



A CARING CHRISTIAN COMMUNITY

2017 ANNUAL REPORT

HERE WE ARE

"I have always worried about leaving my long-time home and family, but since moving here just over 5 years ago, I can truly say I have no regrets. I enjoy the companionship of friends and I feel loved and respected at all times by the residents and staff. They say that home is where the heart is and for me, that home is here."

Sheila-Resident

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Shepherd Village, connecting a community through compassionate care

Since 1958, Shepherd Village has been dedicated to the care and well-being of seniors.

Today, we are the largest single-site Christian based seniors' retirement community in Toronto and have earned a distinguished reputation of meeting the physical, spiritual and social needs of the seniors we serve. We have a strong sense of community across the Village and seniors continue to express their high satisfaction with the quality and authenticity of services delivered. We take great pride in knowing that they feel well served.

At Shepherd Village, we offer a range of accommodations and services including an Adult Day Program to residents and seniors in the community, a Health and Fitness Centre, and home care services through partnering providers.

Seniors' care remains a major priority for the Province of Ontario. In fact, The Central East Local Health Integration Network (CELHIN) comprises the largest

number of seniors (65+) in the entire province. This priority population is growing and as a result, there is increased demand for health care services.

Shepherd Village is located in the Scarborough North sub-region of the Central East LHIN. We are well positioned to serve this population. Enabled by our mission and driven by our values, Shepherd Village will continue to align with the priorities of the Central East LHIN in order to deliver the highest standard of care and exceed the expectations of our seniors.

We will invest in talent, innovation and resources to ensure that the complex needs of seniors are met. Our collective ambition is to embrace a new model of care that sets a new benchmark for service quality and experience in seniors care.

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VISION

To provide with excellence, accommodations and a full continuum of care related services for seniors by a Caring Christian Community.

MISSION

Being associated with the Pentecostal Assemblies of Canada, we are dedicated to helping seniors meet their physical, spiritual and social needs in a manner that is consistent with our values.

VALUES

Caring

Being genuinely concerned with the welfare of others; treating people equally and making decisions without favouritism or prejudice.

Evangelical Christian

Being socially and theologically conservative, we share the message of Christ.

Excellence

Valuing the ability to demonstrate quality of care and services.

Integrity

Employing the highest ethical standards, demonstrating honesty and fairness in every action that we take.

Respect

Honouring the rights and beliefs of others as we treat them with the highest degree of dignity, equality and trust.

Teamwork

Valuing our residents, co-workers, and partners as we collaborate, listen and share information with each other to achieve common goals.

We will give you “Peace of Mind” by ensuring you experience a supportive culture, safe environment, comfortable surroundings, full range of required services, and competent staff at a competitive price.

VALUE PROPOSITION

From the President & CEO...



Wendy Beckles
President & CEO

2017 was a year of significant change for Shepherd Village. I was privileged to join as the President & CEO in January and it didn't take long for me to fall in love with the Village. I was particularly impressed with the commitment and passion of the staff whose lengthy tenure and very low turnover spoke volumes.

Under the new maxim "In Sync in the Village" I made enhancing communication a top priority for 2017. The launch of the "CEO Chat Line," as well as the "Engagement Committee," within my first 90 days, opened an immediate communication gateway. By June we were having quarterly Town Hall meetings and distributing a Village-wide newsletter, "In Sync ... In The Village."

The seniors' health industry is undergoing a significant change in both the requirement and availability of accommodations and care services. Shepherd Village has been privileged to have exceptional staff and volunteers whose knowledge and experience have contributed significantly to the organization's success to date. However, changes in the external marketplace will cause us to revamp the way we market ourselves and deliver our services in the future.

As part of our commitment to increased transparency and accountability to our stakeholders, we have communicated our 2017-2020 Strategic Plan to grow and develop our seniors' continuum of care services.

