



STRATEGIC PLAN

2021 – 2024



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Statement from

SCOTT WATSON

BOARD CHAIR



PAST

Over a century ago, my grandfather, Douglas, a 22-year-old Scottish bricklayer, left home to begin the next chapter of his life. He left Glasgow April 20, 1912 for Saint John, New Brunswick aboard the SS Cassandra. His ship would take him on a voyage across the same part of the Atlantic Ocean that had claimed the RMS Titanic less than a week before.

What possessed Douglas to take such a risk so soon after the deadliest maritime disaster in modern history? Some members of my family joked that it was because of a sudden discount on ticket prices too attractive to pass up... but in reality, it was because word had gotten back to him in Scotland that, whatever the risk, it was vastly outweighed by the sense of hope, promise and opportunity that Canada presented. Douglas arrived and settled in Edmonton where he went on to raise a family and spend the rest of his long life.

In 1978, at the age of 88, Douglas moved into Canterbury Court. I have teenage memories visiting with him over lunch in the Court dining room. My family's connection with Canterbury continued to grow. Both grandfathers, one grandmother, and my father would come to be residents at Canterbury. This gave me first-hand experience of the wonderful care and attention Canterbury staff provide residents and their families.

FUTURE

I'm excited about Canterbury's future. Not just because of our new state-of-the-art building, or that we can now offer an additional fifty seniors an opportunity to experience a superior level of supportive living, or that we will double the number of dementia rooms or add 16 hospice care suites, or make respite care available. I'm excited because of the new opportunities that await Canterbury.

Canterbury's next chapter required an update to our Vision, Mission and Core Values and a list of Strategic Priorities. In the coming weeks, the scope of each priority will be considered and developed into specific options. We'll then refine the best options into a plan for management to implement over the next three years. In an ever-changing environment influenced by shifting public policy, new technologies, services and competitors, the status quo is rarely a safe choice.

I'd like to thank Scott Belamisca and the rest of the Strategic Planning team for their hard work thus far.

APPRECIATION

I would be remiss if I didn't extend my thanks to our residents and their families for their patience and assistance with the ever-changing rules management has had to employ to ensure everyone's safety during this pandemic.

Thanks also go to our staff for their continuous hard work caring for our residents. They understand quality of life means more than just avoiding COVID-19. And thanks to our reliable volunteer Board and committee members for your time and talents.

Thank you to our donors. Even during this economic upheaval, your generosity has stayed the course to help ensure we can deliver care to our seniors well into the future.

Lastly, special thanks to our Executive Director, Wendy King, and her senior leadership team for their professionalism and constancy during a difficult time.

I'm proud to be involved in such a special organization as Canterbury and with a sense of hope and promise, I will do my best to see that we capitalize on Canterbury's future opportunities.

In the words of my grandfather, "*Lang may yer lum reek*" - long may your chimney smoke.

Statement from

WENDY KING

EXECUTIVE DIRECTOR



“We all have battles to fight. And it's often in those battles that we are most alive: it's on the frontlines of our lives that we earn wisdom, create joy, forge friendships, discover happiness, find love, and do purposeful work.”

ERIC GREITENS, RESILIENCE

Purposeful work through resilience – this is the sentiment that has defined our mission this year. Canterbury Foundation continues driving ahead, with grit and determination, to make the best out of the year 2020. We know 2021 will continue to have its challenges and while there are few certainties ahead – one thing we do know is that these tumultuous times of our human story will be the conditions in which we as an organization will truly discover what we are capable of. This is an opportunity to show that we are built on a foundation of perseverance, hope, love and ever growing wisdom.

Before COVID-19, senior's care in our country was already in crisis. We have always strived to do better and enhance the care and services for our residents, and this positioned us well to lead with knowledge, expertise, grace and resilience through the COVID-19 crisis. Canterbury has and will continue to be in a position to better serve the shifting needs of the community in a time of great uncertainty and challenge. However, as we faced each new day in 2020, we knew we could not stop growing and evolving.

