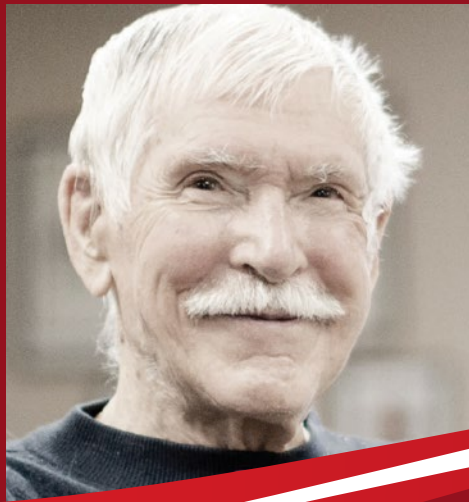


CANTERBURY
GRATITUDES
2020
A YEAR IN REVIEW



Message from

SCOTT WATSON

BOARD CHAIR



*“Not everything that counts can be counted,
and not everything that can be counted counts.”*

ALBERT EINSTEIN

Seniors are living longer and healthier lives and are the fastest growing age group. In fact, the number of seniors living in Alberta is expected to double in two decades. Living longer, healthier lives bring with it the need for better support. At the end of 2020, about 250 Alberta seniors called Canterbury home.

THE PANDEMIC

This has been a challenging year for our residents, staff and their families. As expected, a good deal of time and effort was spent focussing on our new primary objective – *do what is necessary to keep our residents and staff safe from COVID-19.*

I am pleased to report that because of the unrelenting focus and determination of our Executive Director, Wendy King, and her staff, no COVID-19 cases were transmitted within Canterbury. We appreciate the overwhelmingly positive feedback from residents and their families. While we remain cautiously optimistic, we recognize risks still exist and we will continue to operate with resident safety top-of-mind.

COURT MODERNIZATION AND EXPANSION PROJECT

Canterbury Heights, our new 5-storey addition, was completed, adding 50 beautiful suites available for occupancy. We have started the next phase of the Project - renovating the suites in the Court.

The final phase of the Project will be to incorporate an end-of-life-care residential hospice with 16 beds plus a guest room for family members. A multidisciplinary team of care providers will meet the needs of residents as well as provide support and comfort to their families. We value care and when our Project is complete, we will have one of the best senior care centres in the world.

PANDEMIC FALLOUT

While we are proud of our success in dealing with COVID-19, we did experience some downside.

With the reduction in family visitation, loneliness arose among many of our residents. At the same time, staff experienced stress from the ever-present risk of an outbreak occurring. While special effort was made by management to lessen these effects, what a relief it is that plans are finally underway to vaccinate our residents and front-line staff, and to begin the process of slowly opening up for visitation.

Revenue dropped as the inflow of new residents was slower than usual. Prospective residents were understandably reluctant to move mid-pandemic. We also incurred extra expenses from personal protective equipment (PPE), added cleaning efforts, and extra labour to perform the extra work. Thankfully, interest from prospective residents has begun to pick up, and despite the vacancies and added costs, revenues still exceeded direct expenses. This was due to effective cost management.

The pandemic caused delays to our construction Project timeline and increased original budget. We are reviewing options, seeking advice from professional advisors and consulting with our lender to see if we can take advantage of recent market improvements to avoid changing our original construction plans.

CAPITAL CAMPAIGN

As part of the Project, we undertook to raise a portion of the needed capital from our friends and stakeholders. To date we have collected \$1.6 million in donations and pledges toward our goal of \$3.5 million. We could not have accomplished this without the help and support of our donors.

The instability in the stock-market and our inability to speak in person with potential donors caused us to put our Capital Campaign fundraising efforts on hold for awhile. This put us behind where we would have liked to be at the end of 2020.

The stock market has since recovered, and we have grown accustomed to having intimate conversations over Zoom. We reactivated the Capital Campaign and are eager to raise the remaining \$1.9 million.

Canterbury's mission is to provide our residents with safety, independence, and connection to support meaningful lives. Please help us reach our goal by making a pledge or donation today toward our Capital Campaign. The sooner we raise the remaining funds the sooner we will be able to complete our Project, and the sooner more Alberta seniors can begin to experience a meaningful life within Canterbury.

Scott Watson, QC, ICD.D

Message from

WENDY KING

EXECUTIVE DIRECTOR



Dear Friends,

I couldn't be more grateful for the people who comprise the Canterbury family – Board members, staff, residents, families, donors, volunteers and supporters – you are all family and we felt your warmth and support during 2020, a year like no other! Together we survived a very challenging time and together we will continue to thrive and survive!