As an innovative non-profit charity, Shepherd Village has been serving seniors and meeting their continuum of care needs for over 50 years. Our home recently won a 2017 Readers' Choice Platinum Award for "Best In-Home Care" from the Scarborough Mirror, a community newspaper.

On a personal note, it has been my pleasure to lead this remarkable organization with the support of generous donors, a committed Board of Directors and a competent Senior Leadership Team. I would also like to thank the dedicated staff for their inspiring team spirit, their hard work and continued effort to deliver excellent care.

Sincerely,
Wendy

From the Board Chair...



Howie Schmelzer
Board Chair

It is my continued pleasure to serve alongside 11 other Directors bringing our life experiences, abilities and passion for seniors to enable the good governance of Shepherd Village.

The Board's role is to ensure that the mission and mandate of Shepherd Village is executed effectively, efficiently and ethically, maintaining a 'Seniors First' mindset so that we serve with purpose. Our actions are therefore anchored in our vision: 'To provide with excellence, accommodations and a full continuum of care related services for seniors by a caring Christian community.'

The leadership transition from David Hillier, who retired in January 2017 after serving for 17 years, to Wendy Beckles has marked this as an exciting year for Shepherd Village. We are looking forward to the future under Wendy's leadership as President & CEO.

Among the many highlights of this past year, one in particular stands out. The Board was proud to be part of Shepherd Village receiving a coveted three-year accreditation from CARF (Commission on Accreditation of Rehabilitation Facilities), which is very valuable in this fast paced and ever changing world of health care.

On behalf of the Board, I would like to take this opportunity to extend a heartfelt thank you to everyone who took part in preparing for this CARF review, in addition to continuing to serve with excellence. Your contribution to the success of Shepherd Village is highly recognized. Well done!

As we look to the future, we are confident that Shepherd Village will grow and adapt as necessary to address the ever-changing needs of our seniors while navigating through the complexities of an evolving health care system.

In His service,
Howie

CORPORATE INFORMATION

Shepherd Village Inc. is incorporated under the laws of Ontario as a not-for-profit organization without share capital. The corporation is a registered charity under the Income Tax Act (Canada) and accordingly is exempt from income taxes, provided certain requirements of the Income Tax Act (Canada) are met.

Shepherd Village Inc. was initially incorporated by concerned business people and clergy of The Pentecostal Assemblies of Canada in 1958, as The Pentecostal Benevolent Association of Ontario.

On December 31, 1998 the name of the corporation was changed to Shepherd Village Inc.