We embarked on strategic planning in 2020 and with our leadership team and Board of Directors, we outlined our strengths and weaknesses and brainstormed opportunities yet to be achieved. We even did some blue sky dreaming of what Canterbury could be in the future and how we as an organization could lead the way in helping other senior care groups elevate their care as well.

Within this new strategic plan you'll see that we equally want to expand our knowledge and continue to grow through community while at the same time, share our expertise on a larger stage to ensure our best practices can inspire others to embrace new ways of thinking and provide the best care for all seniors, not just here in our city but around the world.

We hope to do so while developing more cultural competency around diversity and inclusion and we are undertaking more awareness and training as well as developing policy statements that will help future residents, staff and board members know that all are welcome and their input is valued.

This is an exciting time in Canterbury's future. With the new building and renovation, Canterbury has a unique opportunity for promoting the state-of-the-art and expanded senior's care facility that is now available. This major renovation and expansion project, with improved memory care and hospice care units, are all new levels of care and programs that will position Canterbury as a leader in seniors care in Canada. We are so incredibly proud of this work and of our partnership with our builder Stuart Olson. We could not have done this without their unending care and support.

They say if you can dream it – you can achieve it. Our strategic plan will help frame and inspire our purpose-led work and push us to continue to grow and elevate the experience of those who call Canterbury home. While 2021 will continue to stretch us with the challenges of COVID-19, we know we are capable of rising to the challenge. We accept the weight and responsibility as the frontline of defence against this virus for our residents, to keep them safe from harm, while ensuring we meet the needs of their minds, bodies, and hearts. In adversity we have found the true strength of community, connection, love and gratitude – and these attributes will get us through this time together, while making us stronger and more enlightened in the years ahead.

Statement from

SCOTT BELAMISCA

CHAIR STRATEGIC PLANNING COMMITTEE
PAST BOARD CHAIR



When I look back at the work we've done in 2020, I feel nothing but "gratitude".

That might seem like an odd word to choose for 2020, given the challenges of the past year. But as the Past Chair of the Board of Directors I think it is fitting.

We feel tremendous gratitude to our leadership team for being the guiding light in a constantly changing situation, always ready to face the day whatever it may bring.

We are grateful to our staff for not giving into fear and instead coming to work, day in and day out, to provide the very best in care and service to our residents and their families.

We are thankful to our resident families for working in partnership with us to protect all of us inside Canterbury and for honouring our tough decisions even when it was hard. We are grateful for community supporters who asked, "What can we do to help?", and delivered whatever we needed, no matter how complicated and robust the ask.

We are grateful that every single Canterbury resident remains safe and continues to be COVID free.

This year, we launched our Canterbury Gratuities report, where we celebrate the contributions made by our staff, our residents, our resident families and by our community who continue to support Canterbury through financial gifts, volunteer time and dedication to senior care. We thank you!

And now as we look ahead into 2021, through the lens of our new Strategic Plan, I feel grateful for all these experiences. We know we can do hard things. We know we are a leader in seniors care and have the expertise and experience to continue to grow in our role and inspire beyond our walls. COVID-19 has shined a light on the crisis in senior care and Canterbury stands in a position to lead our industry out of the darkness and into the light.

Our seniors, who have worked hard all their lives, to shape and nurture our generation, deserve our best. This strategic plan will guide our purpose-led work to deliver just that. As we move forward in 2021 with a state-of-the-art facility, built through community partnerships, designed by the expertise and research through our University of Alberta partners, and supported through community gifts in our Capital fundraising campaign – we can be a world-class care centre for seniors in our community. We stand as an example of what is possible, and we've built an exceptional care model all during a world-wide pandemic. I am grateful for the challenges of this year, because only through adversity can you discover the courage, strength and resilience within. This year we have looked hard at ourselves in the mirror as an organization and asked how can we make the biggest impact and who needs to be at that table?

We transition into 2021 with a clear vision of where we want to go. The road may be rocky but our hearts are full of gratitude and love to continue building the best Senior care centre in the world – no matter what obstacle or challenge comes our way.

Here's to a New Year and another opportunity for us to shine through adversity.

