



BAPTIST HOUSING  
SENIORS LIVING

# ANNUAL REPORT

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2024-2025





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## OUR MISSION

Compelled by the values of Jesus Christ, we provide exceptional holistic care as we assist seniors to experience life well in supportive communities.



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## OUR VISION

- Build a Strong and Engaged Team
- Assist our Residents to Thrive
- Build Internal Ministry Health and Capacity
- Embrace Future Ministry Opportunities



## OUR MINISTRY VISION

 <b>Build a strong and engaged team</b>	 <b>Assist our residents to thrive</b>	 <b>Build internal ministry health and capacity</b>	 <b>Embrace future ministry opportunities</b>
Build and sustain a culture of team safety	Demonstrate a commitment to resident safety and quality care	Ensure our financial stability and health through sustainable funding	Strengthen our ministry through the development, redevelopment, and refresh of properties with sustainability
Enhance team engagement through development, connection and community	Develop programs and services to assist residents to stay in their homes longer	Evaluate our ministry to inform future strategy	Grow our ministry through acquisition and legacy transfers
Develop recruitment and retention strategies to support the growth of our ministry	Enhance resident and family engagement	Modernize organizational structure, process, and systems, aligning and integrating new acquisitions	Offer compelling giving opportunities for community stake holders to support our ministry





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## OUR TEAM VALUES

**COMPASSION** Showing care, love, and sensitivity in consideration of the unique needs of fellow team members, residents, families, and others.

**HONESTY** Exemplifying fairness, integrity, and ethical behaviour.

**RESPECT** Treating people with dignity at all times to elevate personhood and person-directed wellness.

**INNOVATION** Exercising ingenuity in all endeavors and exemplifying creative courage.

**STEWARDSHIP** Recognizing God's ownership by using resources wisely to preserve the future viability and longevity of our mission.

**TEAMWORK** Working collaboratively to achieve our mission in a culture of safety, continuous learning, and work-life balance.

**FUN** Reminding us that we must take our work seriously, but not ourselves!



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## MESSAGE FROM CEO & BOARD CHAIR

Every person involved in the ministry of Baptist Housing, whether board members, team members, volunteers, or partners, is here because we care deeply for our elders. What unites us is the recognition that those who came before us, who built our communities and carry the important wisdom and history of our cultures, hold deep value in our hearts and minds.

Within our team, the caregiver's heart shines brightly. It takes extraordinary people to offer the level of service and compassion that our team provides every day. Many of us, both personally and professionally, have had the opportunity to care for our elders, whether in our families, our communities, or through the work we do here. However those experiences take shape, we carry with us a deep respect and appreciation for the generations who came before us.

Our team shows this heart and dedication not just for a season, but day in and day out, year after year. They make it their life's work. Over the past year, we have celebrated an inspiring number of service milestones: 20, 25, 30, 35 and even 40 years of faithful service. Their commitment to our mission and to the residents we serve is truly remarkable.

This work is deeply rewarding, but it is important to acknowledge that we do it not for those who have loved us, and not because we owe a personal debt. We do it for strangers. We do it for people we are meeting for the first time as they move in. We do it because of the caregiver's heart and because we are inspired by the values of Jesus. We do it because our elders, each and every one of them, are worth it. God loves them, and so we love them and serve them every day.

**MARC KINNA**

President & Chief Executive Officer

**LORRIE WASYLIW**

Board Chair





## MINISTRY TOP 10 PRIORITIES 2024-2025



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## OUR LEADERSHIP

### BOARD

Lorrie Wasyliw, Chair

Dr. Garry Grams, Vice-Chair

Dawne Carroll, Secretary

Bill Boesterd

David Cheng

David Robbie

Margaret Ezzet

Margaret Hardy

Larry Lagerstrom

### SENIOR LEADERSHIP TEAM

Marc Kinna, President & Chief Executive Officer

Terri Griffing, Executive Vice President Operations & Chief Operating Officer

Gord Braun, Executive Vice President Finance & Chief Financial Officer

Kirsten Allenberg, Vice President of Marketing & Communications

Matt Kitchener, Associate Vice President of Spiritual Care

Dayle Krahn, Vice President of Property Maintenance & Development

Amanda McLean, Vice President of Human Resources

Gayle Anton, Vice President of Wellness

Ray Saucy, Vice President of Spiritual Care & Special Projects





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## OUR PARTNERS

### MINISTRY



### ASSOCIATIONS



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## OUR PARTNERS (CONT'D)