We started off the year with anticipation – what was to be Canterbury Heights construction well underway and slated to be open in the fall, plus some of the planned interior renovations – Atrium, Cherub's Café, dining room and Chapel – were happening. Residents were excited, watching the new building take shape and even though their world was a bit disrupted, there were new and exciting things happening on our site! Then we received the sad news that Don Hussey, who had worked tenaciously over the past 15 years on planning for the renovation of our 47 year old building, had suffered a life threatening infection while on vacation enjoying his well-earned retirement and would not live to see his vision come to fruition.

The world changed almost overnight as COVID-19 started to travel from country to country infecting millions of people with seniors suffering the most severe outcomes and were the most likely to die from the virus. Upon declaration of the state of emergency in Alberta, our leadership teams quickly mobilized, putting resources and precautions in place and thankfully as at the date of this message, we have not had an outbreak at Canterbury! There is no question that the determination and tenacity of our teams and the resilience and faith of our residents carried us through 2020. We are blessed to have made this journey together.

Through sound board governance practices and careful fiscal and operational management we were able to survive the challenges that the year imposed upon us. Vacancies resulted from a hesitancy to move into seniors congregate

living during the pandemic and this was compounded when suites were damaged during a flood mid-year. While we experienced loss of revenue through vacancies and increased costs made necessary by the precautions we put in place to protect our residents and staff, we managed to make careful decisions to ensure the sustainability of the organization. As a private not for-profit organization, we could not count on public dollars to subsidize these costs. We, however, are grateful for the donations from our valued donors, sponsors and supporters who were committed to helping us to keep our residents safe.

While the pandemic was a major focus for us, the Board and management also recognized their responsibility to plan for the future of the organization. A committee comprised of board members and the senior management team was struck and over the course of several months, the 2021-2024 Strategic Plan was developed. With input from our staff, we revisited our core values and with their recommendations redefined them. Guided by our vision – *Canterbury is the leader in enhancing the role and place of seniors in society* – and committed to our mission – Canterbury provides safety, comfort, independence and connection to support meaningful lives – we look forward to new opportunities for Canterbury Foundation through our three strategic priorities.

There is much more to learn in the ensuing pages of this annual report. Thank you to the Board of Directors led by Board Chair Scott Watson and to the management teams for their countless hours and unwavering resolve to keep our residents and staff safe! We have much to learn from the 2020 experience and while our professional and personal lives will be forever changed, I'm sure that we have emerged stronger leaders!

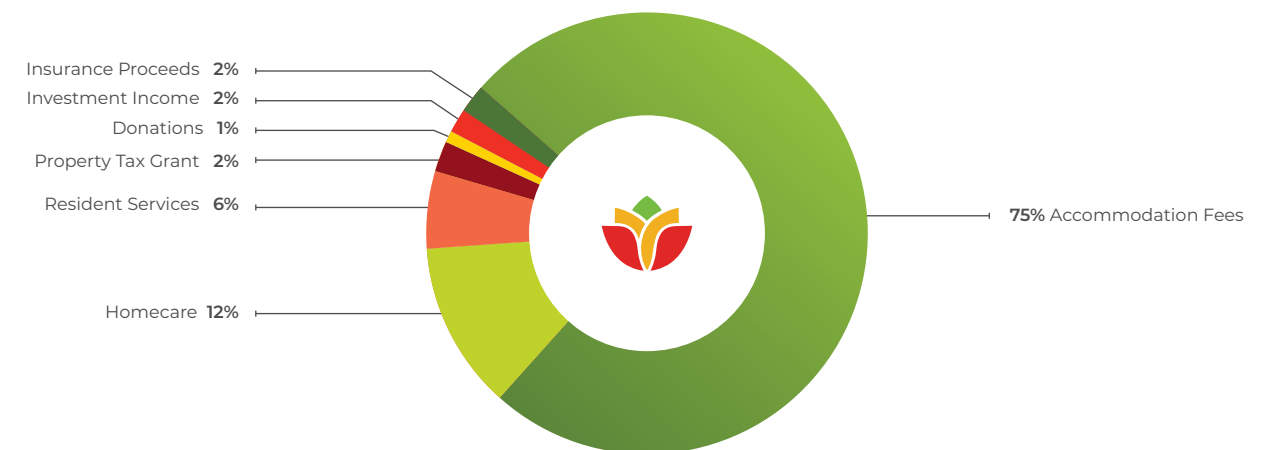
Wendy King, CPA, CMA
Executive Director

FINANCIAL REPORT

Overall, the Foundation has proved its financial resiliency amid uncertainty. And, as we journey into 2021, we continue to provide the care that needs to be provided, plan for what needs to be planned and gain a stronger sense of self, fraternity, and community. With renewed focus on increasing our accommodation revenue, we project Canterbury will come out with an excess of revenues over expenses that is on par with previous years.

