**July 7, 2021 – completed, reviewed (Elaine, Brent, Jen King) – uploaded 20210713**

In 2021-22, applicants under either stream can **request up to $50,000** in funding for their project.

* 1. Under the **Community and Culture Stream**, the **Province will cover up to 80 percent of eligible project costs.** **Applicants must cover the remaining 20 per cent or more of eligible project costs themselves or through funding partners.**

**Up to 10 per cent of eligible project costs can be covered with in-kind contributions** (that is, contributions of goods and services rather than cash). The remaining 10 per cent or more of eligible project costs must be covered by cash contributions.

**CONTACTS FOR SUBMISSION**  
Regional Adviser  
Hamilton, ON, L8P 4Y7

1. **Lorraine Hogan — Bilingual**  
   Phone: (905) 537-4880  
   [lorraine.hogan@ontario.ca](mailto:lorraine.hogan@ontario.ca)

* 1. [GrantsOntarioCS@ontario.ca](mailto:GrantsOntarioCS@ontario.ca)

**ATTACHMENTS**

|  |  |  |
| --- | --- | --- |
|  | Item | **Received** |
|  | Completed Application 20210713 7:17 p.m. | **YES** |
|  | Most recent financial statements (independently audited, Board-endorsed or Treasurer-certified) YES | **YES** |
|  | Proof of incorporation (Articles of incorporation, Letters patent or Special acts of incorporation) YES | **YES** |
|  | Documents supporting contributions from project partners | **n/a** |
|  | OPTIONAL\_Notice of Assessment from CRA, last two fiscal years | **n/a** |
|  | 2021-22 FCGP Application – Section F, additional information required | **YES** |
|  | Section L – Declaration and Signing (PART OF COMPLETED APPLICATION) | **YES** |
|  | Proof of insurance (valid Certificate of Insurance or Insurance Quote for the duration of the project) | **YES** |
|  | Organization Chart | **YES** |
|  | Attach three board policies: Code Of Conduct and Ethics, Board Membership, Conflict of Interest | **YES** |
|  | * + Board: Code of ethics | **YES** |
|  | * + Board: policy regarding conflicts of interest | **YES** |
|  | * + Board: Document outlining the Board’s Terms of Reference, including how Directors are remunerated, how they are elected | **YES** |
|  | Implementing the Optimal Model of Long-Term Care for Francophones | **YES** |
|  | Letters of support from project partners  Request from Entite2 and Reseau | **YES** |
|  | **Community and Culture Stream** applicants must submit letters of support for both cash and in-kind contributions.  Drafted letter for Elaine’s signature 20210711 | **YES** |
|  | A **Business/Strategic Plan**, Business Case or Market Study.  Strategic Plan high level snapshot, detailed version | **YES** |
|  | •**Sample promotional products** (print, digital, radio, television, etc.) used in other projects.  Annual Report | **YES** |
|  | • **Sample survey Instrument(s)** proposed for measuring the success of your project against your key performance indicators (see Section F – Performance Evaluation of the Application Form).  Email to partners, email to board members (Requests for feedback) | **YES** |