INTRODUCTION TO THE PROCESS

In September, 2019, Canterbury began the process of completing a new strategic plan. At that time, the Board and senior staff team had a meeting that looked at the evolving seniors' care environment.

This session was facilitated by our planning and development partners from the Watershed Organizational Development group, and it identified the broad range of challenges and opportunities created by several shifts in the landscape. A brief look at some of the critical changes from those discussions sets some context here:

Demographic changes in residents	Increased interest in home care
Cultural changes in support for seniors' issues	Changes in technology of care
Changes in expectations of care	Changes in regulation and governance
Changes in lifespan/duration of care	Shifting financial realities

The recognition of these issues encouraged steps to begin a new strategic planning process. The timing also fit with some realities of Canterbury's existing plan: The previous planning cycle ended in 2021, and it was generally accepted that the previous plan was more operational than strategic, being focused, as it appropriately was, on a major capital build.

The beginning of the COVID-19 pandemic in early 2020 had understandably enormous impact on the sector, creating even more dramatic shifts in both the appreciation and the delivery of seniors' care, and highlighting the value of a high-level strategy for the foundation.

COVID realities also shifted how the new planning process would happen. Rather than bringing a planning team together for intensive in-person sessions, social distancing requirements impelled a longer planning process, with bursts of virtual connection and extended periods to think in-between.

The shared impression was that this structure enriched both the process and the outcome. People had more time to think and reflect, and this allowed for a greater sense that the strategic targets had been well thought-out. Between June and the end of September 2020, a planning team made up of members of the board and members of the senior leadership team met eight times to review all aspects of the plan; the Executive Director, Chair of the Board, and Chair of the Planning Committee met eleven times with the consultants to ensure momentum; and a focus group of staff members looked at the Canterbury Values.

The product in this document summarizes the high-level outcomes of the entire process, and will serve as a guiding template for the next significant stage of the plan, which will see the Executive Director and her team work to create an operational plan that will lay out actions and measurements that bring the strategy to life.

THE OPPORTUNITY

A critical first element of the plan was coming to agreement about what Canterbury will continue to do, as well as how it intends to shift. The team drafted the following statement to capture the spirit of those conversations:

"While maintaining the excellent charitable not-for-profit service we currently offer in all of our program and housing areas, we recognize that 2021-2024 presents an opportune time to explore what more we can do to serve our seniors and our community."

There are two essential elements to this Opportunity Statement: The first is that the heart of Canterbury's work will not change; the second is that there are some opportunities for expanded service that might help to better meet the shifting needs of the community and might also offer greater sustainability for Canterbury as seniors' care evolves.

Readers will see that the first step of each of the new strategic priorities involves carrying out research into just what those opportunities will be.

VISION

The changes that are taking place in the seniors' sector offers Canterbury room to make an even more significant difference in the community it serves, and the revised Vision captures the extent of the Foundation's aspiration:

“Canterbury is the leader in enhancing the role and place of seniors in society.”

We fully believe that we can have an impact far beyond just our residents and their families. We can help transform how seniors and seniors' care viewed and treated.

MISSION

The revised mission statement helps clarify our commitment in the first part of the Opportunity Statement above; we will stay true to our core work:

“Canterbury provides safety, comfort, independence and connection to support meaningful lives.”

And we strongly believe that this core work will allow us to evolve to meet the greater aspiration of our Vision.



VALUES

At Canterbury, we are intentional in our commitment to love one another and serve our community through our values. We are more than four walls.

As a key part of our planning process, a staff group came together to review and revise the Values that Canterbury had adopted as part of the previous strategic plan. They were asked to look critically at the existing Values, and create description statements that capture how the Values will be used in everyday work and life at Canterbury. Their grounded input was invaluable.

These are the values that guide each of our relationships and all of our actions:

We visibly respect the dignity of every person

At Canterbury, we believe that all people are equally valuable, and that everyone deserves and experiences our care, attention and respect. This applies equally to our residents and their families, our team, our visitors and our community.