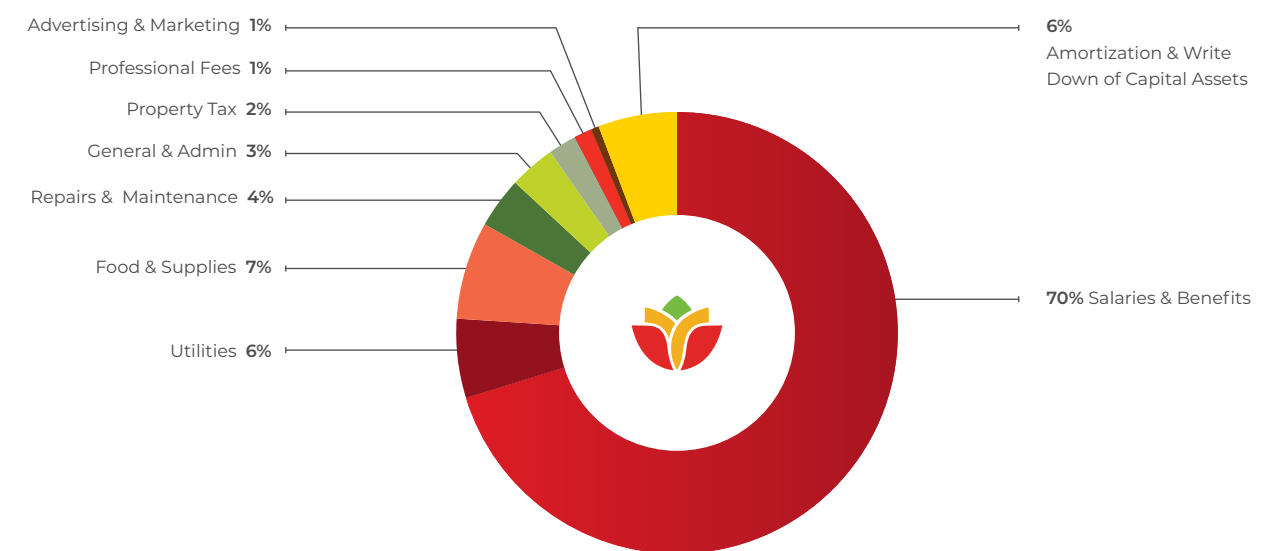
REVENUES

\$13,136,515



OPERATING COSTS

\$13,122,746



LICENSING

Despite a pandemic, fear, and uncertainty, licensing efforts remained constant. While many senior's communities made valiant efforts at tackling COVID by isolating residents from one another, Canterbury took a different approach. We focused on sustaining the feeling of community within by allowing our residents to continue engaging in communal activities while maintaining effective health and safety measures. The result: a vibrant and desirable environment that continued to grow by easing concerns regarding isolation and loneliness of prospective residents' loved ones. Demonstrating a commitment to "The Promise of Home" was vital in securing those most vulnerable to COVID-19 as residents and navigating through the challenges of a licensing amidst a pandemic.

HEALTH SERVICES REPORT

The Health Services leadership extremely proud to say that our efforts resulted in zero transmissions of COVID-19 at Canterbury Foundation. However, the pandemic response was more than enhanced infection prevention and safety measures; the goal of our strict measures was also to best preserve residents' quality of life. Our aim to – keep COVID out – allowed us to maintain normal activities and to help residents feel less isolated. Additionally, with residents' loved ones having less access to visit, leadership created a variety of timely and transparent communication channels. The Health Services Team's other key initiative for 2020 was the implementation of a new electronic medical record (EMR). The enhanced features of the new EMR improve resident care, increase safety, and provide more robust reporting to help with program planning and quality improvement efforts. The new EMR also enables the team to manage medications electronically creating efficiency and safer delivery of care. 2020 taught us many lessons that we will continue to use through 2021 and beyond.

SPIRITUAL CARE SERVICES

Chaplaincy ministry looked different in 2020, as we navigated through public health and safety protocols. Hospital visits, Bible studies, and services from outside church groups were suspended. The focus of the ministry evolved into pastoral phone calls and creating weekly leaflets of encouragement. As the year continued, we were able to re-instate worship services totaling twelve services a month plus Bible studies. We were not able to host memorial services in the chapel after March of 2020, however, our Chaplain was able to support families with services at off-site locations when requested. Our Chaplain, in partnership with Human Resources, also contributed to implementing a staff wellness and



SOCIAL WORKER SERVICES

The work of the Social Worker shifted dramatically as the pandemic progressed. With fewer incoming residents, there was less work to do with welcoming and transitioning residents into Canterbury. These day-to-day functions were replaced with providing personalized emotional support to residents for the effects of isolation in the pandemic. The Social Worker was also required to become the eyes and ears of family members who were less able to monitor and care for loved ones in person due to COVID-19 visitation restrictions. Communicating with families, acting as an intermediary, assessing needs, coordinating care, and keeping residents feeling connected all became vital parts of the Social Worker's role.