**A - Organization Information**

|  |  |
| --- | --- |
| Operating Name | Parkwood Mennonite Home Inc. |
| Legal Name | Parkwood Mennonite Homes Inc. |
| Type of Legal Entity | Not-for-profit |
| Federal Business Number | 139881544 |
| Number of Full-Time Staff | 89 |
| Number of Part-Time Staff | 75 |
| Number of Volunteers | 200 |
| Last year’s total operating budget | $11.2 |
| Date of establishment of your organization | 1963 |
| Corporation Registration Number | Ontario #1083765 |
| Date Incorporated | July 4, 1994 |
| Number of Board Members | 9 |
| Terms of Reference | Board’s Terms of Ref, # Directors elected, how remunerated Attach |
| Accountability and Transparency | Code of ethics / policy re conflicts of interest for Board, mgmt., staff |
| Official language | English |
| Organization Overview | Parkwood Seniors Community is a vibrant non-profit Campus Continuum of Care in Waterloo offering a Seniors Fitness Centre, Independent Living, Assisted Living, Supportive Living, Long-Term Care, and Home and Community Care (to support Independent Living for as long as possible). Parkwood is a values-based organization with a commitment to ‘Build a Community for All’; to relieve poverty; to provide equitable access and treatment, and to support the whole person: mind, body and spirit. Parkwood’s Campus has been purposefully designed and expanded to create a sense of community for older adults where all are welcome, with an exceptional range of amenities to provide physical, mental and spiritual care. Residents enjoy dignified Independent and Assisted/Supported retirement options on a beautiful 8-acre property which will soon (anticipated date: 2023) include a new apartment building with 30% of the apartments dedicated to affordable housing for those of modest means.  Parkwood’s LTC Home newly identified as a French Language Services (FLS) Provider as of January 2021, to help fill a gap in the continuum of health services available to the Francophone population. Parkwood’s residents reflect a wide range of cultural origins with a corresponding variety of ‘first languages’, including French. Two senior staff are fluently bilingual (English, French), including the full-time Director of Spiritual Care.  Parkwood seeks to address the gap in access to Francophone services and programs for older adults on its campus, with a focus on residents in long-term care. It is known that residents who experience symptoms of dementia may require care in their first language. In our community, there are few services available for francophones who experience the need to communicate in French. Parkwood is committed to incorporating ‘Active Offer’ for older adult Francophones to expand equitable access to French language services in long-term care and across its entire campus. |
| Organization Experience | Fairview Parkwood Communities is comprised of two campuses of care: Fairview Mennonite Homes in Cambridge and Parkwood Mennonite Home Inc. in Waterloo.  Fairview’s LTC Home is currently partially identified as a French Language Services (FLS) Provider as of May 17, 2019, to fill a gap in the continuum of health services available to the Francophone population in Cambridge and the surrounding area. Parkwood wishes to be offer services at the same level as Fairview.  Fairview has successfully delivered programs similar to those we as pursuing for Parkwood: namely, adding a French website and also providing non-french speaking staff with tools that can assist with Francophones who require or prefer to communicate in French, or who are non-verbal. These are now in place at Fairview and Parkwood looks forward to following suit. |
| Previously Funded Projects | Fairview has been the recipient of two generous grants (2019, 2020) which have helped to increase its capacity to provide ‘Active Offer’ and build supports for those who need or prefer to communicate in French. |
| Conflict of Interest | No |
|  |  |
|  |  |

**B - Grant Payment Information:**

Parkwood Mennonite Home Inc.

726 New Hampshire St., Waterloo ON N2K 4M1

Method of Payment: Electronic Transfer

**C – Application Contact Information**

**Primary, Signing Authority, Applicant**

**Ms. Elaine Shantz, CEO, (519) 653-5719** [**eshantz@fairviewmh.com**](mailto:eshantz@fairviewmh.com)

**Signing Authority, Payee  
Mr. Brent Martin, CFO, Finance (519) 653-5719** [**bmartin@fairviewmh.com**](mailto:bmartin@fairviewmh.com)

**D - Project Details**

This section contains all information about the proposed project and its alignment with the objectives of the Program and your organization’s

mandate. Include examples of previous projects and attach any supporting materials, if relevant.

**Project Name** (maximum 250 characters) \*

Introducing and Advancing Active Offer at Parkwood Mennonite Home Inc. for older adult Francophones seeking affordable retirement or Long-Term Care options

**Program Objective**:

Select the FCGP Program Objective with which your project is most closely aligned. \*

Strengthen the capacity of organizations and/or businesses to provide products and services to Francophones in the province.

**Project Overview / Summary**

Provide a detailed but concise overview of your project, including its goals and key deliverables, its the target client groups and activity sectors,

and the region or geographic communities it will serve. Should your application be successful, the Province may use this description for promotional purposes. \*

Introduce and advance Active Offer, beginning with staff education, residents’ update, and rolling outward to our partners and community through the following activities:

1. Introduce the concept of Active Offer to a minimum of 50 full-time team members (modify existing training modules that have been developed for Fairview, thanks to previous grant support).