We provide compassionate care and quality services centred on the needs and abilities of the people we serve

At Canterbury, we actively work to understand our residents' needs, to continuously improve our capacity to serve them, and to ensure conditions that facilitate compassion.

We support the development and empowerment of our employees

At Canterbury, we know that we do our best work when we have a staff that is safe, engaged and trained. We continuously look for opportunities for our staff to develop their skills, grow their autonomy and have a voice.

We demonstrate open and ethical behaviour in all our relationships and honesty, integrity and accountability in all our actions

At Canterbury, we are committed to acting ethically and honestly in all of our interactions, and we regularly and transparently assess our successes and failures in meeting that commitment.

We are diverse by intention and inclusive by design

Canterbury values all forms of diversity and inclusivity. We recognize this perspective enriches our service, widens viewpoints and increases awareness, leading to equitable opportunities and outcomes for all.

STRATEGIC PRIORITIES

Some key principles guided the work that generated the strategic priorities for the next three years:

1 | Fewer priorities were better than many priorities: It was advisable to have a limited and achievable scope of work.

2 | The Priorities should fit into the natural flow of staff and board work, and should not require unrealistic increases of time or expertise.

3 | The Priorities are intended to be strategic rather than operational: they should address shifts in strategic focus, rather than simply attend to the core work of the Foundation. That essential core work will continue because it is the focus of the Mission; the Priorities address work that will be shifts that augment the Mission.

4 | The Priorities will help guide and measure the work of the board and of the staff. The priorities can be used as a framework for board meetings and can be used to measure progress of the board. And when the Priorities are operationalized by the leadership team, they can be linked to ongoing performance management.

1 STRATEGIC PRIORITY

EXPANDING AND SHARING OUR KNOWLEDGE

Canterbury is committed to exploring local, national and global sources of knowledge that will inform the transformation of our services and improve our ability to meet the needs of our community. We will actively share what we have learned to more broadly impact the lives of seniors everywhere.

Objectives to expand and share Canterbury's knowledge:

- 1 | Use a variety of investigative tools to better understand the needs and opportunities within the community
- 2 | Increase partnerships with academic institutions/governing bodies, and other agencies
- 3 | Fully position ourselves as a thought leader in the sector

2 STRATEGIC PRIORITY

CLARIFYING WHO WE SERVE BEST

Canterbury is committed to exploring and challenging our traditional concept of the people we serve.

Objectives to explore and challenge our traditional concept of who we serve:

- 1 | Understand where we truly are today
- 2 | Research any new constituent seniors' group we might seek to pursue as residents at CF
- 3 | Research any new seniors' group we might seek to pursue through outreach service at CF

3 STRATEGIC PRIORITY

EXPLORING THE WAYS WE SERVE OUR COMMUNITY

Canterbury is committed to courageously assessing all our relationships and practices, allowing us to be bold, intentional, innovative, sustainable, diverse and inclusive in our programs and services.

Objectives to courageously assess our programs and services:

- 1 | Expand the practice of a learning organization to fully engage all our staff and board
- 2 | Establish protocols for ongoing evaluation of existing and new programs

SUMMARY

In summary, our strategic planning team looked at our strengths, our opportunities, and our approach to the obstacles we face moving forward and generated ideas on how we can play off our strengths and continue to grow and evolve in the way we support our residents and our community.

If COVID has taught us anything, it is that we are highly adaptable. Our extensive policies and procedures are adaptable to allow us to react and address any situation we face at Canterbury.

Our operations have been examined by Accreditation Canada and we were awarded Exemplary status, thus confirming our expertise in this area.

When it comes to safety, all of our management team and care workers, including kitchen and hospitality staff and cleaning staff, have all gone above and beyond to ensure the safety, security, and health of our residents. Safety is very much a selling point within Canterbury – as we have not yet had a single case of COVID-19.