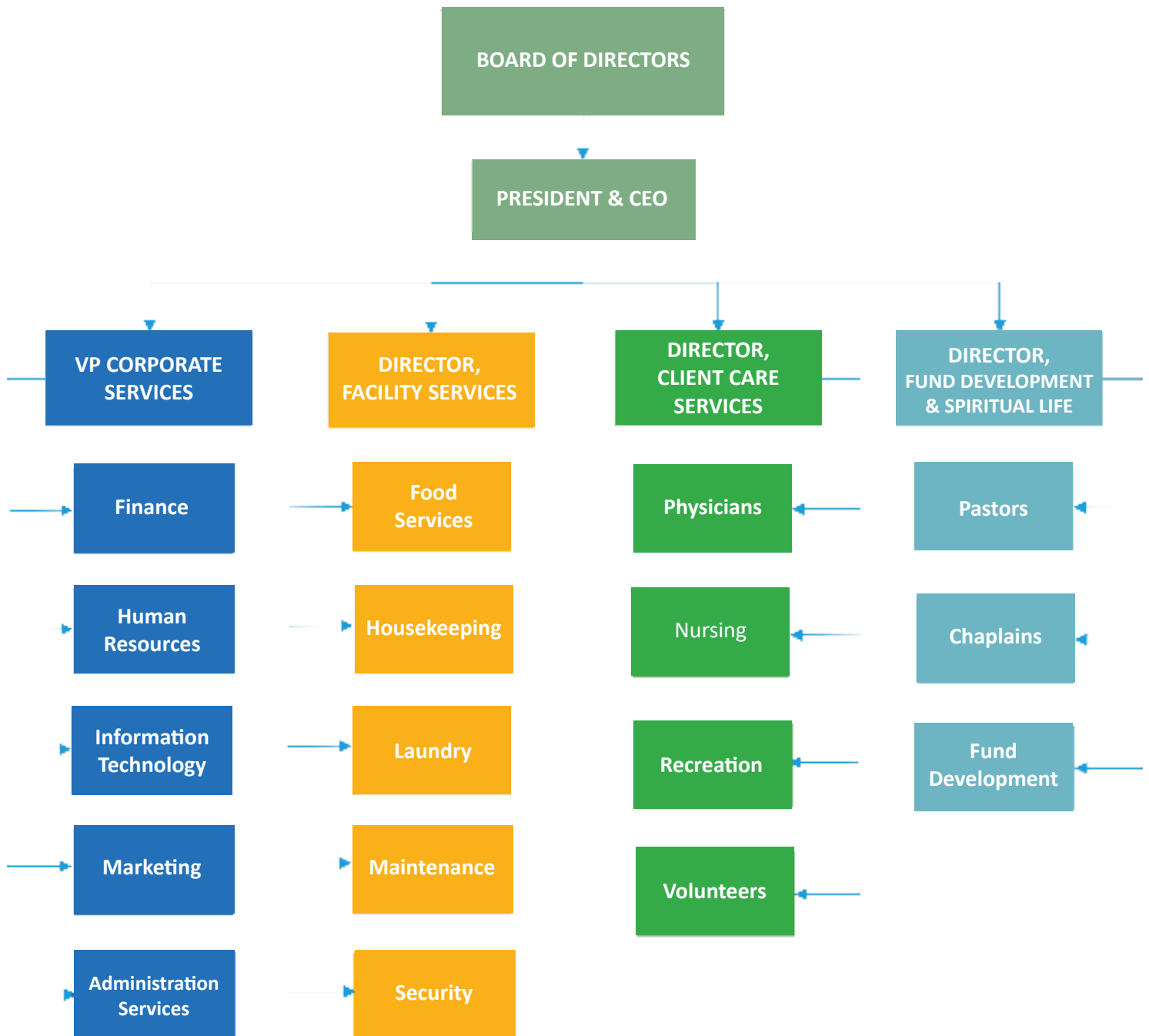
Board of Directors 2017-18

Howie Schmelzer, Chair
Brian Althouse
Jonathan Kulathungam
Rohan Appadurai
Cindy Raymer
Craig Windsor
Christine Arsenault
Marylka Empey
Raymund Guiste
Jan Pedder
Dr. James (Jim) Richards
Rev. Scott Doggart

Senior Leadership Team

Wendy Beckles – President & CEO
Farhad Sethna – VP, Corporate Services
Cathy Fiore – Director, Client Care Services
Mario Gugliotta – Director, Facility Services
Ron Matheson – Director, Fund Development & Spiritual Life

