



BAPTIST HOUSING
SENIORS LIVING

Annual Report 2025



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Our Ministry



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.

Our Vision

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



Our 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.

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.

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.

Fun

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

Message from CEO and Board Chair

Each year we pause to reflect on what God has done, even as we look forward to the work still ahead.

Sixty-two years ago, our founders asked a simple but profound question: *“Why should seniors, when they are least able to care for themselves, face inadequate housing and insufficient care?”* This question weighed heavily on the hearts of Dr. Jack and Alberta Pickford. They envisioned a future where seniors would no longer carry these burdens, and their generation made great strides ensuring seniors could live with dignity, purpose, and belonging. We look back with gratitude for their accomplishments and give glory to God that more than 2,750 seniors now call Baptist Housing home.

This season of ministry has required resilience and focus. Pressures in the provincial funding environment and shifts in public policy continue to shape the landscape for seniors and for our ministry. In response, we have leaned into our mission, seeking God’s guidance as we strengthen our foundations and continue the work our founders began.

Our founders’ legacy was rooted in faith, and we follow in their footsteps to this day. Like them, we find ongoing inspiration in the servant heart of Jesus and his compassion for those around him. Jesus showed radiant compassion for people who were helpless, grieving, needy, and sick. Our hearts are stirred to share this same love with our world, so the heart of God is felt in everyday interactions with those we serve.

Our team of more than 2,300 individuals has shown extraordinary dedication and compassion for our residents over the last year. We honour the countless quiet moments of kindness, the steady hands during difficult times, the comforting words, patience, and genuine humanity our team extends to residents each day.

Alongside this work of care and compassion, we have continued strengthening the systems that support our communities, investing in leadership, infrastructure, and stewardship so the ministry can serve seniors with stability and care in the years ahead.

Excellence is built one interaction at a time, shaped through relationships and the care practices behind them. Our Baptist Housing team remains committed to fostering connections that build a sense of belonging. To our team, thank you for creating caring, welcoming communities where every senior can live their best life. As we look ahead, we recognize that our work is never finished. There is always another opportunity for us to reflect God’s heart to our residents, their loved ones, our teammates, and our neighbours.



Marc Kinna

President & Chief Executive Officer



Lorrie Wasyliv

Board Chair

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

Kevin Unger, Executive Vice President Finance & Chief Financial Officer

Terri Griffing, Executive Vice President Operations & Chief Operating Officer

Kirsten Allenberg, Vice President of Marketing & Communications

Gayle Anton, Vice President of Wellness

Matt Kitchener, Associate Vice President of Spiritual Care

Dayle Krahn, Vice President of Property Maintenance & Development

Amanda McLean, Vice President of Human Resources



*"I've never been happier
in my life."*

This is what my mom says over and over about her experience at Hallmark. She LOVES the food, the staff and the other residents. I have to agree, after many visits with her there, everyone knows my name now too.

- Linda, *Google Review*



Year at a Glance

<p>2,750</p> <p>RESIDENTS SERVED</p>	<p>2,379</p> <p>TEAM MEMBERS SERVING RESIDENTS</p>	<p>21</p> <p>COMMUNITIES</p>
<p>>1.5M</p> <p>CARE HOURS PROVIDED</p>	<p>247</p> <p>NEW HIRES</p>	<p>1,077</p> <p>LONG TERM CARE SUITES</p>



Enjoying creativity and
connection



Spiritual Care and Mission

Spiritual care continues to be a strong support for residents, families, and team members in everyday life as well as in times of loss, change, and uncertainty. Chaplains offer listening, prayer, and relationship, and create space where people are known and supported.

Over the past year, our chaplains recorded more than **8,300** meaningful connections with residents, families, and team members. Prayer remains central to spiritual care, supported by hundreds of prayer partners and an internal Prayerlink network where team members share requests and pray for one another.