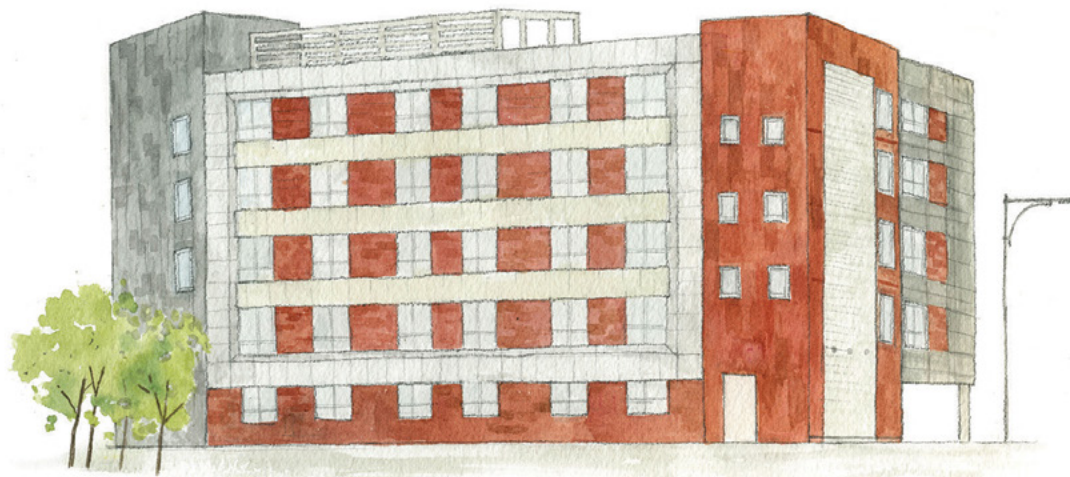
Canterbury has the opportunity to continue to excel in the area of resident safety while finding ways to improve social connectedness. Some possible opportunities include offering a technology area with support to assist seniors to Skype, Zoom, FaceTime, etc. with friends and family, plus a meeting area outside and inside that can be booked and sanitized before and after use.

We have a strong value discipline of, ‘*customer intimacy*’. We know our residents because we take the time to know them. We believe these are all marketable qualities that we can continue to offer. One of our goals moving forward is to share these skills and qualities more readily on a wider scale. We are very proud of our model and care and want to sing our praises more loudly.

We see numerous opportunities moving forward.

Canterbury has the opportunity to find ways to allow residents to stay in Canterbury as their care needs increase. Moving to long-term care is usually precipitated by the need for increased physical care or dementia care or both. Many residents who are required to move to long term care would like to remain at Canterbury.

The new dementia wing, with an increased number of suites, will meet these needs. Canterbury Lane has continued to run at full capacity. The new, state of the art dementia wing with access to an outdoor green space, walking track, neighbourhood design, and modernized suites will provide a safe and inviting place to live. The improved memory care unit with best practice amenities can position Canterbury as a leader in seniors’ care.



The Future of Seniors' Care is Here

Est. 2020


With the existing three levels of care an added skilled nursing and a Hospice care unit, couples aging in different ways can live in close proximity, if not together. Finding ways to care for residents with unscheduled needs may also prolong their stay at Canterbury. Positively influencing the quality of life of seniors in the community as well as those living in Canterbury, is a goal for Canterbury Foundation moving forward.

As the new building and renovations are well underway, Canterbury has a unique opportunity for advertising the state-of-the-art seniors' care that will soon be available.

Updated suites may attract seniors who previously thought Canterbury was dated. The new Hospice Care unit is an important addition as well for those at end of life. If the community out-reach programs can also be show-cased, Canterbury can position itself as a revitalized, leading-edge provider of seniors' care.

Hitting on some of the key issues in seniors' care that have taken a front and center position in Canada's social and political environment at present, Canterbury will have more of an impact on those looking for a seniors' residence.

Canterbury's expansion allows for numerous avenues to promote, build awareness, and shine as an example of what is possible in senior care. We're excited in the next few years to continue expanding our service care model to potential residents, all with unique health care needs that we'll be better capable of handling all while providing the Promise of Home.



At Canterbury, we are more than four walls. You can give the *Promise of Home* by joining our family of donors today.

Visit us in-person, online at canterburyfoundation.com or contact Margo Buckley, CFRE at 780-919-7295.

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