2. Create clear signals of commitment to Active Offer through marketing material (bilingual brochures, signage) and phone support (Francophones able to choose to converse in French)

3. Provide tangible staff support to provide care for residents who prefer/need to speak in French or are non-verbal: acquire hardware, software and conduct training to support caregiver-reisdent bilingual communications (translation software and communications board for non-verbal residents)

4. Public outreach: Develop a bilingual website with a minimum of 65% of the English site translated into French, demonstrating Parkwood is practicing Active Offer and is committed to offering French Language Services in its Long-Term Care Home and on Campus

**Project Rationale**

Explain the rationale for the project. How did you determine the need for the project? What service gap are you trying to fill? What evidence do you have that this type of project is the most suitable? Attach any supporting documents, if applicable. \*

The French Health Network of Central Southwestern Ontario (Réseau Franco-Santé) has shared research (see letter of support) that while two-thirds of the Region’s (Waterloo Wellington) Francophones live in Waterloo, there are currently no long-term care homes actively offering French language services. Entite2 also has identified a need for increased services for Francophones (see letter of support). Parkwood wishes to launch and advance its capacity to incorporate ‘Active Offer’ across its Campus of Care (which includes a 96-bed Long-Term Care Home) now that it has received a letter (January 8, 2021, included in attachments) identifying it as a French Language Services (FLS) Provider. With the support of this grant, Parkwood wishes to help reduce the disparity of services and programs offered in French for Francophones seeking or needing retirement options, including long-term care. It is our hope to bring Parkwood up to par with Fairview Mennonite Homes, which has benefitted from two grants recently, helping to build significant infrastructure. By advancing Parkwood’s infrastructure, it will be supporting Ontario Health West’s goal to “ensure the Francophone population has access to a continuum of quality health services in French which your organization has already demonstrated a commitment to through the work at Fairview Seniors Community.”

Parkwood is able to build on the partnerships established through Fairview’s collaboration to develop a “Guide for planning and providing Francophone long-term care in a linguistic minority context.” These partnerships include: Entité 2, members from the former Waterloo Wellington LHIN, French Health Network of Central South-Western Ontario (Réseau).

The timing is optimum as Parkwood intends to build a new English website to align with Fairview’s new site which is available in English and in French, with actual French translators. Parkwood wishes to build a French website at the same time to signal to Francophones that they are welcome at Parkwood as residents and are also welcome as community members to use the Campus, even if they are not a resident (Senior’s Fitness Centre). The new website will clearly demonstrate Active Offer; Active Offer will also be incorporated into the first contact with reception. The content will be refreshed and we hope to include new, downloadable brochures (English and French) which must be developed and are part of this grant request. There are 10 brochures in total which reach out to all key audiences: staff and potential staff, volunteers, residents, potential residents and community members. The brochures are critical to the project as the information contained is the central reason people visit the website.

Parkwood can leverage the lessons learned from building Fairview’s French website. Parkwood can also use the web infrastructure already created, thanks to a generous grant in 2020/21.

In addition, Parkwood wishes to equip staff with hardware, software and training to provide non-bilingual staff with tools and skills to provide safe, effective care for residents and families who prefer or need to communicate in French.

These projects will build Parkwood’s capacity to support Francophones and help to fill a gap in health services for Francophones in Waterloo Region and beyond.

Entite2 surveyed 340 French-speaking adults in Waterloo-Wellington and published the results in 2013. (See <http://www.entitesante2.ca/en/communaute/profil-demographique/> and attachments with this application: Community-based Participatory Survey on the Health Status of the Francophones of Hamilton Niagara Haldimand Brant (HNHB) and Waterloo Wellington (WW)). We draw your attention to one particular question (pg 30): Of the 51 seniors who answered the question on “level of satisfaction with health services in French”, 37.3% said they were “not at all satisfied” with the services compared with 26% who said they were “less satisfied”. Only 14% said they were “satisfied” with the French language health services in their area (see some of the comments in Table 12). In addition, 83.3% of participants in WW did not ask for health services in French (see Chart 8). 85.5% believe that French language health services are “not available” (see Chart 9). 39% said that services were not offered in French in their area and 40% said that nothing indicated that services in French were available. 18% believe that quality services were not available in French. It is clear there is a need to engage in Active Offer so that Francophones have equitable access to services in the language they prefer. This becomes even more important with older adults whose first language may be French and, if experiencing symptoms of dementia, may not be able to communicate in anything but French. This becomes a health necessity, which Parkwood is seeking to address.

