



Hello!

I am pleased that you are considering joining the Board of Directors of Tri-County Mennonite Homes (TCMH)! This package of materials will hopefully inform you and give you a good sense of what TCMH is all about.

Serving on this Board the past 6 years has been a growing and learning experience for me, and very gratifying. I have been blessed to volunteer alongside many gifted Board members, who are dedicated to the mission, vision, and values of TCMH. We also work closely with Steven Harrison, TCMH CEO, and the leadership team. We are so fortunate to have strong, effective, and caring leaders in this organization.

My hope is that you will get a good sense of what TCMH is about by reading this package. Please feel free to contact me if you have any questions or require clarification on anything. Thank you for considering joining the Board of Directors.

Take care,

Linda Shantz
TCMH Board Chair
lschantz@tcmhomes.com

Introduction to Tri-County Mennonite Homes (TCMH)

TCMH is a non-profit charitable organization operating under a charter granted by the Ontario Charitable Institutions Act. Furthermore, TCMH is a designated charitable organization by Canada Revenue Agency (CRA) and has a registration number to issue charitable donations receipts for income tax. The organization is governed by the Board of Directors, composed of volunteer members from TCMH constituency churches and the public. Directors are selected by the sitting Board of Directors and approved by the voting delegates of the constituency churches at the Annual General Meeting. All sponsoring constituency churches, with the exception of one, are located in Perth, Oxford, and Waterloo counties – hence Tri-County in TCMH.

TCMH Corporate Services provides supports to the three divisions: Aldaview Services, Greenwood Court, and Nithview Community. Corporate Services supports include human resources, accounting and payroll, capital planning and infrastructure maintenance, and IT. The Chief Executive Officer is responsible for all operations of the organization and reports directly to the Board of Directors.

ALDAVIEW SERVICES located in New Hamburg, provides supports to Adults with Developmental Disabilities, and is regulated by the Ministry of Children, Community and Social Services (MCCSS). It provides support for individuals in:

- Group Home residences in New Hamburg and Baden for adults with special needs. In total, 31 individuals receive supports through 7 group homes.
- Supported Independent Living (SIL) in Baden, New Hamburg, and Kitchener for adults requiring fewer supports than Group Home residences. In total, 7 individuals receive supports in the SIL program
- Community Participation Supports connects supported individuals with opportunities in the community, including skills building, employment, education, and therapeutic recreation activities. In total, 50 individuals participate in this program. *NOTE: Community Participation Supports is currently provided using virtual formats due to COVID-19 restrictions.*

GREENWOOD COURT operates as a campus of continuing care, including accommodations for seniors in Independent Living, Retirement, and Long-term Care (LTC). Greenwood Court accommodations are multi-jurisdictional, being covered by the Ministry of Long-Term Care (MLTC), the Retirement Homes Regulatory Authority (RHRA), and the Residential Tenancies Act. Greenwood Court has 45 LTC beds funded through MLTC, 20 retirement accommodations governed by the RHRA, and 85 Independent Living apartments with rental agreements.

NITHVIEW COMMUNITY also operates as a campus of continuing care with Independent Living, Retirement, and LTC accommodations. Nithview Community is also multi-jurisdictional, providing 97 LTC beds funded through MLTC, 57 retirement accommodations governed by the RHRA, 15 supported living apartments with rental agreements, and 52 Independent Living accommodations with rental agreements. The Independent Living accommodations are made up of 42 apartments and 10 garden homes in the Village at Nithview.

General Board Information

Annual General Meeting (AGM)

The AGM must be held no later than 6 months after the end of the fiscal year. Each of the sponsoring Mennonite congregations is entitled to send voting delegates, the number of which is based on congregation size as outlined in the TCMH Bylaws. The AGM is open to general members of the public and other participants as non-voting observers. All Board of Director members are expected to attend the AGM and are considered voting delegates for quorum.

Board Composition

The Board of Directors shall be composed of volunteer members from the constituency churches (no less than 75%) and volunteer public members (not more than 25%). Selection of new members and member participation on the Board of Directors is governed by the TCMH Bylaws.

Board Member Term of Service

Board members are elected for a four (4) year term. The term begins at the AGM and terminates at the AGM four (4) years after commencement. Each Board member is eligible to serve two (2) consecutive four-year terms.

During the term of service, Board members are expected to attend all Board of Director meetings, education sessions, and the AGM. Furthermore, Board members must be willing to volunteer for Committees of the Board and any Ad Hoc committees that might be formed.

Board of Directors Meetings, Committee Meeting, and Education Sessions

The Board of Directors are scheduled to meet approximately nine (9) times a year: six (6) Board of Director meetings, two (2) education sessions, and one (1) AGM. Additional Board of Directors meetings may be called at the discretion of the Chair, as required. Committees of the Board will meet approximately four (4) times per year, at the behest of the Committee Chair. Education sessions will be determined by the will of the Board and can occur after a scheduled Board of Directors meeting, as required.