### HOSPITALITY AND CARE



### EDUCATIONAL





## OUR PARTNERS (CONT'D)

### COMMUNITY



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AT A GLANCE

**2,750**

RESIDENTS

**2,311**

TEAM MEMBERS

**7.93**

AVERAGE YEARS OF  
SERVICE

**31,150**

VOLUNTEER  
HOURS PROVIDED

**824**

VOLUNTEERS

**9,407**

MEANINGFUL  
CONNECTIONS

**21**

COMMUNITIES





“

The Village at Smith Creek has an amazing team that genuinely cares. I am overwhelmed with respect and gratitude for the amazing people that take such good care of our loved ones.

- Liz, Google review

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## SPIRITUAL CARE

If you were to drop in during one of the weekly coffee times at Linwood Court, you'd be greeted by the lively hum of conversation, bursts of laughter, and the warmth of genuine connection. Around the tables, residents eagerly gather, filling every available seat, drawn together by shared stories and new friendships. Each week, our chaplain at Linwood hosts this coffee time for residents, creating a place for conversation, reflection, and spiritual encouragement.

Not long ago, many of these individuals were strangers. Today, they feel like family.

The very first resident moved into the newly rebuilt Linwood Court on June 17, 2024. In just a short time, what began as a collection of beautifully appointed suites has blossomed into a vibrant, close-

knit community. Linwood Court has quickly become a place of connection and belonging, where new residents often express their gratitude within days of moving in.

*"I've been looking for a place like this for so long, a place you actually get to know the people you live with."*

More than a few happy tears have been shed as residents experience the sense of home they had long hoped for, and the very thing we at Baptist Housing had hoped to offer.

Linwood offers more than just a place to live; it fosters a spirit of mutual care and connection among residents. From those early days of settling in to navigating life's inevitable ups and downs, residents and team members come alongside one another, whether through shared conversation, a word

of encouragement, or the simple reassurance of knowing someone is close by. At Baptist Housing, our commitment extends beyond providing a place to live; it is about creating a true home where our residents are known and cared for.

Our chaplains cherish these kinds of gatherings as they are opportunities for hearts to connect, for quiet prayers to be shared, and for the Spirit to gently move among us. As we've leaned into intentional presence and prayerful listening, we've witnessed God opening doors in ways only He can. At Linwood, and across all our communities, we see God at work, knitting hearts together with His grace, and love.



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## TEAM UPDATE

This year at Baptist Housing, we made meaningful progress in optimizing our human resources service delivery through a renewed operating model focused on service, scalability, and sustainability. Guided by our shared priorities, this transformation reflects our commitment to innovation, stewardship, and teamwork. It also strengthens relationships across the Ministry, from directors and administrators to local team members, supporting a strong, engaged team and contributing to the overall health of our Ministry.

We enhanced leadership capacity across key areas including recruitment, team experience, health and safety, and labour relations. Centralized scheduling was improved, and new regional human resources support models were introduced to better serve our assisted living, independent living, and long-term care communities. These changes have streamlined operations and provide stronger support for our team members.

As part of our commitment to investing in our team, we also launched a new Nursing Bursary Program to support professional development. This year, we offered six bursary awards to team members pursuing nursing education. It is one of the many ways we are supporting career growth and nurturing future healthcare leaders from within.

These improvements reflect our ongoing dedication to innovation, stewardship, and teamwork. Together, we are building strong, engaged teams who help our residents thrive.





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## VOLUNTEERS

Our volunteers add depth to our mission at Baptist Housing, embodying the spirit of servanthood and enriching our communities in profound ways. Their presence transforms the ordinary into extraordinary.

From welcoming young families for intergenerational visits to providing spiritual care, our volunteers create meaningful connections. Whether assisting with the mobile library, tech support, flower arranging, or pet therapy, their contributions extend far beyond an immediate act of service. Our volunteers remind residents that they are valued and cherished in our communities.