Spiritual care also created new opportunities for connection. In one community, a chaplain introduced a monthly gathering where team members are interviewed by residents. These conversations invite residents to learn more about the people who serve them each day. Residents ask questions and hear about team members' families, interests, and faith journeys, building familiarity and trust within the community.

Partnerships also expanded beyond Baptist Housing. A GriefShare support group launched at Hallmark, and a hospice society in Kelowna provided training and support to several communities. At Inglewood, volunteers began visiting residents experiencing language isolation, allowing them to speak and pray in their heart language.

One resident experienced this care in a particularly personal way during Advent. After losing two close family members, including one who had loved Christmas deeply, the season felt especially heavy. A chaplain invited him to spend time at an "Advent tree," where residents had placed colourful tags describing where they were finding peace, love, joy, and hope. As he read the reflections of others in the community, the chaplain noticed him quietly drawing strength from their words, *"borrowing some of their hope"* during a painful season.

Moments like these reflect the important role spiritual care plays in community life, ensuring our residents do not face grief, loneliness, or questions of meaning alone. As our communities continue to grow, our chaplains remain committed to offering presence, prayer, and pastoral care while strengthening the relationships that sustain community life.



People and Culture

Strong care begins with the people who serve in each of our communities.

This year we took important steps to strengthen how we support, develop, and sustain teams across our ministry. As part of this work, Human Resources evolved into People and Culture. This change reflects a clearer focus on people and relationships, while also bringing greater clarity and consistency to how teams are supported in our communities. Functions such as labour relations, recruitment, disability management, and performance development continue to work in close partnership with operations, with a shared focus on practical, day-to-day support. Teams are now supported in ways that reflect the pace and rhythm of their work.

We also strengthened leadership capacity by adding dedicated oversight for labour relations and occupational health and safety. This supports more consistent approaches, earlier intervention, and a continued emphasis on injury prevention.

Recruitment processes were enhanced alongside onboarding. A standardized online onboarding experience is in development, and a peer coaching model for our care aides has been introduced.

In communities where peer coaching is now taking place, experienced team members work alongside those who are new, offering guidance in the early days and helping connect expectations to daily practice. This creates a more consistent start, where questions can be worked through in the moment and safe practices are reinforced in daily work.

These improvements contribute to greater consistency and stability across the ministry. For residents, this care is experienced through familiar faces and trusted relationships with our team.

In the coming year, we will continue to focus on onboarding, safety, and leadership practices to support well-equipped teams and foster communities where residents feel known and supported.



Volunteers

Volunteers continue to play an essential role, bringing their time, compassion, and friendship into our communities. This year, volunteers contributed more than **34,500 hours**, strengthening the relationships that make each place feel welcoming and connected.

Local schools, churches, community partners, and individual volunteers all took part. Their contributions create spaces where relationships can grow naturally, whether through conversation, shared activities, or simply by being present.

Intergenerational engagement also expanded in several communities. Preschool children visited Linwood Court to celebrate occasions such as Chinese New Year, while high school students from Oak Bay and St. Andrew's regularly supported programming at Shannon Oaks and The Heights at Mt. View. Students assisted with events, visited residents, and helped with practical needs such as portering. In Vancouver, students also began hosting weekly coffee and board game gatherings with residents at Shannon Oaks, Clarendon Court, and Grandview Towers, creating regular opportunities for conversation across generations.

Volunteers also supported everyday gathering spaces. At The Heights at Mt. View, weekend

volunteers host a coffee and tea space where residents and families gather informally. In our Kelowna communities, volunteers assisted with bistro coffee times, happy hours, and church services, allowing more residents to participate in community activities.

Some of the most meaningful relationships develop through simple one-to-one connections. This year, our Volunteer Companion Program began to take shape, with volunteers contributing nearly 1,000 hours alongside residents. In one community, a volunteer discovered that the person they visited had written a physics book years earlier. After finding a copy, they began reading it together, allowing the resident to revisit and share an important part of their story.