**Expected Outcomes and Alignment with Program Objective**

Describe the outcomes you hope to achieve through your project and how they align with the Program objective you previously identified. \*

We hope to first build awareness of Active Offer among staff and put in place the foundational elements that will help staff feel confident they can offer care to Francophones if there isn’t a French-speaking staff immediately available.

The App2speak application is an excellent tool for both staff and residents, as both a communications board and translation device, as it is completely customizable and captures familiar photos (e.g. Parkwood campus, resident’s room, familiar items) as well as a person’s voice (e.g. staff, family member).

We also hope to make it clear to Francophones that Parkwood is a community that welcomes them and is building capacity to support their needs in either official language. The French website and French brochures describing retirement housing options and service levels are a critical part of demonstrating Active Offer to Francophones.

The resources built through this grant will help Parkwood to fill a gap in health services for Francophones, whether they are residents or community members.

**Alignment with Your Organization**

Demonstrate how the proposed project aligns with your organization’s mandate and business activities. \*

Parkwood Seniors Community (Parkwood Mennonite Home Inc.) is committed to ‘Building a Community for All’. This is incorporated into its vision and strategic plan. In addition, Parkwood (and Fairview) have a welcome statement that supports the vision.

What differentiates and defines Parkwood is its commitment to ‘Build a Community for All’; to relieve poverty; to provide equitable access and treatment, and to support the whole person: mind, body and spirit.

Residents and visitors can see Parkwood’s values in action on Parkwood’s Campus which has been purposefully designed and expanded to create a sense of community for older adults where all are welcome, with an exceptional range of amenities to provide physical, mental and spiritual care. Parkwood’s vision to Build a Community for all is incorporated into its strategic plan and is clearly communicated in its official ‘Welcome’ statement:

**You are welcome here.** As a community founded in God’s love for all and grounded in faith, each person is valued and respected. We honour the spiritual dimension of the human experience and believe that, with love, the extraordinary is possible.

**Ici, vous êtes les bienvenus.** Dans notre communauté fondée sur l’amour de Dieu pour tous et ancrée dans la foi, chaque personne est valorisée et respectée.Nous honorons la dimension spirituelle de l’expérience humaine et nous croyons que l’amour rend l’extraordinaire possible.

**Francophone Engagement**

Explain how you will support the engagement of Francophones throughout the implementation of your project. Include any internal resources at

your disposal. \*

Given our past experience with COVID and the potential of new variants of concern to derail face to face communications, we will leverage virtual engagement (e.g. zoom meetings) to work with our Francophone partners. A key partner is a community resident who is connected to Francophone groups in the area. This contact will work with us to determine the most appropriate and effective method to reach out and share the news on the supports we are building.

Through our experience with Fairview’s website, we learned that truly comprehensive and extensive outreach is not practical in the short time frame of the grant. In addition, it is more effective to engage fewer people, more deeply, to keep the development of the website and brochures on target. This is a large project and we must be practical on how meaningful engagement must be. We hope to add one or two additional community members to provide feedback. We feel fortunate to have a very dedicated community member on this project with us. This aligns with the request of Francophones belonging to various groups in the region for ‘us’ to come to ‘them’. We cannot predict if this will be possible.

We also will hold monthly virtual meetings with our community volunteer, Reseau and Entite2, as well engaging two bilingual staff. In addition, we will communicate by email and phone as appropriate and needed.

Post-launch, we will be able to invite the broader Francophone community to engage with and provide feedback on the new site, e.g. FaceBook ads (not covered by this grant application).

