



The year "2018" is displayed in large, stylized, three-dimensional numbers. The "2" is yellow with a gold gradient, the "0" is blue with a dark blue gradient, the "1" is teal with a green gradient, and the "8" is orange-red with an orange gradient. Each number contains a circular photograph depicting different aspects of the community's life, such as people eating, a church interior, and a person reading.

ANNUAL REPORT

A photograph showing a group of diverse seniors in a celebratory setting. In the foreground, a woman with dark hair, wearing a purple short-sleeved top and white pants, is smiling and holding two rings (one blue, one red) attached to a string. Behind her, another woman with grey hair and a man in a blue shirt are also smiling. Several other people are visible in the background, some wearing shirts that say "Celebrate Active Seniors".

CELEBRATING ACTIVE SENIORS

“ An environment of friendly people, spiritual life and many activities to keep my life healthy and to keep me happy in the Village. ”

- Sushila
Manor Resident



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Vision

To be a continuum of care within a Christian community, where seniors find peace of mind.

Mission

Being associated with the Pentecostal Assemblies of Canada, we meet the changing physical, spiritual and social needs of seniors through quality care and compassionate service.

Values

Compassionate Care

Accountability

Respect

Excellence



C

Compassionate Care

We, as a team, are genuinely concerned about the well-being of those we serve.

A

Accountability

We hold ourselves to a higher standard being responsible to our residents, co-workers, partners and our community.

R

Respect

We treat everyone equally with integrity to earn their trust.

E

Excellence

We are quality driven to exceed the expectations of those we serve.

From the President & CEO ...

***Wendy Beckles
President & CEO***



With over 60 years of experience, we are blessed to serve our 900 residents with quality care and compassionate service.

Shepherd Village is a vibrant multicultural community with over 25 different cultures and 22 unique languages being represented in our resident and staff population. Our overall occupancy rate across the four types of accommodations has remained consistently over 97%, which validates the high satisfaction survey results that we receive annually.

Over the years, our management team has intentionally become actively involved in several groups, committees and decision making forums in the seniors' healthcare community. Our continued goal is to better position ourselves to influence and advocate for enhanced health and social provisions addressing the wellness of seniors.

Shepherd Village is a home where seniors find purpose and peace of mind. We serve in the Spirit of Christ – that of servanthood.

Our theme this year of 'Active Seniors' demonstrates our belief that there is a direct correlation between daily active living and improved health. In planning for the health and wellness of seniors at Shepherd Village, we strive to inspire future generations to get involved. We are therefore pleased to support student placements from universities, colleges and high-schools through co-op programs, internships, job shadowing, etc.

Another priority for Shepherd Village is the safety of our residents which for us goes beyond the physical surroundings. During one of our well attended

... and the Board Chair

quarterly Town Hall meetings, we invited Constable Gary Gomez from the 42 Division, Toronto Police Service to educate our seniors on fraud prevention awareness. He explained why the elderly are often targeted, educating them on scams to be aware of and preventative steps to stay safe. Financial fraud today could be devastating for a senior trying to live on a modest fixed income. We believe that the risk of financial fraud can be mitigated by equipping our seniors with interactive education and practical tips.

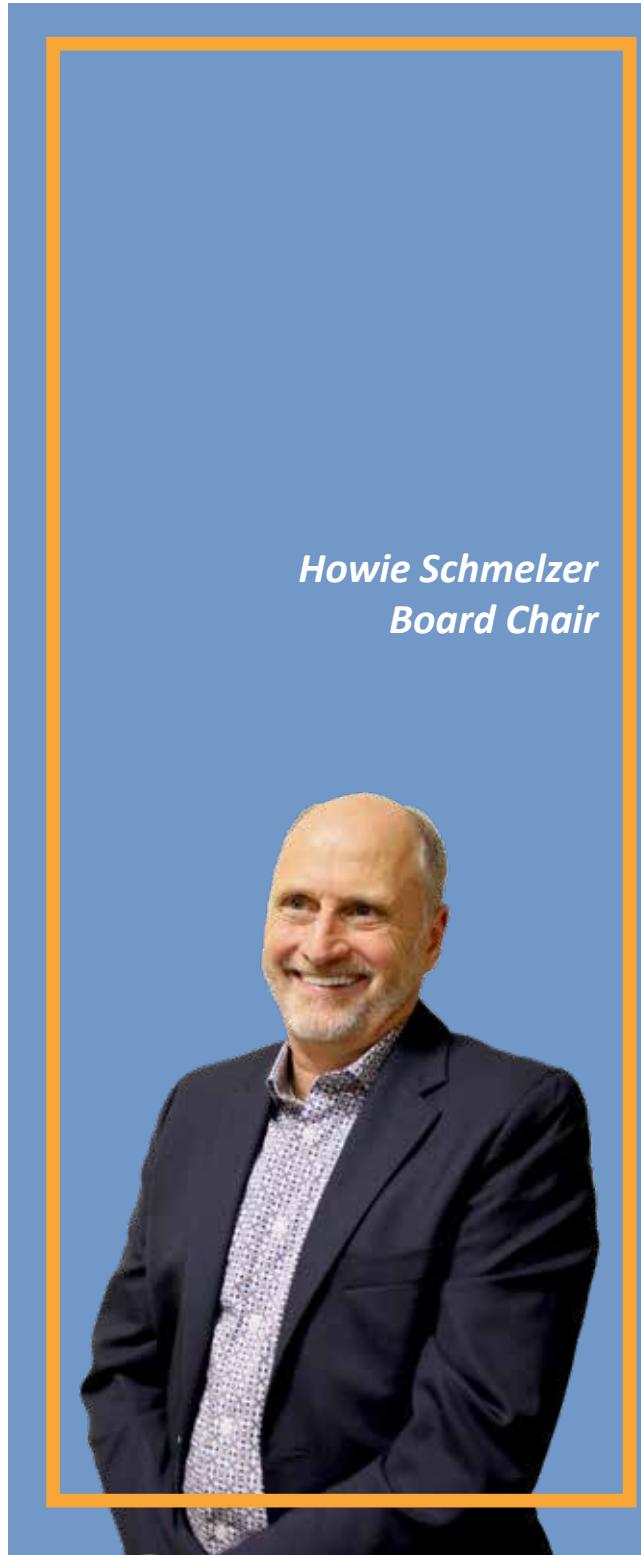
"I hope that Shepherd Village continues to be what it has been and is today – a safe, affordable home for seniors of all faiths or no faith."

