



2021 Canterbury Gratitudes

A YEAR IN REVIEW





Message from

SCOTT WATSON

BOARD CHAIR

At the time of writing, spring is just around the corner and COVID-19 measures have begun to ease at Canterbury and elsewhere around the province.

The past year continued to be defined by the pandemic. While 2021 presented several challenges, testing and vaccines produced positive results for residents and staff at Canterbury. Amid uncertainty we kept the focus on our mission, *“to provide safety, comfort, independence and connection to support meaningful lives”*.

We prioritized the safety and health of our residents and staff. The staff’s teamwork made it possible for Canterbury to work toward its goal of being a leader in enhancing the role and place of seniors in society. Particular appreciation is given to staff on the front lines who didn’t lose focus on the importance of caring for our residents, even as the pandemic presented risks to them and their families. Their commitment helped explain why Canterbury attained an incredible 98.6% rating in our review by Accreditation Canada. I’m proud of what this recognition says about our highly engaged staff.

We continued with the renovation phase of our Project in 2021. The capital campaign was impacted by the continuous pandemic-related curve balls. With contributions of \$1.7 million, we still have a ways before reaching our new goal of \$3.5 million.

The Board’s work of providing *“hindsight, oversight and foresight”* was once again handled remotely in 2021. Even though meetings weren’t held onsite, the Board and Executive Committee remained ready to support management at a moment’s notice when emergencies arose, such as with the power outage.

We were able to advance core areas of our Strategic Priorities; such as keeping staff and residents safe, continuous quality improvement, and services delivered based on a culture of resident and family-centered care. We advanced work on diversity and inclusion by researching and developing a new policy in this area. We were also able to resume work with the University of Alberta on enhanced care and dementia care.

Thanks to outgoing members of our Board, Roger Thomson and Scott Bellamisco, for your invaluable contributions. Roger, for answering the call to return to the Board for a second round, and Scott for your tireless work as past Board Chair.

A special thank you goes to Wendy King, our outgoing CEO. I have enjoyed working with you over the past decade. Your professionalism and contribution of wisdom, expertise, and blood, sweat and tears has allowed Canterbury to achieve the level of success it enjoys today.

Thank you to my fellow directors for your contributions of time, talent and treasure. There are many organizations a person can participate with in order to give back to their community, and I want to thank you for choosing Canterbury.

Lastly, my term as Board Chair has come to an end. I have enjoyed the experience, learned a great deal and am grateful to have been given the opportunity to contribute to a fine organization that has been an important part of my family. Best wishes to the Board as you guide Canterbury through its next exciting chapter.

Scott Watson, QC, ICD.D

“Study, read and learn thoroughly the foreign things

– but do not forget your own past.” TARAS SHEVCHENKO (1814-1861)



Message from

WENDY KING

CHIEF EXECUTIVE OFFICER

Dear Friends and Supporters,

In the ensuing pages, I am pleased to share with you our achievements and challenges for 2021.

It is important to first acknowledge the highly agile and effective leadership of our executive team and their staff as they navigated yet another year of COVID without transmission of the virus within our walls. In addition, the completion of the first phase of suite renovations in the Court and the highly anticipated partial opening of the new memory care wing were milestones that were challenging to achieve but ones that everyone is so proud of. The team ensured the health and safety of residents and staff throughout the year and because of their commitment to quality improvement in everything that they do, we are very proud of the 98.6% score in our Accreditation Canada survey and Accredited standing for another 4 years. The feedback from residents and families on the positive impact that the team has made on their quality of life, shores up staff resilience and I could not be more grateful to have travelled through the 2021 journey with them.

We were excited to launch our 2021-2024 Strategic Plan focussing on three strategic priorities:

- 1 | Expanding and Sharing our Knowledge – we are thought leaders and through partnerships, research to understand the community’s needs and share our learnings;
- 2 | Clarifying who we Serve Best – we consider other groups who require our services and where we can, adapt to meet those needs; and
- 3 | Exploring the ways we serve our Community – we are a learning organization that consistently engages our staff and stakeholders in evaluating and improving current programs and services and developing new.

As we explore and make decisions about research, innovation and changing the way we serve seniors and their families, our approach is from a systematic, forward-thinking lens. Our new memory care wing is the result of the integration of these three strategic priorities. Through our research partnership with the U of A, our

innovative dementia program is evolving and once the final phase of the wing is completed and the program finalized, we will proudly share the learnings widely.