LIFE ENRICHMENT REPORT

Social isolation during the pandemic negatively impacted residents' emotional and social wellbeing, and our Life Enrichment teams were challenged to implement innovative means of supporting residents' internal and external connections. For example, the use of virtual meetings for residents and families to connect was highly utilized with over 376 calls facilitated between March - December 2020. Engaging residents in meaningful activities also remained a top priority. We adjusted our programming delivery groups from larger to smaller; offered varied times for popular activities; and provided one-to-one supports to ensure residents could participate to the best of their capabilities. Wellness visits, activity booklets, one-to-one companionship, music programs, physical and intellectually stimulating activities continued to be facilitated internally to motivate residents. Our residents and staff also received tremendous support from community members who shared many uplifting letters that spread much needed kindness. With a new volunteer coordinator, our volunteer workforce also re-engaged in late 2020 as we continued to build our volunteer base. Opportunities expanded to include remote volunteer service through resident correspondence and supporting corporate initiatives. In-person volunteering resumed with wellness visits and spiritual support.

FACILITIES REPORT

The pandemic also affected the way Maintenance worked in 2020: projects were delayed and deferred due to the new way of working. A major success for the Facilities staff in 2020 was managing a significant, 26-room flood... during a site-wide construction project... during a global pandemic. Congratulations go to the residents and all the families and staff that helped ensure the least amount of disruption was felt by the residents. The Facilities department also completed the RFP for new boilers in the Manor. This contract was awarded in 2020 with the boilers being installed in early 2021. Looking forward to 2021, we will be awarding the new HVAC, Chiller and Landscaping contracts.

DIETARY REPORT

Several changes were made in the dietary department to manage the difficulties with food production in the pandemic. The Executive Chef and support team availed themselves of the COVID-19 courses offered through various agencies, such as World Food and Agriculture; Food Security and Trade under the Current Global Crisis, and COVID-19 Effect on World Fisheries. This preparation allowed for menu production that was not as impacted by market fluctuation, while maintaining high meal quality and operating under Canterbury's budget. Court residents lived without their dining room for majority of the year, however, the newly renovated dining room and Cherub Café opened at the end of 2020.

We look forward to welcome back Manor residents and family, so they can enjoy our new Cherub Café!



QUALITY IMPROVEMENT REPORT

Canterbury Foundation began 2020 with a plan to blend our philosophies of continuous quality improvement and resident-centred care to improve residents' quality of life and day-to-day functions. Unfortunately, the beginning of the pandemic coincided with the launch of our Quality of Life Improvement Plan, and the intensity of the pandemic response made it difficult to focus on initiatives unrelated to COVID-19. However, using our continuous quality improvement framework helped us handle the ever-changing evidence for best practice and keep Canterbury safe for all. The Health Services department also remained committed to succeeding with ongoing resident safety quality initiatives, which resulted in a 6.5% reduction in falls from 2019 and a 57.0% reduction in medication incidents this year. Highlights of the year-over-year analysis on fall prevention specifically include:

- 27.5% decrease in falls from 2017 to 2020 with sustained year over year improvement
- 15.5% decrease in residents who fell from 2017 to 2020 with sustained year over year improvement

- 25% decrease in residents that had more than 3 falls per year from 2017 to 2020
- 2% decrease in fall severity from 2019 to 2020 and overall, 12 fewer falls required transport to hospital for either assessment or admission.

These results have been achieved through a robust falls committee structure that assesses fall risk factors to implement fall prevention strategies, increases education, empowers frontline staff to take action, and establishes more comprehensive post falls protocol, and pro-active case management.

In 2021 we will renew our focus on the quality of life and stay committed to the quality improvement plan created in 2020. We will work to secure residents' psychosocial, emotional, and spiritual health by facilitating discussions about residents' experience this past year and co-create a stronger community.

HUMAN RESOURCES REPORT

After COVID-19 hit, Human Resources was at the forefront of contending with the pandemic and its impact on the workplace. Policies and procedures needed updating and new ones created that aligned with the constant changes at the beginning of the pandemic. We had to deal with a single site order that meant we would have less staff if they chose another site as their main one to work at. We found ourselves having our administration staff working from home, and many ideas and programs that required in-person meetings were paused until we knew what the year would look like. COVID-19 challenged and changed how many of us do our jobs, yet with good direction, thoughtful strategies, and the right technology, working remotely in a hybrid workplace proved to be a change for the good. However, the following main challenges also came with the new normal:

- 1 | Ensuring Business continuity
- 2 | Working remotely
- 3 | Rapid policy changes
- 4 | Virtual meetings and team building
- 5 | Building Culture in Remote Teams
- 6 | Virtual Recruiting and Onboarding
- 7 | Supporting employee mental health
- 8 | Keeping our staff and residents safe
- 9 | Health and wellness for all staff and residents

TRAINING AND DEVELOPMENT

We continued to build on our learning culture by providing virtual education for our staff and strengthening our training and development program. We believe educating and developing staff, builds their capacity and confidence to better serve residents, which in turn empowers residents. Human Resources also continuously looked for innovative ways to keep staff productive, motivated, engaged and connected. The constant change and stress that came with ensuring safety came with its challenges. We saw burnout, fatigue, mental health challenges, and more. As an organization, we also looked into a partnership with psychological services to help our staff deal with pandemic related pressures. Additionally, Black Lives Matter and the pandemic brought a focus on how organizations deal with Diversity and Inclusion. We worked on a statement to show our stance, and we hope to go past this statement and demonstrate show diversity and inclusion in every sense in the future.