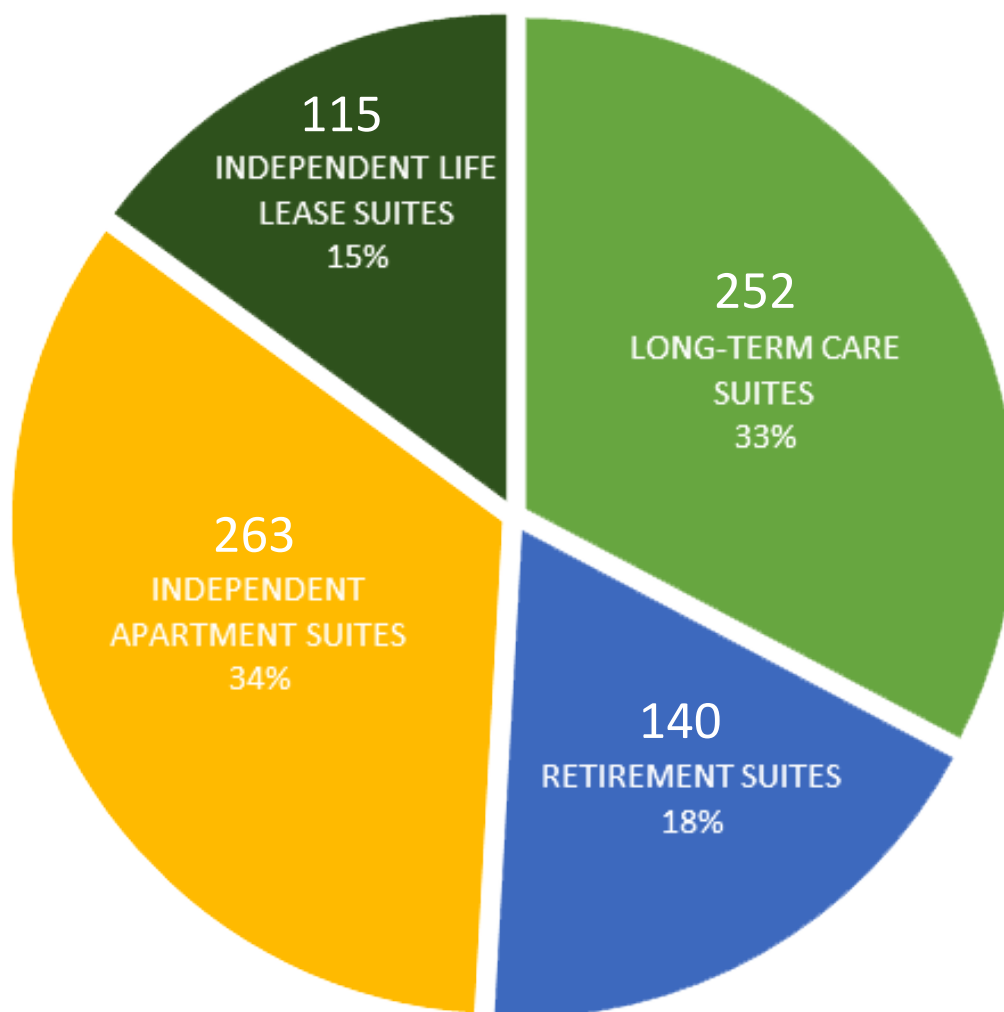
CORPORATE STRUCTURE



AT A GLANCE

Shepherd Village is located in Scarborough on approximately 8.4 acres of picturesque property. We are a seniors retirement community offering a choice of four different lifestyles with continuum of care services to approximately 900 seniors daily.

ACCOMMODATIONS





DOG SHOW

ACHIEVEMENTS & HIGHLIGHTS

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HIGH TEA AT SHEPHERD TERRACE

RECREATION

Shepherd Village offers a variety of programs, activities, opportunities and special events coordinated by our Recreation department with invaluable support provided by a network of over 250 volunteers.

The Recreation department provides educational workshops, fitness, socials, group travel, the intergenerational program and other resident support activities that enrich the lives of not only our residents but also our staff. We always include input from our residents in our programming to build on our collective knowledge and experiences.

Here at Shepherd Village we encourage our residents to learn some modern elements of technological advances that are growing rapidly from day to day. A highlighted achievement continues to be the 'i-Connect' program that teaches all residents how to navigate and use an iPad. This helps stimulate and improve memory function by playing games, reading or simply connecting and skyping with loved ones online. The 'i-Connect' program is a unique accomplishment as it allows for residents to be open-minded and optimistic about changes surrounding them.

This program will continue to grow with innovation, increasing its positive impact across the Village.