The collaborative and strategic relationships that we continued to develop with our colleagues, community groups, funders and partners enabled us to enhance our programs and services and strengthen our voice as we advocated for vaccines for our residents and staff and funding to help us keep them safe. We were also invited to participate with others in developing strategies designed to make a positive difference in seniors lives as they age including where they can access continuing care services. While, sector wide lasting change requires time and thoughtful implementation, Canterbury, through its ability to pivot and innovate, is becoming recognized as a leader and visionary, committed to enhancing the role and place for seniors. It is about seniors first - nothing for them without them.

As I approach retirement, and write my final CEO message for Canterbury Foundation, my reflection on these past ten years of being in service reveals that nothing is done or achieved by one person alone. Progress happens through the collaboration of a community of people who believe in the vision and support the mission through both the challenges and the successes. At Canterbury, that community is comprised of the Board of Directors, the executive team, managers, supervisors and staff, the residents and their families, volunteers, donors, partners and colleagues. Thank you all for being there - you have made a difference.

Thank you to Scott Watson, outgoing Board Chair for your support and advice and to all Board members past and present for the dedication and commitment that you have given of yourselves to the seniors who call Canterbury home! The future holds so much promise for Canterbury Foundation and I look forward to watching it unfold!

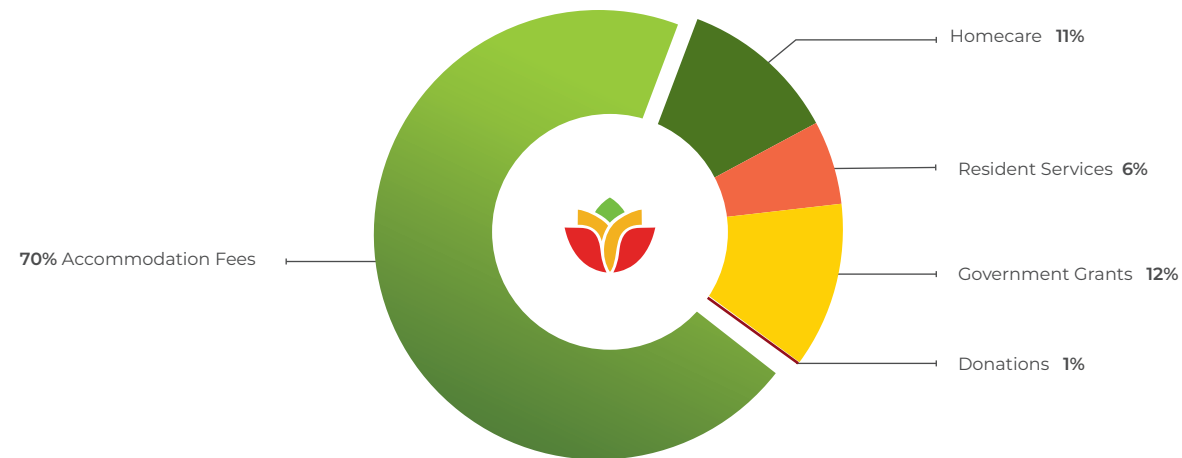
*Wendy King, CPA, CMA
Chief Executive Officer*

FINANCIAL REPORT

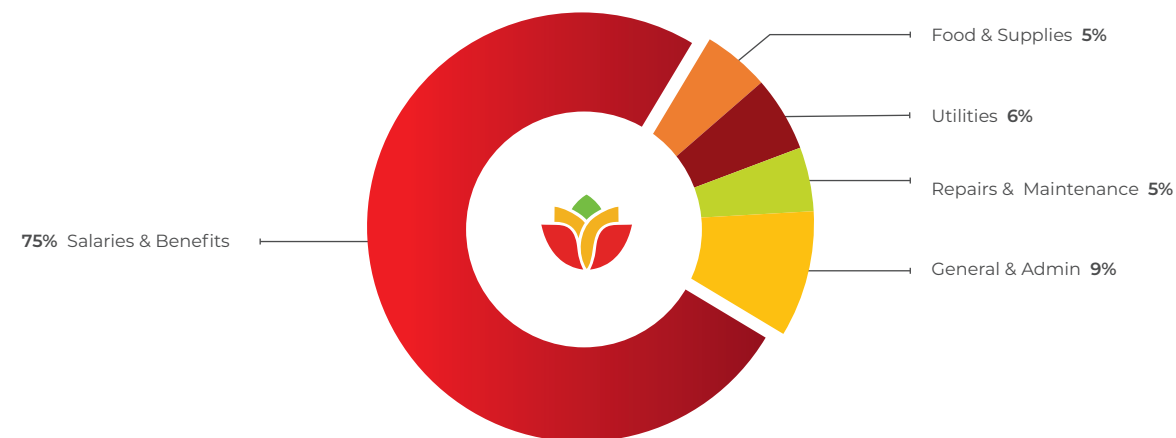
Overall, 2021 demonstrated Canterbury staff's resilience and dedication to our residents and the Foundation's ability to meet the challenges the year brought. For instance, taking advantage of resident vacancies allowed for the acceleration of the modernization and expansion construction schedule as we were able to decant residents from space to be renovated to vacant spaces elsewhere in our Canterbury community. As a result, newly renovated spaces are available sooner and allow Canterbury to provide enhanced services and the project to assume an accelerated completion date of December 2022.