To better demonstrate that we are 'A Caring Christian Seniors' Community', during 2018 we embarked on a brand refresh project, updating our Vision, Mission and Values as well as our logo and communication designs. We chose to engage our stakeholders including residents & families, management & staff, service providers, volunteers, board members and community partners to foster healthy engagement and inclusion.

When asked to describe what Shepherd Village could be in 10 years, one stakeholder replied, "I hope that Shepherd Village continues to be what it has been and is today – a safe, affordable home for seniors of all faiths or no faith."

Come and experience Shepherd Village, where there's always something exciting happening!

Howie Schmelzer
Board Chair



Corporate Profile

Shepherd Village Inc. is a registered charity under the Income Tax Act (Canada). We are Toronto's largest not-for-profit seniors' community on a single site and have been dedicated to the care and well-being of seniors (65+) since 1958.

Everything we offer at Shepherd Village is designed to provide quality of life and peace of mind for our residents, their families and their friends.

Board of Directors 2018 - 2019

Howie Schmelzer, Chair

Brian Althouse, Vice Chair

Johnathan Kulathungam, Secretary

Rohan Appadurai, Treasurer

Craig Winsor

Christine Arsenault

Raymund Guiste

Jan Pedder

Marylka Empey

Dr. James Richards

Rev. Scott Doggart

Senior Leadership Team

Wendy Beckles, President & CEO

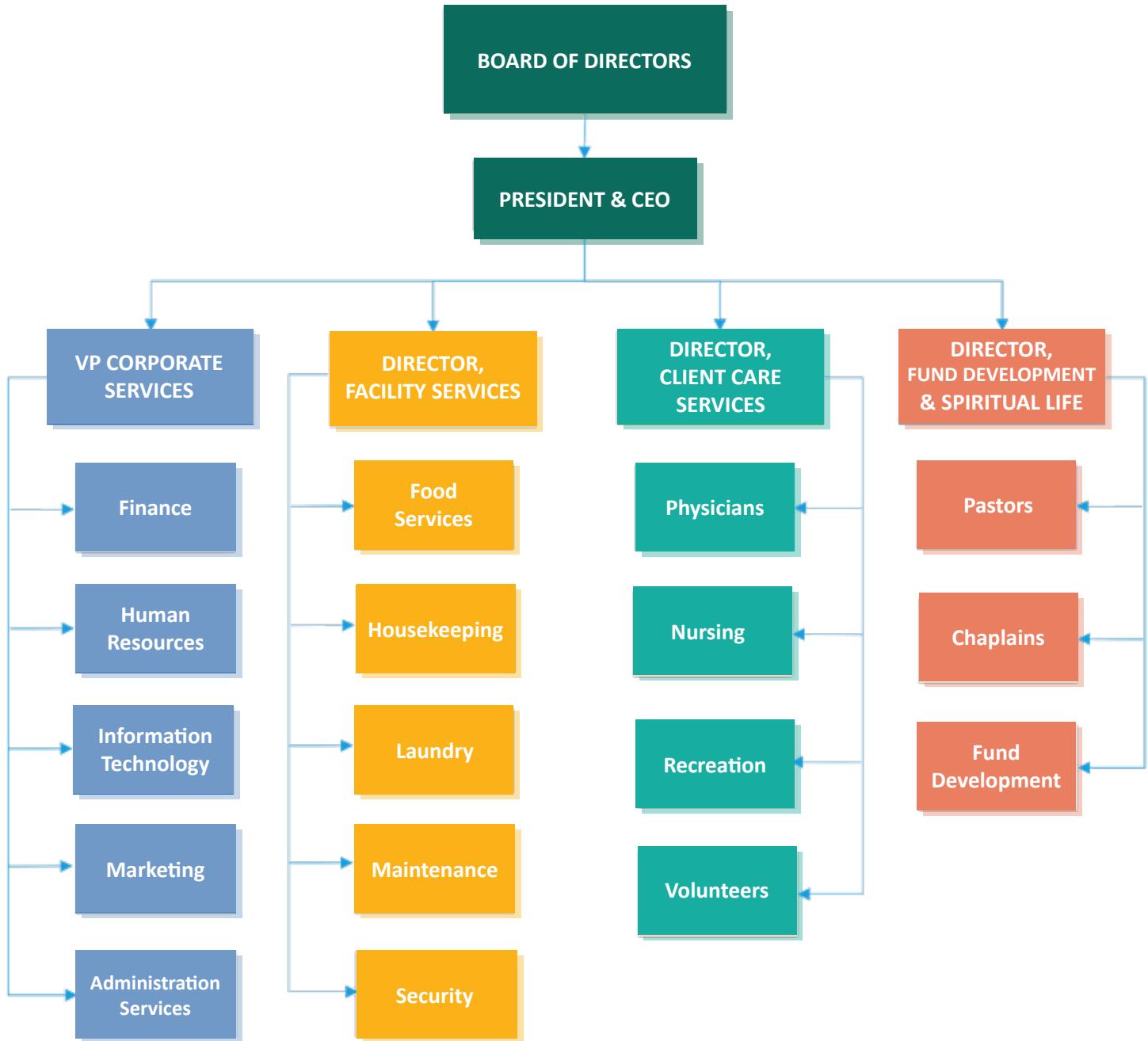
Farhad Sethna, VP Corporate Services

Cathy Fiore, Director Client Care Services

Mario Gugliotta, Director Facility Services

Ron Matheson, Director Fund Development & Spiritual Life

... and Structure



“ You decide on
the things that
are important,
for me it's
the spiritual
emphasis. ”

- Norma
Terrace Resident



Shepherd Village Terrace Retirement & Assisted Living



The Terrace at Shepherd Village is an accredited retirement residence that offers both retirement and assisted living. The Terrace is a 5-storey building with 144 suites including studios, one bedrooms and two bedrooms that range in size from 230 to 757 square feet. With a wide variety of services and amenities easily accessible, Terrace residents can live with independence, privacy and dignity while spending time with friends and enjoying social activities in a safe, caring and friendly community. During the year, we maintained an average occupancy level of 94.7% at the Terrace.