**Long-Term Impact**

Demonstrate how you intend to sustain the impact of the project beyond the implementation period. \*

Parkwood is committed to providing the resources and finances to maintain the French website, ensuring we have ‘trainers’ trained to roll-out App2speak to as many staff as it is appropriate, and to update the brochures as needed. At this time we are not printing the brochures as we anticipate they will require updating over time. Producing PDFs that are available online, as well as being printable in our office for mailing if required will help to sustain these projects. Please see the attached letter from Elaine Shantz, CEO of Fairview Parkwood Communities.

**E - Work Plan**

Describe the milestones (key activities and deliverables) of your project, the timeframe in which each milestone will occur, the person or agency

responsible, and what percentage of the budget will be used to achieve the milestone. Dates must be between September 24, 2021 and March

31, 2022.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Milestone | Description | Responsibility | Start Date | End Date |
| Hardware, software | Source, acquire licenses and hardware | IT, Finance | October 1, 2021 | November 1, 2021 |
| Training | App2speak Learning modules modified, staff trained | Dir Employee Services | November 8, 2021 | February 28, 2022 |
| Website | Content developed, reviewed, translated | Writer, Dir Empl Srvcs | October 1, 2021 | February 28, 2022 |
| Website build | Content uploaded, Fr website created, tested, approved | Writer, Web developer, Dir Empl Srvcs | November 15, 2021 | March 15, 2022 |
| Brochures | Writing, design, reviews, approvals | Writer, designer, Dir Empl Srvcs, Exec Director | October 1, 2021 | February 28, 2022 |
|  |  |  |  |  |

**F – Performance Evaluation**

In the table below, identify the Key Performance Indicators (KPIs) you will use to evaluate the success of your project. In addition to the two mandatory KPIs, you can select additional KPIs or add them using the "Other" fields. For each KPI identified, provide the target value and the base line value against which you will measure the target.

|  |  |  |
| --- | --- | --- |
| **Metric** | **Baseline** | **Target** |
| **Number of Francophones benefitting directly** | **0** | **250** |
| **Number of Francophones involved in implementing project** | **2** | **5** |

**Optional Performance Indicators**

|  |  |  |
| --- | --- | --- |
| **Metric** | **Baseline** | **Target** |
| **Number of Apprenticeships created** |  |  |
| **Number of Participants/Attendees** | **0** | **6 (attend Zoom meetings: Louise, Entite2, Reseau, me, Jennifer King, Chris S., Alan Cook, Laura Gorman) additional community reps if possible** |
| **Number of Clients Served** |  |  |
| **Number of Staff Trained** | **0** | **20 trained on app2speak, at least 50 learn about Active Offier** |
| **Number of Jobs Created** |  |  |
| **Number of Partnerships created** | **2 Reseau, Entite** | **3 – Reseau, Entite, and possibly a Francophone Group** |
| **Number of New Products or Services Created** | **0** | **12 (App2speak services, new French and English websites, 10 new brochures** |
| **Increase in Francophone Market Share** |  |  |
| **Number of Activities Delivered** |  |  |
| **Other** |  |  |
|  |  |  |
|  |  |  |

**Evaluation Plan**

Describe your plan for evaluating your project and identify the method(s) and instrument(s) you will use to track and report the results, including

on the performance indicators you identified above. Please include a sample of each instrument you identify: \*

Evaluation:

• All projects completed on budget, on time including a new English and French website, 10 new marketing brochures in French and in English - Budget to be captured in the financials.

• Residents, staff and guests are greeted by a banner at the main entrance, featuring the English and French welcome message (this is hundreds of impressions) by the end of this project.

• Participating partners attest they are pleased with the experience and outcomes.

• Stakeholders (internal, external) attest they are satisfied with the outcomes of the projects.

• 20 Staff trained on App2speak, including 2 trainers, for sustainability.