We will continue to be fiscally responsible, to work through the challenges of the pandemic and to keep on top of the project to return available suites to market and offer state of the art, person-centered services to our resident family.

REVENUE \$13.4 million



OPERATING EXPENSES \$12.9 million



HEALTH SERVICES REPORT

We are extremely proud to once again share that our pandemic response efforts resulted in zero transmissions of COVID-19 at our facility in 2021. Strong government advocacy efforts, led by CEO Wendy King, allowed Canterbury Foundation to provide timely, on-site immunization clinics for residents. This significant shift in the pandemic allowed us to more openly welcome families and visitors back into Canterbury as well as to begin to resume many pre-pandemic activities for residents to enjoy within Canterbury. Although the past year was not without its challenges, the resiliency of our residents and the commitment of our staff were unwavering and, in many ways, our community has emerged stronger.

With a goal to thrive, rather than merely survive the second year of the pandemic, the Health Services team had a busy year filled with continuous quality improvement initiatives, a policy refresh, which contributed greatly to the successful Accreditation Canada Survey this past October which resulted in a compliance rating of 98.6%. Another key priority, following the many months of restrictions on visitation and pandemic workload for the team, was to ensure Resident Centered Care Conferences were fully re-established. These meetings facilitate connection, communication, and collaboration with residents and their

families so that we can best support the individual needs and preferences of our residents.

Finally, in anticipation of the newly renovated Lane, Canterbury's living option for residents experiencing advanced dementia, the new memory care program was launched. The new Canterbury Lane is a space that has been designed for purpose led living. The staff involved in the program have been learning to 'live with the residents' and truly think of Canterbury Lane as a home, the way a family would. With this in mind, residents are engaged in the daily activities of running a home which supports a sense of comfort and familiarity for individuals because it feels like their normal daily routine. This dynamic program is set to see phase two of construction open in the fall of 2022 and the team is already planning how they will welcome even more residents into this wonderful community!

Canterbury Health Services made it clear that COVID can't stop progress. Our commitment to be better today than we were yesterday has been at the forefront this past year. We are very pleased with all that we have achieved this year and are excited to continue our efforts to make Canterbury an industry leader in seniors housing in 2022.

LICENSING & RESIDENT STATISTICS

2021 saw overall occupancy remain constant, with move-ins and move-outs up, slightly, from 2020. January through March of 2021 were quiet in the Licensing department, as Covid restrictions continued to play a role in Canterbury's ability to welcome visitors onsite and conduct tours. With the news of first dose Covid vaccinations, available to seniors living within continuing care sites, came an influx of Licensing calls and activity that remained high through the summer months, eventually ebbing towards the beginning of November. Between the months of April 2021 and November 2021, we welcomed 32 new residents to the Canterbury community! Warm weather, a tested, effective and available vaccination, and the promise of a vibrant, social and COVID-free community, proved to be all the right ingredients for increasing residency at Canterbury.



SPIRITUAL CARE SERVICES

1 Corinthians 3:6-8

“I planted the seed in your hearts, and Apollos watered it, but God has been making it grow.”

As 2021 came to a close, Canterbury said goodbye to our beloved chaplain, Rev. Joanne Webster. Rev. Joanne began the chaplaincy ministry in 2018, supporting countless residents, families, and staff members along the way. Joanne left Canterbury to have more time to focus on her family and her busy parish. Rev. Joanne will be missed but she left behind the gift of the ministry she established at Canterbury over her years of service and for that, we are not only grateful, but also blessed to have had her leadership in building our Spiritual Care Program.

