talent from around the world to our team.
- **Individual Career Paths:** Customized growth plans to help you confidently build your career.
- **A Culture of Care:** A workplace where our guiding question is always: What would kindness do here?

WHY JOIN US?

Competitive Pay | Comprehensive Benefits | Pension Plan | Free Fitness Centre & Pool Access

Find your purpose with a team that invests in you. Apply online today.



Walk the Kindness Way Fundraiser

Since 2020, team members, residents, families and partners have "walked the kindness way" to raise funds to develop Healing Gardens at Fairview and Parkwood. We are pleased to share that the gardens are now complete, offering a sanctuary of reflection and peace for residents, families, staff and the community. We extend our deepest appreciation to all who supported this success. This year's *Walk the Kindness Way* fundraiser runs from October 23 to October 25, 2026, and marks an exciting transition as we launch the Walk for Craigwiell Gardens. Please visit our websites for more details.



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