Weekly physiotherapy exercise classes are offered, improving our residents overall fitness and balance control. In addition, there are a variety of indoor activities with music and live entertainment in the spacious piano room. This year our Terrace residents enjoyed a selection of outdoor excursions including a visit to St. Jacob's Market, a Grand River Cruise and a few evenings at the Theatre. Inspired by our world class team of chefs, the dining experience was enhanced by adding a new 'A la carte' menu with five additional meal choices for lunch and dinner.

**For the 2018
Christmas season,
Terrace Residents
beautifully
decorated
gingerbread
houses purchased
from Habitat for
Humanity.**

For the 2018 Christmas season, Terrace Residents beautifully decorated gingerbread houses purchased from Habitat for Humanity. This organization brings communities together to help families build strength, stability and independence through affordable home ownership. It was wonderful to have some fun while supporting a great cause in the true 'Christmas Spirit'!

Shepherd Village Lodge

Long Term Care



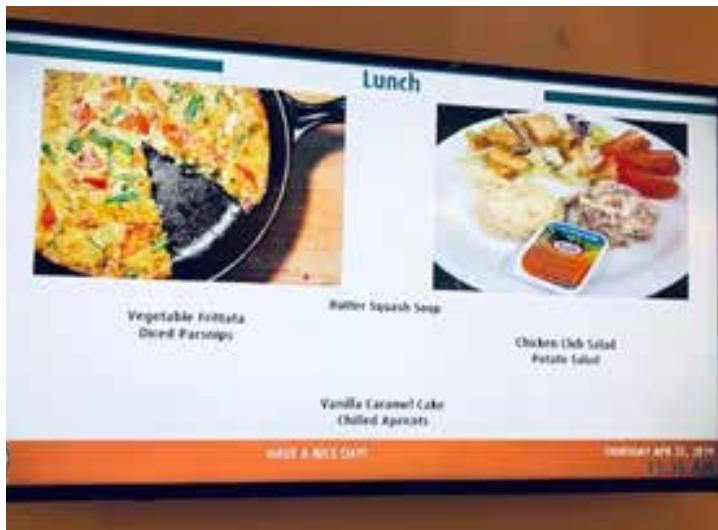
The Lodge at Shepherd Village is an accredited long term care home. It is a modern, attractive 7-storey building with 252 private and semi-private rooms. During the year, we maintained an average occupancy level of 98.2% at the Lodge.

This year we received an Advantage Ontario Service Excellence Award to recognize our 3-year accreditation for 'Quality Service' from the Commission on Accreditation of Rehabilitation Facilities. We also successfully implemented Point Click Care, an electronic health record system that provides immediate seamless connectivity of all resident care documentation.

Long term care homes are traditionally staffed and equipped with expertise to manage dementia and end-of-life care. Many individuals today awaiting placement, have expanded health complexities including mental health and addictions which unfortunately cannot be safely managed in the current long term care setting.

Shepherd Village has a current wait list for the Lodge of over 850 people, equivalent to a waiting period of up to 5 years. However, 'crisis placements' could be admitted within 12 months. During 2018, we noticed a marked increase in 'crisis placements' for individuals who were not previously reported on the Provincial wait list for long term care. This would indicate that the shortage of long term care beds in the Province is actually worse than estimated.