Board of Directors meetings are scheduled on the third Tuesday of the month, starting at 6:00pm, and are 2 hours in duration. Committee meetings are scheduled at the purview of the Committee Chair.

Tri-County Mennonite Homes
Board Meeting Schedule 2022-2023
Board meetings start at 6 PM



January 18, 2022 – Board Meeting

January 17, 2023 – Board Meeting

March 15, 2022 – Board Meeting

March 21, 2023 – Board Meeting

April 19, 2022 – Board Education Session

April 18, 2023 – Board Education Session

May 17, 2022 – Board Meeting

May 16, 2023 – Board Meeting

June 21, 2022 – Annual General Meeting

June 20, 2023 – Annual General Meeting

July 19, 2022 – Board Meeting (If Required)

July 18, 2023 – Board Meeting (If Required)

September 20, 2022 – Board Meeting

September 19, 2023 – Board Meeting

October 18, 2022 – Board Education Session

October 17, 2023 – Board Education Session

November 15, 2022 – Board Meeting

November 21, 2023 – Board Meeting



STRATEGIC PLAN 2021

PREFACE:

In support of the Strategic Imperatives, Tri-County Mennonite Homes (hereafter TCMH) shall consider the overarching Mission, Vision, and Values of the organization in the operationalization of these goals. The spiritual fundamental underpinnings of TCMH are rooted in our belief that all life is sacred, and we aspire to *Make Every Day Matter* through our actions, words, and attitudes.

STRATEGIC IMPERATIVE #1: ENGAGEMENT WITH COMMUNITY AND RESIDENTS/INDIVIDUALS RECEIVING SUPPORT

As an active contributor to the broader community, TCMH will augment overall engagement of the community and residents/individuals receiving supports by leveraging available opportunities and resources and by fostering partnerships to support our efforts.

STRATEGIC IMPERATIVE #2: RECRUITMENT, RETENTION, AND EDUCATION

Create a conversational environment for staff and volunteers whereby their talents and contributions will enrich the future vision of TCMH.

STRATEGIC IMPERATIVE #3: DEVELOPMENT OF 10 YEAR MASTER PLAN

Develop an overarching plan to support the effective and efficient use of existing and future resources, with an eye towards organizational and financial growth.



Tri-County
Mennonite Homes

Aldaview Services
Greenwood Court | Nithview Community

Making Every Day Matter

Mission, Vision & Values

Our Mission

Making Every Day Matter

Our Vision

Anticipate the needs of seniors and individuals with developmental disabilities and respond with housing, care and supportive services

Challenge and encourage our residents, clients, staff and volunteers to achieve their fullest potential

Be leaders in providing holistic responses to the physical, spiritual, social and emotional needs of our communities

Look at challenges from new angles, respond with curiosity and ingenuity, and implement innovative solutions

Expand all aspects of our services for the broader fulfillment of our mission

Our Values

Compassion: Caring is as important as care.

Respect: Respect is measured by how we treat each other and how we honour the aspirations and choices of each individual.

Trust: We trust each other with both the large and small events of life.

Faith: We demonstrate our Christian faith through our actions.

Stewardship: We are committed to managing responsibly our financial and physical resources, while prioritizing respect for the environment.

Community Minded: Our Mennonite heritage teaches us that, by partnering together, we can achieve more.

April 2, 1972: TCMH, operating as Nithview Home for the Aged, admits its first residents into care

1994: TCMH Board seeks approval to change from children's group homes to adult group homes, shifting all programming to services for adults

2014: Board governance structure is reorganized to include Committees of the Board, designed to handle specific areas of Governance

2021: New Strategic Plan implemented

1984: Aldaview Home rents house on Waterloo Street from the Lions' Club

2005: Aldaview Services builds and opens the Riehl House. Aldaview Services also buys Ritz Ave property

2021: Avon Mennonite Church decides to move, ending the 25-year partnership with TCMH

1989: TCMH Corporate Office is formally opened, and an Executive Director position implemented to lead the organization

2020: Nithview Home is approved for 95 LTC bed expansion.

Tri-County Mennonite Homes is Founded

2018: TCMH 50th Anniversary

1968

1978

1988

1998

2008

2018

2021

1979: TCMH and Church Conference Mission Board open a group home for children with special needs, Aldaview Home. Named in recognition of Alvin and Ada Steinman, Aldaview Home is built on the same property as Nithview

1994: Greenwood Court is built in partnership with Avon Mennonite Church to accommodate a continuum of care in Stratford. The two organizations operate independently in one location

1990: Aldaview Home changes name to Aldaview Services and welcomes its first Supported Independent Living individuals

2020: COVID-19 Pandemic Declared

2016: Mission, Vision, and Values are developed, changing from *Leadership in Service* to the current mission statement: *Making Every Day Matter* and Strategic Priorities are developed to guide the operations of TCMH

2009: Aldaview Services rents 332 Hamilton and moves main office and day programming into one location.