MAT WEAVING



FACILITIES

With innovative ideas, our Facilities team works hard towards a better environment for the community in and around Shepherd Village. The team is led by Mario Gugliotta who is also a part-time Professor at Centennial College teaching two courses in the full-time certificate program 'Health Care Environment Services Management.'

Mario has been with Shepherd Village for 37 years, including 20 years as the Director, Facility Services. Both Mario's father and mother live at Shepherd Gardens and his father was a Maintenance worker for over 25 years at Shepherd Lodge.

Under Mario's leadership, Shepherd Village has undergone several successful redevelopment projects estimated at over \$60 million dollars from 2002 to 2017.

There are several achievements across the Facilities team which we have been proud of over the years, however 2017 had some special highlights that we have chosen to share in the annual report.

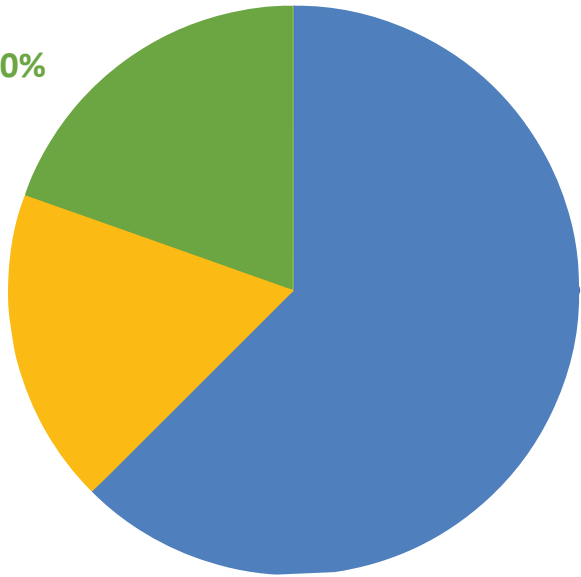




In 2017, Shepherd Village achieved a waste diversion rate of 82% which surpassed the City of Toronto’s targeted diversion rate by 12%. This rate is equivalent to 3,925 cubic yards(cy). As a comparison, 1 cy is equivalent to the weight of an average African male elephant. We rely on everyone to help reach these diversion rates. It really is a team effort.

ORGANIC WASTE 20%

SOLID WASTE 18%



RECYCLABLE 62%

Solid Waste Total	858 cy
Recyclable Total	2,989 cy
Organic Waste Total	936 cy
Grand Total of all waste streams	4,783 cy



CARF TEAM

NURSING

After six months of preparation from February to July, with sixteen different teams researching and discussing hundreds of required standards and gathering evidence of Shepherd Village's compliance, we emerged successful!

Shepherd Village was awarded a three-year accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF).

The CARF surveyors made special mention of the strong leadership and effective governance evidenced by our knowledgeable and committed Board. The surveyors were also very complimentary of the quality of services we offer our residents and they were simply wowed by the beauty and cleanliness of our buildings.

2017 marked the second successful three-year CARF accreditation achieved by Shepherd Village. Attaining and maintaining CARF accredited status requires a significant effort, strong teamwork and a commitment at all levels to provide quality services to enhance the lives of the people we serve.

Our celebration was organization-wide. Cheers to a great team!

"This place is always clean. I enjoy visiting my sister on the 2nd floor of Shepherd Lodge, four days a week. I also enjoy the special events in the summer."

Joyce- Visitor



The Centenarian Queen ... Olive Myhre turns 105

April 2nd was a big day as Shepherd Village hosted a birthday party honouring Olive Myhre. Born in 1912 in Gilbert Plains, Manitoba, she attended Western Bible College, became a licensed Lay Worker in 1931 and married Cyrus Myhre, an American from Minneapolis whom she met at College, in 1934.

Their first pastorate was in Swan River, Manitoba, where they rode in a horse-and-buggy to visit people in the congregation and the community. The couple traveled a lot and Olive played an active role – sharing in the preaching, leading in singing, participating in prayer ministry – including serving as the Dean of Women at Northwestern Bible College where Cyrus was a teacher.