Residents were happy to see the return of bible studies and interfaith services in the Chapel. In addition to Christmas, Easter and Remembrance Day Services, the ministry provided services for residents and staff for National Day for Truth and Reconciliation with support from Venerable Travis Enright, Archdeacon for Indigenous Ministries. This time to come together in reflection and prayer was powerful and marked the beginning of Canterbury’s own journey into Truth and Reconciliation.

As we look to the future, we are excited to continue to build our spiritual care program as we finalize recruitment for the incoming chaplaincy



LIFE ENRICHMENT REPORT

In collaboration with our multidisciplinary departments, our Life Enrichment team continued to facilitate safe opportunities for holistic programming that supported the social, spiritual, physical, emotional, and cognitive needs of our residents.

Virtual programming using platforms such as Facetime and Zoom which began at the onset of the pandemic restrictions continued to be a vital source of social connections between residents and their families. This year we facilitated 476 virtual calls for residents particularly within our memory care living environments.

Residents also had a unique opportunity to participate in an art workshop as part of our ongoing research partnership with the U of A, contributing to development of the Intergenerational Community Garden Mural.

With gradual easing of restrictions and careful planning within our multidisciplinary teams, previously interrupted activities were able to resume, and capacity limits also expanded in certain areas. Life Enrichment took advantage of the amicable weather to move as many programs outdoors as was possible. Much time was spent enjoying outdoor games, BBQ Fundraisers, picnic lunches, happy hours, musical entertainment, & many hours walking outside. While construction meant there was no access on the internal courtyard for the Court, the team was able to craft some outdoor space at the main entrance with flowerpots and seating areas to make any outside time more enjoyable for residents and their guests. The annual planting of the Canterbury grounds was also a success with resident participation and support to the Life Enrichment team.



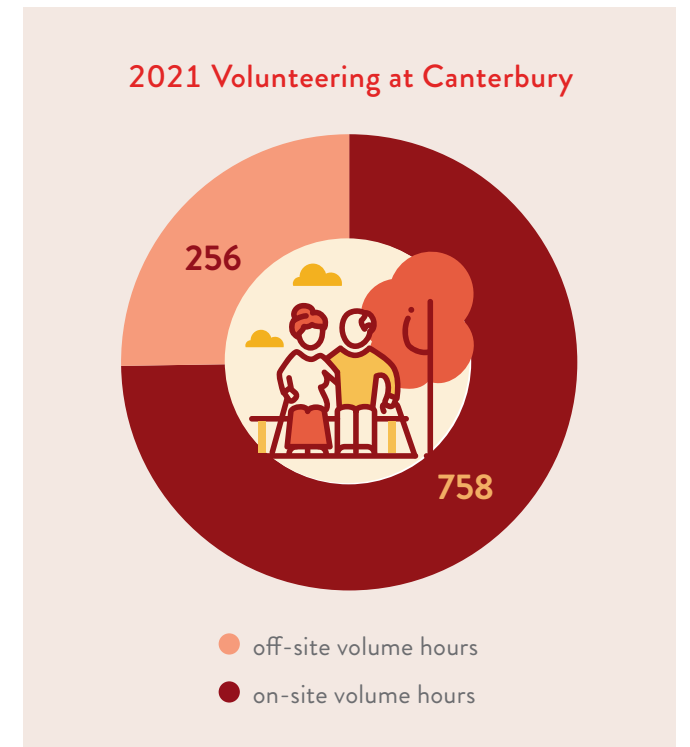
VOLUNTEERS

Our residents continue to receive support from our external community including schools, student organizations, family, friends, and volunteers. Under the leadership of the volunteer coordinator, our volunteer program is growing. In 2021, volunteers donated a total of 1014 hours of service.

Within the areas of off-site volunteering, our volunteers have supported social and emotional wellbeing by writing weekly letters as part of the virtual buddy program (135 hours).

Residents who are part of this program have expressed their tremendous happiness in receiving letters from their buddies!