2021: Aldaview Services closes the Connections building, moving their main office to the Corporate Services locations at Nithview Community

TCMH Historical Timeline

History: Tri-County Mennonite Homes (TCMH)

TCMH has a rich history in the Oxford, Perth, and Waterloo counties. In 1967, the Western Ontario Mennonite Conference appointed a study committee to investigate the possibilities of building a new Home for the Aged and selling its nursing homes located in Tavistock and Milverton. By 1968, delegates had decided to locate the new home in New Hamburg under a completely new charter. Tri-County Mennonite Homes (TCMH) was born and today it continues to own and operate Nithview Community, Greenwood Court, both offering a seniors' continuum of care, and Aldaview Services, which offers programs supporting adults with developmental disabilities.

TCMH has grown significantly over the last 53 years, with many of its expansion projects requiring much perseverance and patience to get underway. The strength of the original vision and the encouragement of its member constituencies provide the required energy for the Board and management to push forward to accomplish its goals.

On April 2, 1972, Nithview Home admitted its first residents and began the journey to its current status as a Continuum of Care Home, providing accommodations and programs to more than 200 residents living in garden homes, apartments, assisted and supported living suites, and long-term care rooms. Over the years, more than 5 major construction projects and renovations have been undertaken, with another on the horizon. In recognition of the variety of programming and accommodations options, Nithview Home and Seniors' Village was renamed Nithview Community.

The Milverton homes, which was slated to be sold at the time Nithview was built, was operated by TCMH until 1994, when TCMH extended an invitation to move Milverton's beds to Stratford. Avon Mennonite Church initiated a meeting to inquire whether TCMH might be interested in a joint project, resulting in a partnership between TCMH and the church. When Greenwood Court opened its doors as a continuum of care, the Avon Mennonite Church welcomed its members to a new place of worship at the same location. Avon Mennonite Church and Greenwood Court operated in the same building for over 25 years, with each entity having its own space while sharing an auditorium, community room, and other meeting rooms. The Avon Mennonite Church ended its partnership with Greenwood Court in January 2021.

Discussions between TCMH and the Church Conference Mission Board led to the completion of a group home for children with special needs in 1979. Located on the same site as Nithview Community, this home was named after Alvin and Ada Steinman whose son was supported by the Aldaview home. In 1984, Aldaview rented a house on Waterloo St. in New Hamburg and welcomed 6 new adult residents into that home. Further expansion in 1990 welcomed the first Supported Independent Living (SIL) apartments and the division was rebranded as Aldaview Services.

In 1994, TCMH received approval to change the children's group home to an adult home, making all Aldaview Services operations a program for adults. In 2004, the Lion's Club donated the Waterloo St. home, enabling Aldaview to build a home on Hillcrest Ave. and to purchase the property on Ritz Ave. In December 2009, Aldaview Services rented 332 Hamilton Road to consolidate their offices and day programming, Community Connections Supports, into one location. Aldaview Services maintained the Hamilton Rd. location until May of 2021 when it moved into the former Corporate Services space at 200 Boullee Street.

In 1989, TCMH developed Corporate Offices and created the Executive Director position, which would later be renamed Chief Executive Officer, to lead the entire organization. Today, Corporate Services operates remotely, except for the CEO who maintains a physical office at 200 Boullee Street. Corporate Services provides support to all three divisions of TCMH, including human resources, accounting, development, capital expansion, and information technology.

In 2014, the TCMH governance structure was reorganized, with the development of Board Committees. The focus of these committees is to appropriately review various reports and to discuss and discern direction for TCMH. Committee composition includes Board members and additional community members who have experience or interest in specific areas of governance, related to the business of TCMH. These Committees present to the full Board during regularly scheduled Board of Director meetings.

As part of the work of the Committees, the Board approved a new Mission Statement, *Making Every Day Matter*, a Mission, Vision, and Values document, and Strategic Priorities in 2016. The Mission, Vision, and Values statement continues to guide the organization across all three divisions. In 2021, the Board approved a new Strategic Plan, providing the framework for the operationalization of the organization.

Part of TCMH history includes growth and in November 2020, TCMH was approved for another expansion. The Ministry of Long-Term Care granted Nithview Community 95 additional long-term care beds and the retrofit of its existing 97 LTC beds. Planning for this expansion continues with construction anticipated to begin in 2024. To assist TCMH reach its expansion targets, the Board has reconvened the Development Committee who will look after fundraising goals.