Olive came to Toronto following the passing of Cyrus in 1994 and moved into the Manor in October 1996. In March 2015 she transferred to the Lodge.

Her greatest joy is going to church, talking about Jesus and sharing His love with everyone she meets... always with a smile on her face.

- Carlota Rubio, Editor of the newsletter, "In Sync ... In The Village."



FOOD SERVICES

Shepherd Village is known for its stellar team of Chefs with world class culinary skill. Our great dining experiences at the Courtyard Café, open seven days a week, often bring people together to socialize and enjoy delightful culinary bites.

The servery is now fully modernized with state-of-the-art equipment and a trendy display section of expanded dessert options to end any meal on a high note.

As an additional feature the Courtyard Café also provides special catering for both large and small events with exquisite hand-crafted plated selections.

With the renovations now complete, the spacious open concept seating with vast amounts of natural light, provides a great view of our beautiful gardens.

“Shepherd Village is a caring place full of caring seniors. A second home to all. It helps me grow as a person to work in a place like this because it allows me to expand my skills.”

Jay - Waiter in Courtyard Café





CHOIR ENTERTAINMENT- IN THE CHURCH

SPIRITUAL LIFE

Shepherd Village has a long standing association with the Pentecostal Assemblies of Canada.

The Spiritual Life team continues to create a vibrant Christ-centered community with over 400 adherents to the Church In The Village. Over 20 church related programs, bible studies and prayer meetings are offered in the Village.

Beyond our Church In The Village, our team of staff Pastors and Chaplain provide our residents, families and staff with spiritual support, including palliative and grief care, personal and hospital visits as needed.

End of life care and services of celebration and remembrance remind people that they are loved, not alone, and brings comfort when most needed.

VACATION BIBLE SCHOOL FOR SENIORS

The pastoral team at Shepherd Village pioneered Vacation Bible School for Seniors (VBSS) in Ontario. This initiative has been well received by residents and seniors in the community since inception two years ago. In 2017 tickets sold out in just two days!

The theme for the program in 2017 was the journey of faith that every believer must embark upon. Our seniors reflected on their own spiritual journey and shared their thoughts on living a life surrendered to God. They traveled with two of the Apostles: (1) Paul - mission to Rome, (2) Peter - mission to Samaria, and explored the vibrancy of the church in these regions. Participants experienced the culture which included food, art, literature, language and exotic animals from around the world. They also explored what lessons could be learned from the Apostles' spiritual journey.

We were honoured to have Rev. Dr. John Stephenson, and Pastor David Phillips share their knowledge of the Biblical history, archeology and spiritual principles from the Biblical narratives.

Approximately 130 energetic seniors attended the program and many said it was the highlight of their year!

The VBSS culminated with a phenomenal musical performance by Kevin Pauls and Joel Parisien (Juno nominee) accompanied by a band. The performance, to an audience of over 300 people, was filled with relatable stories and peppered with soulful worship music.



“This is the safest home that I’ve seen. It’s a very neighbourly place for me and I love the church environment. Movie nights are my favorites and the exercises in the gym.”

Irmgard- Resident



GOLF TOURNAMENT

FUND DEVELOPMENT

The Shepherd Village Fund Development team (SVFD) has been raising funds to enhance and improve the quality of life of our seniors.

Some examples are the new electric beds with therapeutic mattresses as well as the updated Resident Nurse Call Bell System for Shepherd Lodge, our long-term care facility. The 22nd annual Shepherd Village Charity Golf Tournament, once again was a great success. The funds raised in 2017 made it possible to update our Resident Nurse Call Bell System on two floors. Our suppliers and sponsors remind us that it's their tournament of choice and look forward to it every year. We are also able to provide, through donations to the Palliative Care program, the kind of comfort that helps to ease the burdens of losing a loved one.