• 50 full-time staff are introduced to Active Offer

• Reception is practicing Active Offer

• Those seeking information about residency, care options and community access to amenities, as well as employment opportunities and volunteer opportunities, have web access to English and French brochures (10 in total)

**G - Promotion and Recognition**

Based on the Milestones you have identified in Section E, describe how you will promote your project to potential clients and partners throughout its implementation: the Promotional Tool(s) you will use and the anticipated Audience Reach (NOTE: use of the Ontario government logo is mandatory on all promotional materials). Attach any samples, if available.

|  |  |  |
| --- | --- | --- |
| Promotional Tool | Distribution Method | Audience Reach |
| Poster | Bulletin Board | Residents, visitors (approx. 200 residents with family/friends visiting) plus 164 staff and 200 volunteers, plus vendors, community members. |
| Email | Eblast | Leadership and senior team, board members invited to review pre-launch: approx. 25 |
| Banner | At the door | Residents, visitors (approximately 175 residents, with family/friends visiting, plus 164 staff and 200 volunteers |
| Announcement | Mass mailing | Hand delivered to residents, 96 dwellings, approx 120 readers plus family and friends |
| Brochure | Web Posting | Brochures will be shared via website and social media: visits - between 200 and 400 visits daily (google analytics) on English website |
| Brochure | Web Posting | Annual Report – 500 printed and distributed to residents, churches, parishioners; also read online – 200 to 400 visits daily |
| Facebook post | Facebook | Post launch postings and possible paid ads for outreach to broader Francophone and English community: potential is thousands of views |
| Speech | Other social media | Annual General Meeting - attended by 150 guests, including board members, community members, staff, community members, June 2022. Zoom or inperson. |
| Speech | Other social media | Special event planned for fall 2022 - pending successful application of this grant - approximately 50 plus influential community members. congregants and more. Possible reach is several hundred. |

**Additional:**

Parkwood will host several special events over the course of the next two years as it launches a capital campaign. Speeches may include mention of Parkwood's work to building capacity to support Francophones and bridge the gap to needed services. We may engage individuals, small groups and large groups, depending on the events. These will include politicians, influential citizens, community members, residents, staff and volunteers.

**H - Project Budget**

NOTE: Items marked with an asterisk (\*) come with certain restrictions or limits. Review the Expenses Criteria in the Francophone Community

Grants Program 2020-21 Guidelines carefully before completing this form.

Expense Category Description Amount

**TABLE A. ELIGIBLE EXPENSES**

From the list below, select the eligible expense categories in which you anticipate incurring costs to ensure the success of your project.

In each category selected, provide a breakdown of the individual expenses involved (Description) as well as the

Section 1. Cash Expenses

|  |  |  |
| --- | --- | --- |
| Development of educational and training materials | Web manual, App2speak training manual for Parkwood | 1,800 |
| Event planning and organization |  |  |
| Fees for facilitators, presenters or trainers | Fee for App2speak trainer | 400 |
| Fees for audio visual support and technical and stage crews |  |  |
| Honoraria paid to artists, musicians, performers, special guests, speakers |  |  |
| Lease, rental or purchase of Portable Assets | Hardware to support App2speak and licenses | 8,500 |
| Marketing and promotional costs | Brochures that are both marketing and content for website; bilingual pull up banner | 10,500 |
| Site services such as security, sanitation and shuttle buses. |  |  |
| Space and venue rental |  |  |
| Staff and other labour costs | Website testing, Proj mgmt, Staff time for training |  |
| Travel, meal and hospitality expenses |  |  |
| Website development or upgrades | New bilingual website | 34,680 |
| Project Evaluation | Website and overall evaluation | 800 |
| Insurance fees\* |  |  |
| Administrative expenses\* | Related to Communications Board (App2speak) | 660 |
| Other costs deemed reasonable\* |  |  |
| **Total Cash Expenses** |  | 56680.00 |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

**Section 2. In-Kind Expenses**

|  |  |  |
| --- | --- | --- |
| Development of educational and training materials |  |  |
| Event planning and organization |  |  |
| Fees for facilitators, presenters or trainers |  |  |
| Fees for audio visual support and technical and stage crews |  |  |
| Honoraria paid to artists, musicians, performers, special guests, speakers |  |  |
| Lease, rental or purchase of Portable Assets |  |  |
| Marketing and promotional costs |  |  |
| Site services such as security, sanitation and shuttle buses. |  |  |
| Space and venue rental |  |  |
| Staff and other labour costs | Web testing and reviews, Proj Mgmt | 5305.00 |
| Travel, meal and hospitality expenses |  |  |
| Website development or upgrades |  |  |
| Project Evaluation | Staff board, stakeholder consultations | 575.00 |
| Insurance fees (value can’t be more than $2,000 or 10% of total eligible project expenses) |  |  |
| Administrative expenses (value can’t be more than 10% of total eligible project expenses) | Source, acquire hardware/software, upload and test | 660.00 |
| Other costs deemed reasonable\* |  |  |
| Total In-Kind Expenses |  | 6540.00 |
|  |  |  |
| TOTAL EXPENSES |  | 63,220.00 |