In another instance, a volunteer's regular visits grew into a meaningful relationship with both the resident and their family. The family came to see the volunteer as one of their own, even inviting them to join community events. Moments like these help residents remain known beyond their care needs.

Volunteer companion opportunities will continue to expand, creating more space for connection and shared experience across our communities.



“

Amazing place.

My dad has been there for a few months and he is doing so great. The place is so clean and the staff is wonderful. I can't imagine a better place.

- Betty, *Google Review*



Inglewood Redevelopment

Inglewood Care Centre serves a growing population of seniors on the North Shore, where demand for long-term care continues to increase.

Renewing the campus will allow us to expand care while maintaining stability for our current residents. Through a phased approach, residents will remain in a familiar place as the new spaces are developed.

We formally submitted updated redevelopment plans to the District of West Vancouver in November 2025, reflecting changes shaped by earlier community engagement and feedback.

We also held a Public Information Meeting in December with residents, families, and

neighbours to present the updated plans and respond to questions, ensuring continued community engagement as the project moves forward.

Phase One will deliver a new 364-bed long-term care home, increasing capacity from the current 230 provincially funded beds. All existing beds will remain operational during construction.

Phase Two will remove the original building and introduce 200 independent living homes and 161 seniors' rental units, with 20 percent offered below market rates. Together, these additions create a continuum of care within one campus.



The campus design has also been refined, reducing the number of buildings, adjusting heights to better integrate with the surrounding neighbourhood, and enhancing outdoor spaces to support accessibility and connection. The renewed vision for the Inglewood campus is designed to create spaces where seniors feel calm and supported, with opportunities for residents and families to spend meaningful time together.

After a long pause, this past year has brought meaningful progress. We are grateful to God to see this project moving forward. More than new buildings, this work is about creating a place where community can grow and our mission can be lived out in everyday life. We remain committed to serving the needs of our residents and those around us now, and in the coming years.



Strengthening Quality and Education in Care

As Baptist Housing has grown in recent years, welcoming new communities such as Inglewood, Evergreen, and Hallmark, the complexity of care has continued to evolve. In response, we have strengthened our focus on quality and education across Long-Term Care and Assisted Living, supporting consistent, evidence-informed practices for both teams and residents.

Quality and Education Lead roles were established for both Long-Term Care and Assisted Living to guide clinical practice across communities and bring greater consistency to how care is delivered. These roles also help build the systems and shared understanding needed for thoughtful, responsive support in daily life.

This reflects a more intentional approach to care, where quality is felt not only in clinical outcomes, but in how each person is able to live their daily life. There is increased attention to individual preferences, meaningful relationships, and opportunities for connection and purpose. Together, these elements contribute to environments where residents can live with dignity, choice, and a sense of belonging.

Early outcomes already reflect this shift, bringing measurable impact. At Inglewood Care Centre, the use of antipsychotic medications has declined from 37 percent to 21 percent over the past year, with a goal of reaching 18 percent. Vancouver Coastal Health has recognized this work and invited Baptist Housing to share our approach and its outcomes with their broader clinical team.

This shift is also shaping daily life more broadly. Attention is given to the whole of a person's life—supporting not only physical needs, but also fostering connection, purpose, and a sense of home. Support is increasingly guided by what matters most to each individual, creating space for people to live in ways that feel familiar and meaningful. Residents can now experience greater comfort, safety, and more personalized care.

Looking ahead, further improvements to clinical systems will continue, including a new incident reporting platform and expanded education. Integration of our Wellness Model across all of our communities will continue, supporting a consistent and thoughtful approach to care.



Embracing exercise,
enhancing quality of life.



Environmental Sustainability and Stewardship

Caring for our seniors also means caring well for the places they call home.

Over the past year, we completed a series of infrastructure and energy upgrades to improve comfort, reliability, and efficiency.

At The Heights at Mt. View, we are introducing a modern building automation system, so heating can adjust based on forecast conditions. The system is expected to improve efficiency by approximately 3 to 5 percent once fully operational.