### What our residents say about our volunteers:

- I miss my garden, but now, with volunteers and flower arrangements, I have the joy of flowers again.
- Volunteers create beautiful memories for us.
- They help me to enjoy life and have fun.
- Our student volunteers provide technical support for us, and they do a fantastic job! They are patient and knowledgeable.
- Volunteers help to release my stress.



### What our volunteers say about their work:

- The time I get to spend with residents is very rewarding personally.
- It is so fulfilling to create a sacred space to bring residents good memories.
- Seeing residents smile, even for a moment, is priceless.
- I have learned so much through volunteerism.

People are the heart of our ministry at Baptist Housing, and our volunteers exemplify this through servant leadership. Their commitment reflects our shared mission to provide exceptional, holistic care and ensure that our residents experience life well in our communities.



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## LINWOOD COURT GRAND OPENING



We are proud to celebrate the grand opening of Linwood Court, our newest affordable housing community in Saanich. Linwood Court brings a total of 97 homes to the community, with a combination of newly built and replacement units that reflect our continued commitment to affordable housing.

The opening ceremony brought together a diverse group of supporters, including Victoria–Swan Lake MLA Rob Fleming, who shared thoughtful remarks on the importance of affordable housing. We were also joined by Saanich district councillors Susan Brice, Karen Harper, and Teale Phelps Bondaroff, as well as dedicated members of our board, who took part in a memorable ribbon-cutting celebration.

Linwood Court is already changing lives. Anke, a resident of the former Linwood community, expressed her joy about moving back home into a brand-new suite. Her story reflects the deep impact of safe, affordable housing and the sense of hope it brings.

This milestone affirms our commitment to building accessible, sustainable communities where residents can thrive. Linwood Court is more than a development; it is a reflection of what's possible through strong partnerships and shared purpose.



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## ELGIN GARDENS RENOVATION

For decades, Elgin Gardens has provided a warm and welcoming home, fostering a deep sense of belonging for residents. Since opening in 1987, it has remained a cherished part of our ministry at Baptist Housing. To honour this legacy and ensure its future, we undertook an ambitious renewal that revitalized all 43 suites and shared spaces to reflect contemporary standards of comfort, sustainability, and design. The thoughtful upgrades blend contemporary design with practical living, transforming both private and communal areas to better serve current and future residents.

The renovations focused on creating an energy-efficient and comfortable living environment. Upgrades include heat pumps in all suites for heating and cooling, hybrid air units to improve indoor air quality, and a heat pump water system to reduce emissions. The building also received enhanced insulation, a new exterior, and larger windows to improve natural light and energy performance. LED lighting and smart controls were added in shared areas to further optimize energy efficiency.

These enhancements have achieved an outstanding 84% reduction in greenhouse gas emissions, eliminating nearly 20 tons of carbon annually. Residents are now settling into their renewed homes, enjoying brighter spaces and modern comforts. Elgin Gardens reflects thoughtful stewardship and care, for both our residents and the environment. It stands as a renewed expression of our commitment to creating safe, affordable housing in our local communities.





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## ACHIEVEMENTS

Baptist Housing was honoured to receive FortisBC's 2024 Efficiency in Action Award. This recognition reflects our ongoing commitment to sustainability and energy efficiency, and our dedication to creating healthier, more efficient communities for both residents and the environment.

As part of this work, we participated in FortisBC's commercial gas engine-driven heat pump (GEHP) pilot program. Through this initiative, we implemented advanced, energy-efficient systems at three of our communities: Evergreen Terraces in White Rock, The Heights at Mt. View in Victoria, and Sun Pointe Village in Kelowna. Baptist Housing continued to strengthen its sustainability efforts through a custom energy study at our three Kelowna communities: Sun Pointe Village, Mill Creek Village, and Smith Creek Village. This study resulted in the adoption of the LUX Laundry system and upgrades to our Direct Digital Control system, both of which were selected to enhance energy efficiency and optimize building operations.

These improvements, along with other energy-saving initiatives, allowed us to surpass our original goal of reducing greenhouse gas emissions by 600 tonnes. We are now achieving an estimated annual reduction of 2,300 tonnes of greenhouse gas emissions. This is equivalent to removing 500 cars from the road or planting more than 2,600 trees each year.