Transition from Paper to Digital Menu



Keeping up with today's technology, we have replaced our paper menus with the introduction of digital menu boards in the dining rooms at the Lodge. This innovative improvement exceeds the requirement of the Ministry of Health & Long term Care. The digital menu is 50" wide as compared to the original 14" wide paper menu. With the larger digital menu, we can present pictures of meals offered in colour with the descriptions, so that our residents can visualize the option they are ordering.

A key operational benefit realized is that any last minute changes to the menu due to supplier shortages, etc., can be done on the computer and transmitted to all dining rooms in real time. Whereas previously, a menu change required the reprinting and re-posting of corrected paper menus to all 12 dining rooms.

... our residents can visualize the option they are ordering.



Carlota Rubio was awarded a Lifetime achievement award from the Ontario Long Term Care Association recognizing her volunteer work with various departments and service providers at the Village.

Carlota has also been an ambassador for Shepherd Village, representing the organization at a Community Town Hall with MPP Soo Wong. Carlota is the official Editor of the quarterly 'In Sync In The Village' newsletter and contributes an excellent front page article to each issue.

“ Having complete comfort and ease is truly a blessing. ”

*- Carlota
Lodge Resident*

“ Staying active by having friends to do it with. ”

- *Florence*
Manor Resident



Shepherd Village Manor Rental Apartments



The Manor at Shepherd Village has apartments designed for active and independent adults aged 65 and over. Today's seniors are choosing how much they want to dial up or down their activity level in retirement. Leaving behind the expenses and stress of home ownership, Manor residents can choose to curl up at home with a good book or get out and about to socialize with friends in the Shepherd Village Courtyard Café, the Agincourt Mall next door or any number of nearby gardens, shops and community centres.

**Today's seniors
are choosing
how much they want
to dial up or down
their activity level
in retirement.**

The Manor is an 11-storey building with 263 renovated one and two bedroom apartments that range in size from 456 to 742 square feet. Residents may choose one-time or ongoing services and amenities at an additional cost. During the year, we maintained an average occupancy level of 98.4% at the Manor.

The Manor Tenants' Council did a great job promoting their 'Buddy System' this year. Each resident is encouraged to have a buddy who would check in routinely to make sure that everything is okay. Buddies are trusted with the key to each other's apartments and each resident is then asked to give the name and number of their buddy to their next-of-kin. The Buddy System saves lives!

We at Shepherd Village recognize the importance of good food in any community environment. Social bonds are formed and smiles are shared as contented residents enjoy the delicious variety of international cuisine served here. For 2018 the Courtyard Café introduced a new meal delivery service where residents can choose to dine in the comfort of their own home.

Shepherd Village Gardens

Life Lease Residences



The Gardens at Shepherd Village is a life lease residence for people aged 65 plus. With a life lease, residents have the exclusive lifetime use of their units and when they choose to sell the unit, they retain 90% of the value of the life lease, making it a wise real estate investment.

The life lease concept is perfect for today's active and independent senior. The Gardens residents enjoy many of the same benefits of home ownership without the concerns and costs of property maintenance and personal security. Through an active Residents' Council the Gardens residents can provide input on the operation of the building. Council members of all the buildings sit on the Engagement Team of the Village, where they share ideas to improve village-wide communication that keeps us all 'In Sync.'

The Gardens is a 6-story building with 115 spacious one and two bedroom units that range from 679 to 1,284 square feet. During the year, we maintained an average occupancy level of 100% at the Gardens.

The Gardens has a very active Social Committee that arranges fun filled events year round. One of their special events is the annual 'Tea Party' and this year we were surprised with a delightful fashion show of ladies in exotic hats.

“ I am thankful to be able to celebrate each milestone with friends and family. ”

- Gordon
Gardens Resident





“ I truly enjoy using
the **fitness** centre.
Swimming here is great. ”

- Dr. K (Kreuger)
Manor Resident

Health & Fitness Centre

The Grand Opening of our Health & Fitness Centre operated by Achieva Health, took place on June 18th. This momentous occasion brought the entire Village together, joined by many guests from the community.

Former City Councillor Norm Kelly was the keynote speaker for the event and he was joined by Gwen Stirling, one of our several centenarians living at Shepherd Village, for the Ribbon Cutting Ceremony. Gwen has lived independently at the Manor for 12 years and is an active member of the Fitness Centre.

The Fitness Centre, staffed by a certified Kinesiologist, is spacious and well-equipped with a salt water pool. It is perfect for members seeking to improve their physical and mental well-being with cardiovascular exercise and resistance training. Many residents have already made the Centre a regular drop-in destination as part of their daily routine.

Congratulations to all our seniors, staff and partners for their active involvement in making Shepherd Village a convivial and inclusive community for contented living.

The Health Centre is currently staffed with a certified Medical Office Coordinator and three part time physicians. Services such as hearing aid, foot care, massage therapy and social work are offered in addition to health education sessions.

Congratulations to all our seniors, staff and partners for their active involvement in making Shepherd Village a convivial and inclusive community for contented living.

We are pleased to also open our doors to seniors in the community offering memberships to the Health & Fitness Centre.