The Village Club, Adult Day Program, supported by the SVFD, is another one of our highly praised programs meeting resident and community needs. Through our memorial donations we are able to build and enhance the landscaping around Shepherd Village. Money has been raised in 2017 to kick start the new link Memorial Courtyard, which will be an ongoing memorial project.

As well as ongoing smaller seminars, SVFD hosted a Wills & Bequests two - part seminar sponsored by Chapel Ridge Funeral Home. Over 120 residents, family and staff attended these informative sessions with Eric Tappenden (Chapel Ridge Funeral Home), Vern Dueck (Stewardsway Financial) and Bob Adourian (LLP) as guest speakers.

“When one loses a life partner and contemplates the reality of living alone, personal safety, companionship and available assistance are top of mind. At Shepherd Village these concerns are replaced by positive experiences: worry-free living—safe from intruders and harm; convenience through its many amenities – including accessibility to in-house live entertainment; and the pervading spiritual warmth throughout the Village which makes it a one-of-a-kind haven and defines the very essence of home for me.”

Carlota- Resident





TOWN HALL

VOICES OF THE VILLAGE

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“Being a part of the Shepherd Village Team has been a positive and interesting learning experience as well as an opportunity to give back to our seniors’ community.”

Lorraine Bernard- Family Council, Shepherd Lodge



“As a Council, we work together with management to achieve our goal of being, “In Sync in the Village.” I love my family of residents. At our Residents Council meetings we discuss our rights as residents and other relevant information. Communication is important to ensure that our needs are addressed. At times we participate in developing creative programs and special events in the home. I even wrote a play in November where all the actors were my fellow residents.”

Donna Greaves- Residents Council, Shepherd Lodge



“I treat Shepherd Village as my home. I feel very safe here. I really appreciate the staff who carry out their duties so meaningfully.”

Catherine Dunlop- Residents Council, Shepherd Terrace



“I enjoyed getting to know all the people I work with here at Shepherd Village, it was a challenge at times and takes a lot of effort but overall I enjoyed it.”

Marilyn Flowers- Residents Council, Shepherd Manor



“I enjoyed working with the other five members of the Council as together we tried to help our residents have a better living experience here in the Gardens.”

Lloyd Deering- Residents Council, Shepherd Gardens



BOARD OF DIRECTORS - LEFT TO RIGHT :
CHRISTINE ARSENAULT, SCOTT DOGGART, HOWIE SCHMELZER, ROHAN APPADURAI, WENDY BECKLES, RAYMUND GUISTE,
JAMES (JIM) RICHARDS, JOHNATHAN KULATHUNGAM, BRIAN ALTHOUSE, MARYLKA EMPEY, JAN PEDDAR, CINDY RAYMER,
CRAIG WINDSOR.

LEADERS OF THE VILLAGE



SENIOR LEADERSHIP TEAM- LEFT TO RIGHT :

RON MATHESON, CATHY FIORE, WENDY BECKLES, FARHAD SETHNA, MARIO GUGLIOTTA.

We serve as a team!

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SUMMARY FINANCIAL STATEMENTS

SUMMARY STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31	2017 \$	2016 \$
ASSETS		
Cash and restricted cash	4,511,583	6,521,546
Other current assets	908,938	754,998
Property, plant and equipment	76,604,313	76,441,696
	82,024,834	83,718,240
LIABILITIES AND FUND BALANCES		
Current liabilities	6,395,505	7,722,011
Non-current liabilities	45,832,449	46,761,991
Internally restricted and unrestricted funds	29,796,880	29,234,238
	82,024,834	83,718,240

SUMMARY STATEMENT OF CHANGES IN FUND BALANCES YEAR ENDED DECEMBER 31

	2017 \$	2016 \$
Balances - Beginning of year	29,234,238	28,270,678
Excess of revenue over expenses for the year	562,642	963,560
Balance - End of year	29,796,880	29,234,238