In addition to reducing our environmental impact, these upgrades contribute to long-term operational sustainability by lowering energy costs. The recognition we received from FortisBC reflects our ongoing commitment to environmental responsibility and our focus on creating a healthier, more sustainable future.



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## TEAM QUOTES

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Baptist housing is a great place to work because it's purpose driven and it has a supportive culture.

- George, Maintenance Assistant



What I really love about working with Baptist Housing is that it has provided me the opportunity to do the things that matters to me the most.

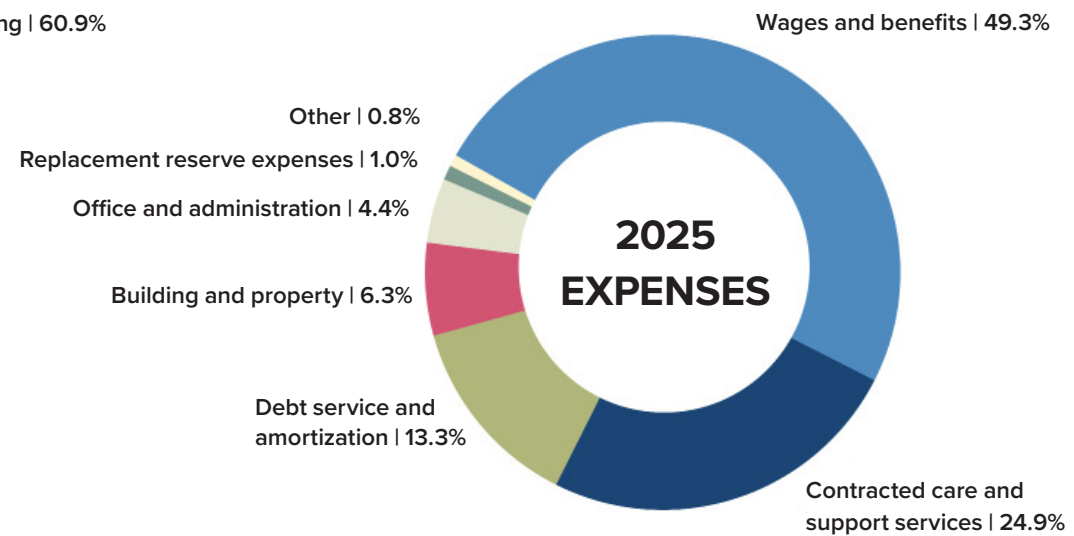
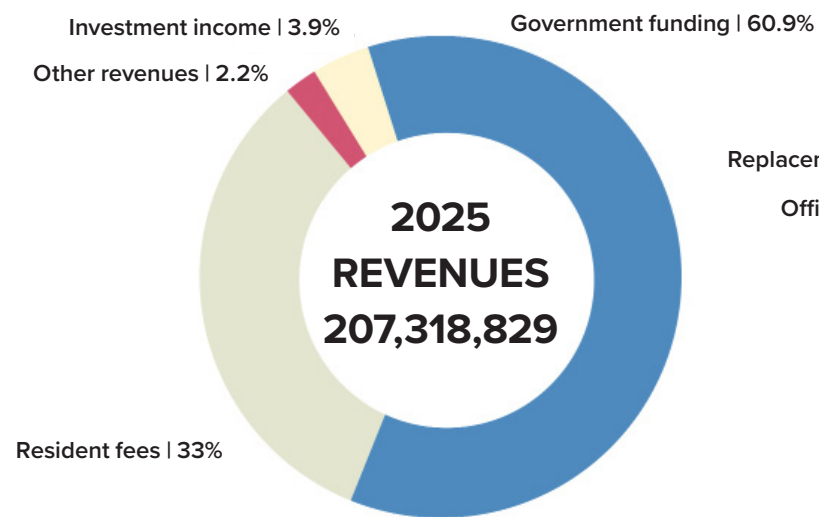
- Allan, Clinical Lead Nurse

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## FINANCIAL

Baptist Housing manages our resources with integrity and stewardship as part of our mission.



Baptist Housing Consolidated Operating Revenues and Expenses Year Ended March 31, 2025.



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## LOOKING AHEAD - MINISTRY PRIORITIES 2025-2026







Chelsey



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[www.baptishousing.org](http://www.baptishousing.org)