Volunteers

Volunteers are at the heart of everything we do at Shepherd Village and they function across all departments providing much needed support. We have a robust orientation and training program for all volunteers.

Shepherd Village has a diverse group of volunteers, including college and university students, family members and friends. There are also quite a few residents that volunteer at the Village providing assistance to their neighbours through a structured resident engagement program.



2018 has been a successful year for the Volunteer Department. We had a significant increase in total volunteers from 140 in 2017 to 250 in 2018, which more than doubled the volunteer hours to 1,075.

This year we were pleased to recruit two new churches to adopt a floor at the Lodge for ongoing volunteer ministry to our long term care residents.

Becoming a volunteer at Shepherd Village is very easy, whether you are looking for a general role or prefer to assist in a specific area. We can help customize your experience so it meets your needs while having a positive impact for residents. Volunteer opportunities at a glance and enrolment requirements can be readily sourced on our website at www.shepherdvillage.org

The Annual Volunteer Appreciation Celebrations are delightful occasions where we recognize our volunteers as 'Super Stars'. After a delicious meal provided by our superb culinary team, we often dance and celebrate as one big family.

**“ Giving freely, blessing others ...
and receiving a smile in return. ”**

-Sandra
Volunteer





Therapeutic Courtyard Gardens

There's a lot to be said for the healing virtues of nature and at Shepherd Village we accentuate this best through our Therapeutic Courtyard Gardens. Meandering through our 8.3 acres of picturesque property here in north Scarborough, we showcase the lush plants and rock gardens of the beautifully appointed landscape. Our newest additions to the gardens for the summer of 2018, were two water fountains providing the soothing sound of running water throughout the day.

These garden features are made possible by the generous donations of our faithful partners and donors. Our future plans will include adding a fire pit, garden trellis, additional water features and a pavilion.

Our expanded gardens also allow for memorial plaques to be tastefully nestled for our loved ones to be remembered.

In the cool of the day our residents, family members, guests and staff can relax and enjoy an enriched outdoor experience.

The Therapeutic Courtyard Gardens are also home to the beautiful butterflies, birds and squirrels that flourish in the special areas prepared to house and protect them. Well fed by our residents, the wildlife in the Gardens have become quite friendly over the years.

Our Facilities team does an excellent job maintaining the grounds at Shepherd Village from season to season.



Fund Development

The Shepherd Village Fund Development department raises funds to enhance and improve the quality of life of our seniors. Many residents at Shepherd Village, especially those in our long term care home, the Lodge, require special care programs and equipment that is not covered by government funding.

Your support of Shepherd Village demonstrates a commitment to seniors, who have given so much to our community.



In January we kicked off our very first Annual Staff Bowling Tournament fundraiser. All proceeds were directed towards the purchase of new electric beds and therapeutic mattresses for our long term care residents in the Lodge as well as our Village Club, Adult Day Program.

Through the heroic efforts of our bowlers the event was a tremendous success. The group which included staff, their families and our service providers all had a great time. The bar has been set quite high for 2019.



Our 23rd Annual Charity Golf Tournament successfully raised funds to update our Resident Nurse Call Bell System at the Lodge. Many staff, volunteers, partners and friends of Shepherd Village gathered at Silver Lake Golf & Country Club for 18 well contested holes of golf. The course was filled with surprise contests and delightful giveaways.

Our feature sponsors for 2018 were Achieva Health and Remedy's Rx. We are fortunate to have these organizations as ongoing valued partners of Shepherd Village.

We look forward to seeing you at next year's golf tournament on Tuesday, June 4th, 2019.



In the Fall, we hosted our third ‘Trip to Israel’ which also included a day trip to Petra, Jordan. The twenty-one participants became like family having bonded with a true sense of community and affinity by the end of the tour.

Led by our experienced guide, we journeyed along the paths of Abram, Moses, Kings, prophets and patriarchs of the faith. Israel and the Middle East are so rich in history, geography and culture, the archeological discoveries are ongoing and reveal centuries of conquering civilizations. We covered the four corners of Israel; from Lebanon and Syria in the north, to Eilat and the Red Sea in the south.

It was a very humbling experience to walk in the footsteps of Jesus through Israel. The pilgrimage was educational, enjoyable and exceedingly inspirational.

As one of our young adults stated, “Hearing the guide explain the archeological sites puts colour and context to the bible and history - what we believe and why we believe it.”

Six experiences that left a remarkable impact were: the baptisms in the Jordan River, the boat experience on the Sea of Galilee, the tour up the mountain to Masada, bathing in the Dead Sea, the early morning devotional in the Garden of Gethsemane and having communion at the Garden Tomb in the shadow of Golgotha.

We are planning another Holy Land pilgrimage in Spring 2020. Please call us for details.





“Putting smiles on our clients faces is truly the best part of my job.”

- **Kathy**
Recreation Assistant

Clubs in the Village

The Village Club

The Village Club provides a safe, stimulating environment for seniors aged 65 plus, living with cognitive impairment, social isolation and other challenges.

Celebrating its 10th anniversary this year, the Village Club Adult Day Program receives many referrals through Toronto hospitals, rehabilitation centres, and the local community. We host up to 17 clients per day, 50% come from the community and 50% live at Shepherd Village. Our clients have the choice of paying for a full day or a partial day. We do not currently receive any government funding so the cost of the Adult Day Program is subsidized through the fundraising efforts of our Fund Development team.

