

Dear Darren and Members of the Board:

May 05 / 2018

We as a family feel compelled to write to you and the Board of Emmanuel Home regarding a recent event that has impacted not only our brother Clarence Toornstra, but also his children and us his siblings.

The incident is well known to all of you, and has over the last number of weeks become a familiar subject for all of us, as we attempt to resolve a brokenness in Clarence that we feel is a result of a grievous mishandling of what occurred.

Emmanuel Home has been Clarence's second home for over 19 years. We know our brother's work ethic, his dedication and his love for not only the position he had but even more so his love of all the residents that he came to know over the years. Clarence has not had an easy life and his work and his opportunity to interact with all those at Emmanuel Home have been a source of great help for him. It gave Clarence a sense of purpose and belonging to a Christian community that he felt was his true calling.

We as siblings understand Clarence and how he interacts with others and fully believe that his intentions have always been honorable and respectful, even though at times that may have seemed otherwise. He has struggled with much over the years and yet one of his true pride and joys was Emmanuel Home. This was the place where he could shine and be a true servant of Christ, albeit at times perhaps imperfectly, but then we all suffer from imperfections. How often have we not heard of how proud he was of Emmanuel Home and his importance of being a part of helping the aged?

We know that you feel you have done your due diligence in these reported incidents of misconduct and carried out your moral and legal responsibilities as laid out by Emmanuel Homes Board of Directors. We respect that. The, "letter of the law" has according to Emmanuel Home been carried out, however there is also the, "spirit of the law," and the opportunity to make a case or defense of what transpired. Sadly we feel this opportunity was not fully afforded to Clarence. Every workplace has it's, "staff culture" and Emmanuel Home is no different. Removing Clarence as a staff member, we believe has not eliminated what you may perceive as a solution to a problem of improprieties. We have always believed that one is innocent until proven guilty. However, the way in which Clarence was, "directed off the property" (based on certain individual's accounts and accusations), we feel he was pronounced guilty without ever being assumed innocent, or having the opportunity to defend himself. Clarence indicated to you that what transpired was, "simply joking around". It may surprise you that that was in fact the case, and that this, "joking around" is an ongoing thing that cannot and has not been eradicated by simply removing one individual. Please understand with all due respect we are not attempting to defend or condone this behavior, however your condemnation of one individual should be consistent for all.

Perhaps all of this is now a "moot point" and cannot and will not be rescinded. As a Christian organization, however, we feel that the punishment most certainly did not fit the alleged "crime." Certainly you as a Director, or even as a Board, could have given thought to a better way of handling this, rather than to destroy the reputation of one who gave so much over the years to this community. We believe there could have been a better option presented to Clarence, or even in conjunction with us as a family, so that this could have been

resolved in such a way as to have a more positive outcome for all concerned. As indicated earlier, what we have left is a totally broken individual, and a family left to attempt to help Clarence heal. You suggested and offered counselling, which Clarence accepted, but this offer implied guilt and overall has made Clarence feel even worse. He has followed through with these sessions as a way to prove to you, the Director and the Board, that he was and is willing to discern the error of his ways.

As a Family we believe that Clarence in his heart is a decent and honourable individual, who although struggling with many issues, which we feel are related to generational changes is a strong and loving Christ follower who is now left with hurt and pain that may never heal. Emmanuel Home and the work he dedicated himself to there has been taken away in what appears to be a truly harsh and cold manner. Given Clarence's perception of the events that occurred and because of the confidential nature of the issues involved, we as his brothers and sisters are truly in pain with him.

Since one of the core values of Emmanuel Home states: " We look for better ways to do things", and given the close relationship between Emmanuel Home and the CRC Community we as a Family felt it important to convey to you and the Board our and Clarence's feelings. Please know that this letter is not meant as a condemnation towards you or the Board but that these words have been carefully and prayerfully considered, regarding how this unfortunate situation has been handled.

Respectfully submitted on behalf of Clarence,

The Toornstra family.

Contact if desired: Jack Toornstra

May 24, 2018

Dear Toornstra Family,

Thank you for the letter that was written on May 5, 2018. We appreciate the time taken to communicate your collective thoughts and response to the events and decision regarding your brother, Clarence.

Emmanuel Home takes its role in the community very seriously and recognizes how committed so many people have been to the vision and work that goes on each day. Clarence, as well as many others in your family, has certainly made significant contributions to this community.

While we acknowledge your suggestion of the 'punishment not fitting the crime', please understand that this is how serious we have determined the behaviors to be. One of the most distressing elements of this situation, in addition to the inappropriate conduct that was addressed with Clarence on January 29th, is the pattern of repeated behaviors that revealed itself through further investigation. This was not the first time that the gravity of the situation has been addressed with Clarence.

Naming the actions as 'joking around' unfairly trivializes the effect these actions have had on other people. We have a communal responsibility to maintain the highest standard of integrity and respect in our interactions, and are responsible for the impact our actions have on other people, whether that impact be intended or unintended.

This entire situation has been extremely difficult for everyone involved. On February 22nd, our Executive Director met with two of you and the ensuing open and honest conversation hopefully led to some clarity on what led to the decision. Rest assured, it is our expectation that the same standard is applied to all staff and residents.

As mentioned above, we appreciate the communication on behalf of Clarence and his family. We hope and pray for continued healing as we move forward.

In His grip,

Board of Directors

Christian Senior Citizens Homes Society of Northern Alberta

Cc: Darren Sinke, Executive Director