SUMMARY STATEMENT OF OPERATIONS YEAR ENDED DECEMBER 31

	2017 \$	2016 \$
REVENUES		
Resident care and accommodation	16,055,313	15,471,781
Government subsidies and grants	12,783,638	12,332,530
Donations and other income	3,066,287	3,129,397
	31,905,238	30,933,708
EXPENSES		
Salaries and benefits	19,239,963	19,026,286
Administrative and other services	1,403,115	1,189,753
Utilities and other expenses	5,244,183	5,219,324
	25,887,261	25,435,363
Excess of revenue over expenses before undernoted items	6,017,977	5,498,345
Interest expense	3,136,473	2,172,282
Amortization	2,318,862	2,362,503
Excess of revenues over expenses	562,642	963,560

NOTE TO THE SUMMARY FINANCIAL STATEMENTS

Applied criteria in preparation of the summary financial statements are as follows:

- The information in the summary financial statements is in agreement with the related information in the complete financial statements; and
- The summary financial statements contain the information necessary to avoid distorting or obscuring matters disclosed in the related complete financial statements, including the notes thereto.
- Audited financial statements are available upon request.



Report of the independent auditor on the summary financial statements

To the Membership of Shepherd Village Inc.

The accompanying summary financial statements, which comprise the summary statement of financial position as at December 31, 2017, the summary statement of operations and the summary statement of changes in fund balances for the year then ended, and the related note, are derived from the audited financial statements of Shepherd Village Inc. for the year ended December 31, 2017. We expressed an unqualified audit opinion on those financial statements in our report dated May 16, 2018.

The summary financial statements do not reflect the effects of events that occurred subsequent to the date of the audit opinion on the audited financial statements and do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations (ASNPO). Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Shepherd Village Inc.

Management's responsibility for the summary financial statements

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in the note to the summary financial statements.

Auditor's responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements".

Opinion

In our opinion, these summary financial statements derived from the audited financial statements of Shepherd Village Inc. for the year ended December 31, 2017 is a fair summary of those financial statements on the basis described in the note to the summary financial statements.

Chartered Professional Accountants, Licensed Public Accountants
16-May-18
Toronto, Ontario

TRANSFORMING FOR THE FUTURE

We are thankful to God for what Shepherd Village has accomplished to date, delivering on our strategic goals and objectives.

Most importantly, we see ourselves as well positioned to advance our 'Residents First' agenda and blaze the trail forward to meet the new and changing physical, spiritual and social needs of our seniors.

Looking forward to 2018, Shepherd Village will be undertaking a brand renewal project with a full review of our Vision, Mission and Values to ensure alignment with our organizational culture, structure, resources and strategic goals.

We will be moving to a new comprehensive model of care that emphasizes quality and enhances access to primary care with a geriatric focus for our nine hundred seniors across the entire Village : which includes long- term care, retirement and independent residents.



A word cloud on a yellow background featuring various terms related to care and community. The words are in different sizes and orientations, with 'HOME' and 'WELCOMING' being the most prominent. Other words include 'CARE', 'SUPPORTIVE', 'TRANSPARENCY', 'ACCOUNTABILITY', 'INNOVATIVE', 'PURPOSE', 'SOCIAL', 'VALUED', 'NEIGHBOURS', 'BELONG', 'COMPASSION', 'CONNECTIONS', 'BELONG', 'COMPANIONSHIP', 'VALUED', 'SPECIAL', 'HEALTHY', 'EXCELLENCE', 'WELCOMING', 'CARE', 'SUPPORTIVE', 'TRANSPARENCY', 'ACCOUNTABILITY', 'INNOVATIVE', 'PURPOSE', 'SOCIAL', 'VALUED', 'NEIGHBOURS', 'BELONG', 'COMPASSION', 'CONNECTIONS', 'BELONG', 'COMPANIONSHIP', 'VALUED', 'SPECIAL', 'HEALTHY', 'EXCELLENCE', 'WELCOMING'.



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