The home-like environment is a bright, refreshing space overlooking the beautiful grounds of the Village. The program provides a wonderful opportunity for seniors to have a 'day out' and for family and caregivers to have a 'day off'. Our clients enjoy a full day of structured activities and social interaction with their peers. In addition to offering art therapy, pet therapy, and music programs, we have started our very own 'Village Club Cookbook' this year.

Shepherd Village Acting Club

Residents in the Village have been attending acting classes on site, where they are taught various aspects of basic stage craft by a professional actor. During the classes residents focus on voice work, enunciation, memory, scene study, monologues, body language and emotion.

One of the highlights of the acting course is that once the 8 week classes are finished, the participants do a performance for the Village in the Community Hall.



Spiritual Life Services

At Shepherd Village, being a Christian community doesn't speak to exclusivity, it speaks to having high standards and following Godly principles. Compassionate care, accountability, respect and excellence are all biblical values that guide our purpose and our actions.

Shepherd Village is served by a competent team of credentialed and highly personable pastors. They are available for confidential spiritual support; social visits and counseling; crisis, palliative, grief and funeral support; as well as hospital visitation. Upon request, our pastoral team will connect residents with their respective clergy.

The Church in The Village is literally located in the heart of the Village and welcomes residents, staff and community members to all its services and events year round. We have over 20 denominations represented in our congregation. Bible studies, prayer meetings and devotionals are always readily accessible across all four buildings in addition to the weekly church services.

At Shepherd Village not all of our staff are Christian and not all of our residents are Christian, but people who come to our Village often remark how much they appreciate the difference they sense because of our Christian heritage and spiritual life programming. The ongoing prayers and love of Christians continue to fuel our success on a daily basis and we remain thankful to God for His faithfulness.

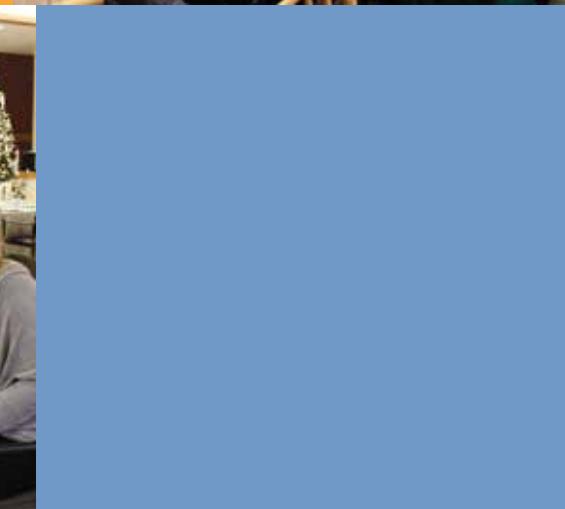
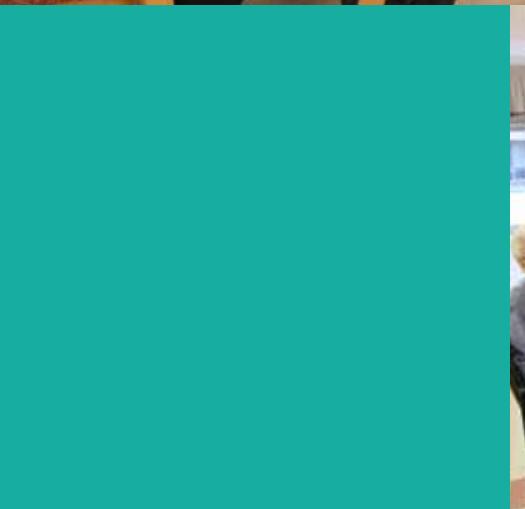
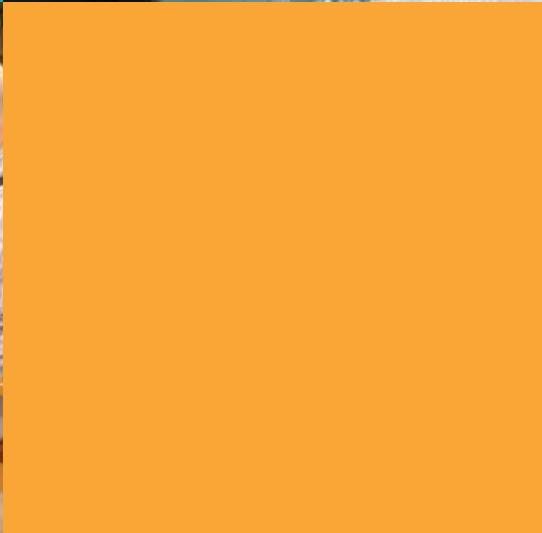




“ Feeling calm & enjoying
moments like these. ”