HEALTH & SAFETY REPORT

Canterbury passed its COR Audit in 2020. The work continues in enhancing our Health and Safety program until the next audit in three (3) years. We are always working to improve our culture of safety through training and development, increased awareness and understanding of the Foundation's future goals. Our Health and Safety Committee is also a key contributor to our health and safety initiatives.

COURT MODERNIZATION & EXPANSION PROJECT

Despite the pandemic, the Project continued. Several protocols were put in place for when the work required access into Canterbury. Stuart Olson also instituted strict protocols on their jobsite to ensure the safety of their contractors and to prevent work stoppages. These protocols delayed most of the interior work plus the Manor eyebrow; however, the five-story addition ("Canterbury Heights") continued to be built and was turned over to Canterbury on December 3, 2020. The Dining Room, Chapel and Cherub Café followed soon after. Using similar protocols, Stuart Olson has moved into the Court suites and has started on suite and new dementia area renovations. The first phase of our interior renovations is scheduled to be completed and turned over in November 2021.



FUND DEVELOPMENT REPORT

Some might say the year 2020 presented unique challenges concerning the science and art of Fund Development. For Canterbury Foundation, there has never been a more generous and inspiring time of giving.

After a few months of vacancy in the role, Fund Development at Canterbury Foundation refreshed their approach. In the absence of events, a Fund Development Consultant, Margo Buckley, dug into researching and preparing a comprehensive, donor-centric Fund Development and Stewardship Plan. The 2020 summer months were used to gain advantage to effectively plan and re-connect with current and lapsed donors, with anticipation of Canterbury's first Annual Year End Campaign.

Throughout November and December of 2020, Canterbury Foundation embarked on their first Annual Promise of Home Campaign and Online Auction. The mixed approach of direct mail, social media and e-campaign waves proved successful. The campaign & auction exceeded its combined goal of \$40,000, raising just under \$80,000 for all available funds that support Canterbury, and reduced 2019 Gala fundraising expenses by 75%. Campaign highlights include a \$10,000 online auction sponsorship from Stuart Olson Inc, and \$10,000 lead gift from an anonymous resident who resides in the manor. We welcomed 55 new donors to our family and saw a 50% in giving among staff and residents.

2020 marked the launch of Canterbury Gratuities, a quarterly magazine edition of philanthropic story-telling, and donor impact. This avenue of donor communication has allowed Canterbury to share progress and results of modernization and expansion, along with the passionate stories of donors who are connected to the cause and wish to share their legacy of giving with our public.

It is with our deepest gratitude that we thank all our donors, sponsors, volunteers and community partners who have brought us this far by giving the gifts of time, talent, and treasure. The work continues, and will bring to light more unique opportunities to leave a legacy of giving through Canterbury Foundation.

To learn more about giving to Canterbury or the Capital Campaign, please refer to the back page.

2020 TEAM

2020 MANAGEMENT TEAM

Executive Director
Wendy King

Director, Finance & Administration
Naz Baksh

Director, Facilities & Operations
Stephanie Powers

Director, Health Services
Heidi Hadubiak

Senior Manager, Human Resources
Jason Rinas

Manager, Human Resources
MJ Nemitambwe

Manager, Resident Experience
Mbalia Kamara

Manager, Accounting
Fang (Fong) Gao

Manager, Business Development
Sacha Cooper

Manager, Facilities
Lincoln Chua

Fund Development Consultant
Margo Buckley

Executive Chef
Ajay Lala

Executive Assistant
Glyn Eales

2020 BOARD OF DIRECTORS

CHAIR, Scott Watson

VICE CHAIR, Roger Thomson

SECRETARY, Darlene Acton

TREASURER, John Patterson

Nancy Saha
Scott Montgomery
Jo-Ann Sherlock
Diann Bowes
Mary Paul
Philip Warner
Rev. Lorne Manweiler *
Rev. Sue Oliver *
Scott Belamisca - Past Chair

* Honorary Member

EXECUTIVE COMMITTEE

Scott Watson *
Roger Thomson
Darlene Acton
John Patterson
Scott Belamisca
Wendy King **

GOVERNANCE COMMITTEE

Darlene Acton*
Nancy Saha
Scott Watson
Philip Warner
Ron Schlegelmilch
Wendy King**

NOTE:

* denotes Committee Chair
** denotes Ex Officio status

QUALITY COMMITTEE

Al Gourley *
Nancy Saha
Jo-Ann Sherlock
Maxine Morris
Jennifer Schmidt
Wendy King **
Heidi Hadubiak **

ACCREDITATION COMMITTEE

Mary Paul*
Jo-Ann Sherlock
Diann Bowes
Richard Wiznura
Wendy King**

FINANCE, AUDIT & RISK COMMITTEE

Roger Thomson*
Scott Watson
Scott Montgomery
Scott Belamisca
John Patterson
Mary Paul
Maxine Morris
Richard Wiznura
Wendy King **
Naz Baksh **

MAJOR FACILITY BUILDING & PROJECT TECHNICAL ADVISORY COMMITTEE

Brian Popp*
Helen Otto
Diann Bowes
John Patterson
Mary Paul
Rick Prentice
Barbara Norton
Stephanie Powers**
Wendy King**
David Jackson** (Colliers Project Manager)
Willi Ginka** (Colliers Project Manager)

2020 TEAM (continued)

NOMINATING COMMITTEE

Scott Belamisca *
Nancy Saha
Scott Montgomery
Maxine Morris
Scott Watson
Wendy King **

STRATEGIC PLANNING

Scott Belamisca *
Scott Watson
Roger Thomson
Diann Bowes
Jo-Ann Sherlock
Barbara Norton
Wendy King **
Nazh Baksh **
Stephanie Powers **
Heidi Hadubiak **

ED EVALUATION COMMITTEE

Scott Watson*
Brian Popp
Jo-Ann Sherlock
Diann Bowes

GOVERNMENT RELATIONS COMMITTEE

Scott Watson *
Mary Paul
Wendy King **

PAST PRESIDENTS & CHAIRS, FOUNDATION MEMBERS

PAST PRESIDENTS & CHAIRS

May 2020 - Present
Scott Watson

May 2018 - May 2020
Scott Belamisca

Sept 2014 - May 2018
Brian Popp

May 2014 - Sept 2014
Ed Paul

May 2012 - May 2014
Rick Paterson

May 2010 - May 2012
Diann Bowes

May 2008 - May 2010
Don Hussey

May 2006 - May 2008
Cheryl Nattress

April 2004 - May 2006
Roger Thomson

April 2002 - April 2004
David Angus

April 2000 - April 2002
Neil Gower

April 1998 - April 2000
Darry Harrison

April 1994 - April 1998
Helen Otto

April 1993 - April 1994
Paul Tuckwell

1990 - 1992
Bob Choate

1987 - 1989
Tom Adams

1984 - 1986
Remi St. Pierre

1972 - 1983
Ron Grantham

FOUNDATION MEMBERS

Acton, Darlene	Parkinson, Edward
Angus, David	Patterson, John
Baxandall, Randy	Paul, Mary
Belamisca, Scott	Paul, Ed
Bowes, Diann	Popp, Brian
Collier, Tom **	Prentice, Rick
Domanski, Dan	Saha, Nancy
Edney, Patricia **	Saint, Barbara
Freeman, Terry	Sherlock, Jo-Ann
Glanfield, Florence	Singleton, Margaret
Gower, Neil	Snyder, Tom
Hogle, Bruce **	Thomson, Roger
MacLean, Lois	Warner, J. Philip
Manweiler, Rev. Lorne *	Watson, Martha
Montgomery, F. Scott	Watson, Scott
Morris, Maxine	West, Carole
Norton, Barbara	Wiznura, Richard
Oliver, Rev. Sue *	Uibel, Barbara
Otto, Helen	Unsworth, Margaret

NOTE:

* denotes Honorary Foundation Member
** denotes Associate Member

2020 CANTERBURY FOUNDATION DONOR FAMILY

TRAILBLAZERS

CareRX
Hingley, Lois
Otto, Helen & Fred
Singleton, Ken & Margaret
Stuart Olson Inc.
Watson, Catherine
Watson, Scott & Kathy

CHAMPIONS

Acton, Darlene
Byer, Margot
Houlihan, Tom & Nellie
King, Wendy
Macpherson, Gordon
Romanchuk, Violet
West, Bart & Carole

LEADERS

Alton, Bruce & Carmen
Angus, David
Baker, Doris
Baksh, Nazh
Bell, Sharon
Carol Blair & Associates
Bowes, Diann
Canterbury Manor Residents Association
Carmichael Engineering
Compassionate Listening Society
Coulombe, Ron & Brenda
Duckering, Gordon
Faulder, William
Glover, Ken
Goulet, Monica
Haley, Frank
Hussey, Marilyn
Lloyd Sadd Insurance Brokers Ltd
McKague, Margaret
Montgomery, Scott
Munn, Alexandra
Paul, Ed & Mary
Popp, Brian & Louise
Prentice, Rick & Jana
Reid, John
Rollans, William
Sherlock, Jo-Ann
Snyder, Thomas
Thomson, Roger