At Inglewood Care Centre, installation began on a gas absorption heat pump integrated with a new boiler and domestic hot water system, supported by a substantial FortisBC rebate. Additional FortisBC-funded feasibility studies were approved for Evergreen Manor, Mill Creek Village, and Smith Creek Village to assess future low-carbon heating systems.

A gas engine heat pump pilot was installed at Sun Pointe Village, and lighting retrofits modernized common areas at The Heights at Mt. View, with support from BC Hydro and a climate action grant. Rooftop units at Evergreen Heights and Shannon Oaks Vancouver were replaced with dual-fuel heat pump systems, improving hallway temperature consistency while reducing our carbon footprint and operating costs.

Together, these changes are expected to reduce annual utility costs by approximately \$313,591 and lower greenhouse gas emissions by about 3,939 tonnes each year – comparable to removing 856 cars from the road.

For residents, these changes are experienced in simple but important ways: consistent temperatures, dependable systems, and living spaces that feel comfortable throughout the day and remain reliable in the coming years.



Creating spaces where
community and belonging
are experienced.

Finance Transformation

Over the years, Baptist Housing has experienced meaningful growth, a reflection of both the increasing need for seniors' care and the trust placed in our ministry. With more communities to support and more team members joining us in this work, our internal systems and structures have grown more complex.

In response, we began a multi-year effort this year to simplify how we are organized and how we manage our resources. This work will unfold in three stages through fiscal 2027, focusing on aligning internal systems and streamlining financial and administrative processes.

As these changes take shape, we will see clearer financial reporting, stronger oversight, and more efficient operations across budgeting, reporting, and audit activities. Over time, this will reduce administrative burden and allow greater focus on care and the teams who provide it. The full benefits of this work are expected to be realized in fiscal 2028 as the transition is completed.