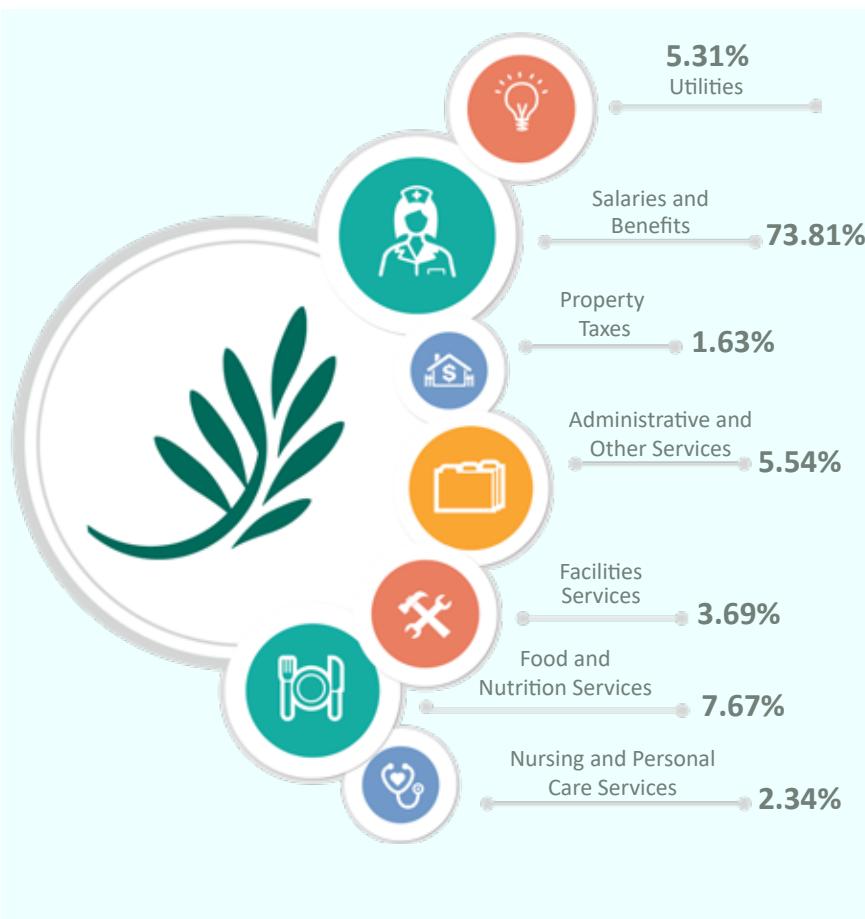
-Bill (William)
Terrace Resident





Financial Summary

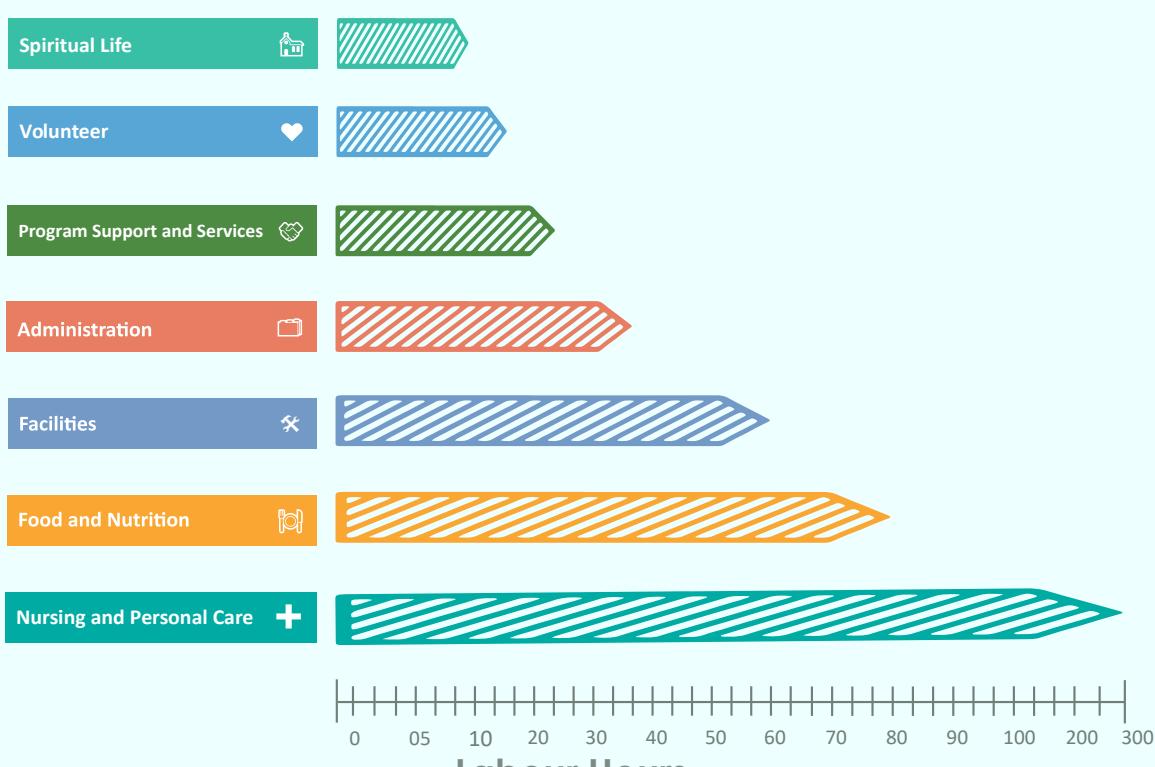
AS AT DECEMBER 31	2018	2017
	\$	\$
ASSETS		
Cash and restricted cash	4,216,230	4,511,583
Other current assets	816,892	908,938
<u>Property, plant and equipment</u>	<u>75,118,031</u>	<u>76,604,313</u>
	80,151,153	82,024,834
LIABILITIES AND FUND BALANCES		
Current liabilities	6,202,708	6,395,505
Non-current liabilities	43,558,992	45,832,449
<u>Internally restricted and unrestricted funds</u>	<u>30,389,453</u>	<u>29,796,880</u>
	80,151,153	82,024,834
SUMMARY STATEMENT OF CHANGES IN FUND BALANCES		
YEAR ENDED DECEMBER 31	2018	2017
	\$	\$
Balances - Beginning of year	29,796,880	29,234,238
<u>Excess of revenues over expenses</u>	<u>592,573</u>	<u>562,642</u>
Balance - End of year	30,389,453	29,796,880
SUMMARY STATEMENT OF OPERATIONS		
YEAR ENDED DECEMBER 31	2018	2017
	\$	\$
REVENUES		
Resident care and accommodation	16,502,188	16,055,313
Government subsidies and grants	12,798,165	12,783,638
<u>Donations and other income</u>	<u>2,966,038</u>	<u>3,066,287</u>
	32,266,391	31,905,238
EXPENSES		
Salaries and benefits	19,768,363	19,239,963
Administrative and other services	1,495,592	1,403,115
<u>Utilities and other expenses</u>	<u>5,665,400</u>	<u>5,244,183</u>
	26,929,355	25,887,261
Excess of revenues over expenses before undernoted items	5,337,036	6,017,977
Interest expense	2,521,318	3,136,473
Amortization	2,223,145	2,318,862
Excess of revenues over expenses	592,573	562,642