FAMILY

Apedaile, Leonard
Ball, Tracey
Bates, Margaret
Bauer, Donald
Bie, Allan
Brennan, Shelley
Coenen, Elizabeth
Cotton, Carol
Duggan, David
Edwards, Brian
Gray, Kenneth
Gu, Grace
Gupta, Radhe
Hogle, Bruce & Gail
Hopkins, Joy
Jolley, Robert
Keefe, Terry
Kent, Janice
Link, Anne-Marie
Losie, Doreen
Macmillan, Robert
Martin Deerline Ltd.
Masson, Brenda
McPhail, Hugh
Nelson, Clifton & Geraldine
Nielsen, Karen
Parkinson, Toddy & Anne
Petterson, Arthur & Ellen
Saint, Barbara
Sorensen, Nancy
Thygesen, Phyllis
Walker, Joseph
Woolnough, Nelva

Thank you!

2020 CANTERBURY FOUNDATION DONOR FAMILY

FRIENDS

Boehm, Bob
Brown, Carol
Byrt, Maggie
Carr, Lavina
Childs, Marguerite
Currie, Adriana
Davies, Frederick & Marion
Desmarais, David
Dobie, Eileen
Edwards, Lorraine
Ellis, Jeannette
Holroyd, Lynn
Howell, Jacqueline
Hutchinson, Kathleen
Johnston, Robert
Kamara, Mbalia
Kuyatah, Adiatu
Lerl, Edna
Lovig, Linda
MacLean, Lois
McGee, Florence
McKellar, Charlotte
McLeish, Patti
Morris, Oswald & Norma
Noble, Brian & Janis
Patterson, Patrice
Patterson, John
Phillips, Penny
Rinas, Jason
Robinson, Bertha
Rostrup, Betty Anne
Saha, Shandip & Nancy
Skakun, Sandi
Swainson, Mary
Townend, Ellinor
Tuckwell, Paul
Uibel, Barbara
Ward, Murial
Webster, Joanne

NEIGHBOURS

A&W Food Services
of Canada
Alindayo, Jessie
Allan, Pamela
Allen, Susan
Archbold, Jan
Beattie, Irene
Berlin, Cathy
Bojic, Jelena
Buckley, Margo
Collier, Tom
Cooper, Sacha
Crane, Adrian
Dahl, Sophie
Derenowski, Loren
Dusseault, Cynthia
Dyck, N. Clara
Engel, Greg & Yolanda
Ferrer, Maria
Fiala, Anna
Forsyth, Beth
Gao, Fang
Gill, Prince
Glanfield, Florence
Graves, Diane
Hattersley, Florence
Hitchon, Brian
Hoang, Dang
Hordal, Herman & Gail
Huckell, Sally
Hudson, Amber
Inglis, Carol & Bart
Johnson, Peter & Joan

Johnston, Jeremy
Karpuk, Edward
Katz, Ruth
Kerr, Jean
Killips, Dianne
Korade, Donna
Lightly, Mary
Lokivuzi, Jemma
Lough, Sandy
Maclean, Yolande
Mahoney, Chris
Mahoney, Heather
Mastronardi-Lucas, Silvana
Mayer, Mark
McBrayne, Jeanetta
McGinn, Kathleen
McKinley, Mackenzie
McMahon, Jack
McPhail, Mary
Mirandade, Marjorie
Mondea, Barbara
Morrison, Ann
Nerbas, Del
O'Reilly, William
& Rebecca
Otto, Simon
Patterson, Mac
Penner, Zachary

Pioquinto, Estelita
Poeter, Vernon
Primrose, Helen
Renaud, Heather
Rintoul, Beverly
Rode, Daphne
Rollans, Maureen
Rose, Steve
Sax, Julia
Sharon, Marlene
Shimbashi, Kathryn
Simpson, Paige
Sitko, Adrienne
Slack, Michael
Sneddon, Cindy
Snihurowych, Liselotte
Soldan, Pat
Szafranski, Mary
Usher, Lillian
Walters, Tom
Ward, Lois
Watson, Deborah
Weisz, Sam
Whistance-Smith,
Andrew & Nancy
Williamson, Theodore
Zinyk, Diane

Thank you!

OUTLOOK FOR 2021

As we end the year and look ahead to a brighter 2021, we now have resolved that COVID will be part of our lives for a while... this is outside of our control but what is in our control is our response.

2021 brings the availability of a vaccine and the plan for all Albertans to be vaccinated by June. Video calls will continue to make our complicated lives easier to communicate with others. This will be an accreditation year for us, and we will be vigorously preparing for the survey scheduled for late October.

Using a process of intentional discovery, conscious planning, and rigorous implementation we will:

- 1 | Expand and Share Our Knowledge;
- 2 | Clarify Who We Serve Best; and
- 3 | Explore the Ways We Serve Our Community.