Enter the funding sources for your proposed project and indicate whether they are confirmed or anticipated.

All contributions must be confirmed by way of a commitment letter before your funding agreement with the Province can be executed.

**TABLE B. CONTRIBUTIONS**

|  |  |  |
| --- | --- | --- |
| Section 1 - Cash Revenues |  |  |
| Francophone Community Grants Program |  | 50,000 |
| Parkwood | Cash contribution | 6,680 |
|  |  |  |
| Total cash revenues: (must match Total Cash Expenses) |  | 56,680 |
|  |  |  |
|  |  |  |
| **Section 2 – In-Kind Revenues** |  |  |
| Enter item if applicable |  | 6540.00 |
|  |  |  |
| Total In-Kind Revenues: (must match total In-Kind Expenses) |  | 6540.00 |
|  |  |  |
|  |  |  |
| TOTAL CONTRIBUTION |  | $63,220.00 |

**I - Resources and Planning**

**Project Partners**

Information about other organizations involved in the project, including stakeholders who were consulted on its development. Describe the type of relationship and the role and/or contribution and attach any supporting documents, if relevant.

|  |  |  |  |
| --- | --- | --- | --- |
| Name of organization | Role | Contribution | Contact Information |
| French Health Network of Central South-Western Ontario | Stakeholder | Evaluation and Guidance | glaferriere@francosantesud.ca |
| Entité2 | Stakeholder | Evaluation and Guidance | aboucher@entitesante2.ca |
| Louise Kruithof | Stakeholder | Evaluation and Guidance | wandering\_lk@yahoo.ca |

**Additional Information Required**

**Internal Resources and Procurement**

What internal resources do you have at your disposal to ensure the success of your project? If needed, and in addition to your own contributions and those from other organizations and businesses described above, how will you acquire the necessary human and material resources? \*

Parkwood is assigning project management and development of the website and marketing materials to a trusted vendor of record who is familiar with both Fairview and Parkwood’s Francophone Initiatives who will work with Parkwood’s Director of Employee Services, as well as additional staff, including two senior bilingual staff, as needed. In addition, the Executive Director is committed to the success of this project and has worked on Fairview’s Francophone initiatives in the past two years. The E.D. and Dir. Of Employee Services will help identify team members to support the project (e.g. web reviewers, content support, trainees on new software)

The CEO is also committed to building capacity to ensure Francophones feel welcome and supported at Parkwood and will ensure resources are available and prioritized.

**General Risk Management**

Describe your risk-management strategy. For example, what would you do if one of your partners withdraws from the project or one of your financial contributors decides to pull out? Would your financial position allow you to absorb the cost? \*

Parkwood can absorb the costs and staffing resources it has committed to. If the grant is unsuccessful, Parkwood will re-evaluate and determine what portion of the project may be moved forward, if any, in this fiscal.

**COVID-19 Contingency Plan**

Describe your contingency plan to deal with the potential impact of the COVID-19 pandemic on your project. Describe the role of each project partner and how you will successfully mitigate the impact. (NOTE: Any project based on in-person interaction should have a back-up plan to go

virtual in the event that confinement measures are prolonged.) \*

The key risk management strategy is ensuring we can keep the project moving should COVID-19 become an issue during the project. We have learned to use Zoom quite well and all participants are comfortable with virtual meetings and working as a team, virtually. All partners are equipped with appropriate technology and have access to internet services. Each partner has learned to adapt within COVID restrictions. With lessons learned from the past year, Parkwood will begin review cycles earlier in the process to ensure the website is prepared to launch by the end of the fiscal.