Expense by Category

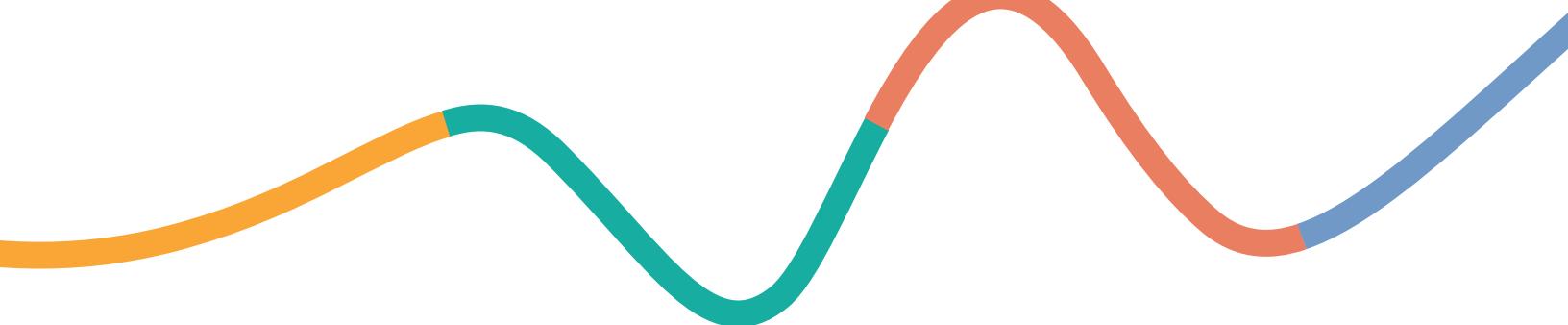


Occupancy





Embracing the Future



The new look of healthcare embraces technology and seamless connectivity for the future.

Imagine a day when one electronic patient chart could follow a resident from doctor's visits, to the pharmacy, through hospitalization and back to our long term care or assisted living home. It would be a revolutionary improvement championing consistency of care. Whether influencing more accurate primary care diagnoses, reducing medication conflicts for pharmacy prescriptions, or simply flattening the learning curve for a nursing care worker, technology provides real time access that improves quality of care.

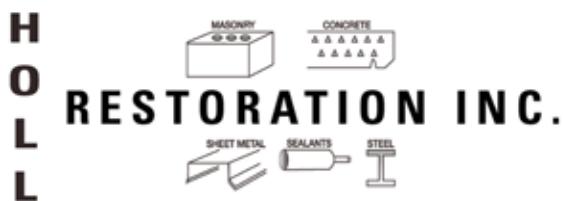
In an integrated resident software system, being able to record daily updates for a resident provides an opportunity to immediately influence the food and nutrition plans or the physical and social activities being organized for that resident. Recording current assessments of behaviours could also translate into timely interventions necessary to keep our resident population safe as well as the staff and practitioners who are providing care.

Beyond long term care, we will continue to expand our model of care for our 650 independent residents at Shepherd Village, through our Health and Fitness Centre, by forming new and augmenting existing partnerships with community care organizations.

As we look towards a new Ontario with successfully integrated healthcare, the innovative design of Ontario Health Teams will demand that we build a strong network of health and wellness service providers through effective, trustworthy partnerships.

Shepherd Village is ready to collaboratively align with organizations envisioning a patient/resident/client centered system using technology and seamless connectivity to deliver well-coordinated care to the people of Scarborough.

Acknowledging our Partners





“ Thank you Shepherd
Village for making this
a fun place to live. ”

- Dorothy
Gardens Resident



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