Plans will be underway for adding higher levels of care programs and we will continue with year two of our dementia research project with the University of Alberta and will ensure that our staff and residents are engaged in the process. We will be ready to open the first phase of the new dementia wing in the fall of 2021 and we will turn over new office spaces to our staff after months of working from home or in borrowed spaces. In addition, we will be installing the art project: a mural developed with input from the community and our residents and families, on the front of Canterbury Heights!

Our residents will be looking forward to some normalcy later in 2021. We are committed to supporting their safety, comfort and independence and their continued connection with family and friends.

Stay safe!

Wendy King, CPA, CMA
Executive Director





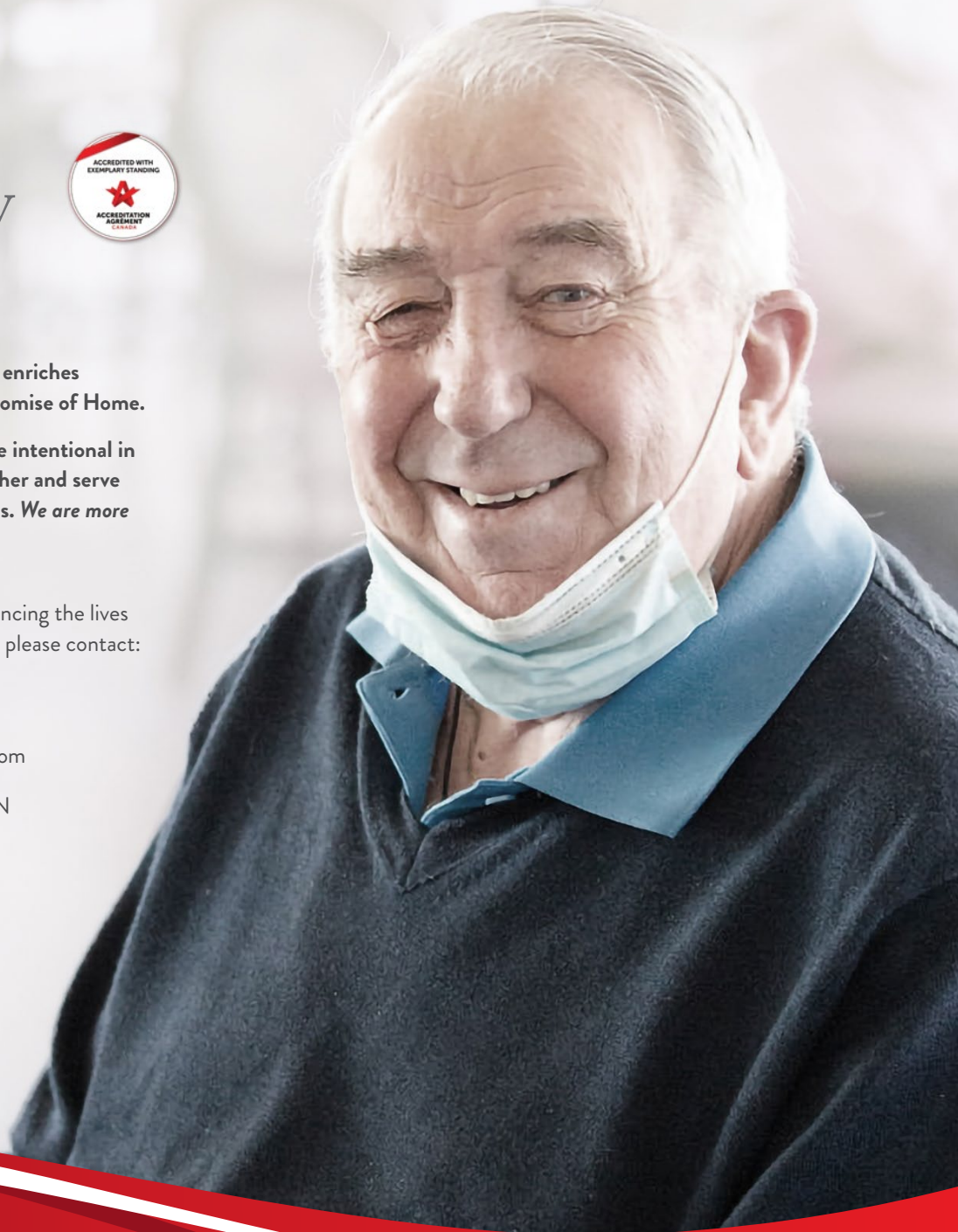
A Gift to Canterbury Foundation enriches people's lives by expanding the Promise of Home.

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

To learn how to join others in enhancing the lives of individuals and their loved ones, please contact:

Margo Buckley, CFRE
780.919.7295
margob@canterburyfoundation.com

CANTERBURY FOUNDATION
8403 142 Street NW
Edmonton, AB T5R 4L3
780.483.5361



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