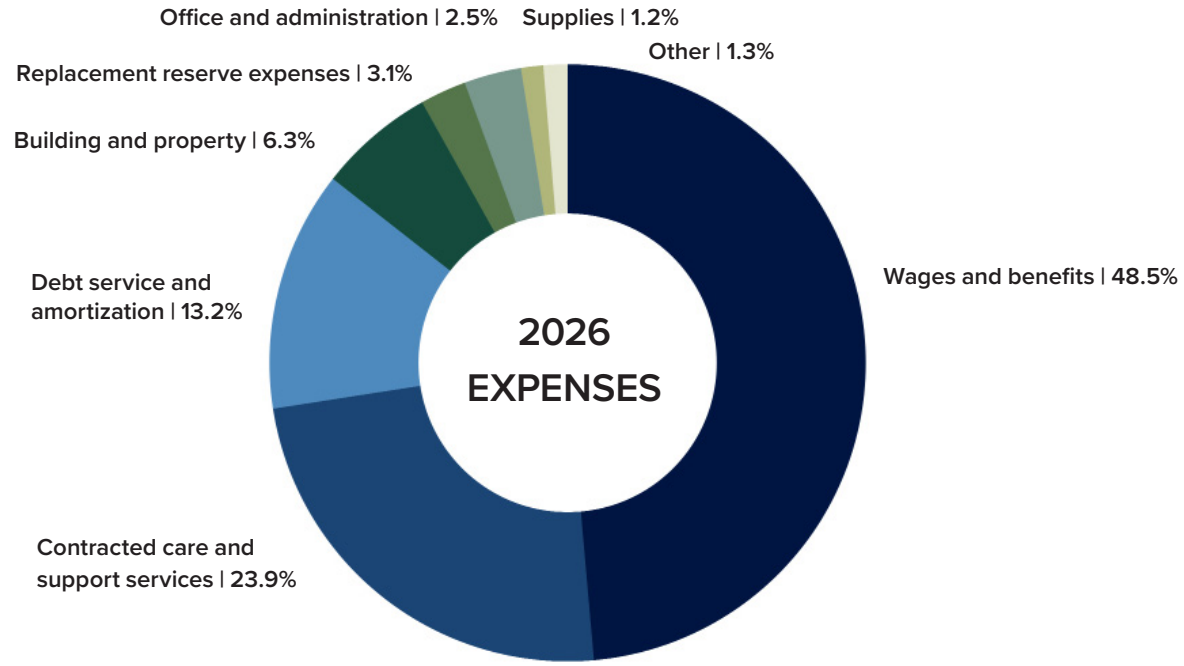
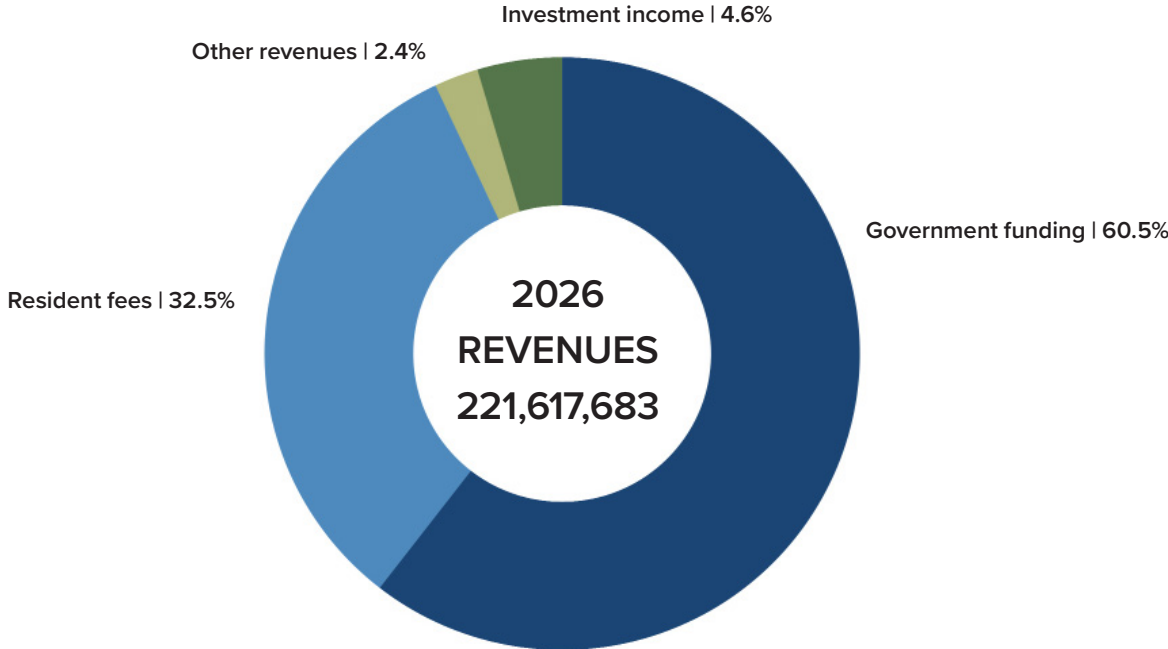
Alongside these structural changes, we strengthened our finance function to better support the continued growth of our ministry. As our communities expand and our teams grow, this work ensures we have the capacity needed to steward resources well.

The finance team is now structured around two primary areas of focus. Financial Planning and Analysis provides greater insight into budgeting, financial performance, and forward planning, supporting informed decision-making across the organization. Finance and Accounting strengthens day-to-day financial operations, including accounting, payroll, year-end reporting, and audit coordination, ensuring consistency and reliability in our processes.

These enhancements reflect a broader commitment to building the structures needed to sustain growth, ensuring our teams are supported and care can continue in a stable and reliable way.



Financials



Baptist Housing Consolidated Operating Revenues and Expenses Year Ended March 31, 2026

Our Partners

Ministry



Associations



Our Partners

Community



Our Partners

Hospitality and Care



Educational





BAPTIST HOUSING
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