446 hours was spent engaging in activities such as wellness visits, Lane resident support, and program assistants with the life enrichment team; Spiritual care support (115 hours) included pastoral care visits, bible study, worship service assistance; Special Events (92 hours) and Administrative Assistance (36 hours) saw valuable contributions to the team during crucial times such as the power outage, vaccination clinics, and logistics and department support. We are grateful for the engagement of our volunteers and broader community partners in meeting the needs of our residents.



FACILITIES REPORT

The biggest hurdle the facilities team faced in 2021 was the long term power outage. A catastrophic failure of the main distribution panel disconnected the entire Canterbury site from the City utilities. For three summer months, Canterbury was powered by five generators. Significant operational resources were deployed to manage this event and the staff and residents of Canterbury must be commended for their fortitude, resilience, and teamwork to manage this disaster.

Also significant to the facilities department was the successful onboarding of the landscapers and site-wide mechanical evaluation for the update of the capital plan.



HUMAN RESOURCES REPORT

We could not be prouder of the hard work and deep commitment of our staff to our residents and each another. Together, we have accomplished many great things over the past year.

HEALTH AND SAFETY

Health and Safety remains a top priority at Canterbury Foundation and one of our proudest moments was our ability to remain outbreak free for most of the pandemic.

We completed a comprehensive Occupational Health & Safety audit and successfully received our Certificate of Recognition (COR) badge. This was a collaborative effort with contributions from cross functional teams to collect and gather data on our health and safety programs, legislative requirements and processes. Through partnership with our Health and Safety Committee, we strive to improve our culture of safety and continue to provide quality training and development to increase awareness and knowledge.

DIVERSITY AND INCLUSION

Our journey to build a diverse and inclusive workplace continues. This work is a never-ending journey which involves learning, unlearning and relearning. During the year, two employee focus group sessions were organized to start the work to understand people's differences and unique qualities with a goal to learn culturally appropriate ways to embrace these differences.

On September 30, we celebrated the first National Day for Truth and Reconciliation to pause, reflect, and acknowledge the tragic history and ongoing legacy of residential schools. As part of this recognition, we organized a day of learning and remembrance which involved a service from our Chaplain to come together to remember those who were lost at residential schools, to honour their families, communities and survivors; and to commemorate this history and legacy. We shared online resources, virtual events and educational opportunities to increase awareness, deepen our knowledge and learn together. Observing this important National Day for Truth and Reconciliation is part of Canterbury's commitment to the vital process of reconciliation.

RESILIENCE

In the face of constant change and uncertainty, we witnessed a resilient workforce. Our teams worked closely together to understand our environment and resident care needs during these challenging times. Our staff were able to rebound. We witnessed staff who asked questions, sought clarity and continued to respond and adapt to the ever-changing protocols. The dedication and deep commitment from our staff allowed Canterbury Foundation to provide the highest quality care to our residents.

ENGAGEMENT

Understanding what matters most to our employees is of vital importance to Canterbury Foundation. As we navigated our way through the pandemic, it was important to survey our staff to gather insight on employee mental health and wellness, workplace resilience, stress management, workload management in order to keep our staff motivated, productive, engaged and connected.

Our annual Worklife Pulse Survey was well received with good participation and the employee feedback allowed us to stay on course and respond to what was important to our staff.

TRAINING AND DEVELOPMENT

In partnership with our inhouse staff educator, we continued to identify training opportunities to develop our staff via online and virtual events. It is vital to understand our staff interests and provide them with training and resources to deliver their best work. The ongoing review of training initiatives reinforces our learning culture and allows us to build staff capacity and capabilities to serve our residents effectively.

WHAT HAS KEPT US TOGETHER?

Communication, collaboration and culture has kept our staff and leadership teams grounded in this last year. Our staff live by Canterbury values every day and wholeheartedly want to do their best.

DIETARY REPORT

The dietary department have been kept extremely busy with the changing needs throughout the year, with the ability to pivot to the changing Chief Medical Officer of Health orders, the power outage, and the loss of all their students (evening staff) due to the single site work order when schools returned to in person studies. Nonetheless, they have managed all these competing challenges and still were able to make significant operational changes that created efficiencies that improved service and managed the budgetary concerns of the food industry cost increases.



COURT MODERNIZATION & EXPANSION PROJECT

The first of the renovated spaces was returned to Canterbury in 2021. The new dementia program was underway with a more spacious and brightly designed space to co-create quality of life with the residents. Some supportive living areas were also reopened with residents returning to their suites refreshed with larger and safer bathrooms, more functional storage spaces and lounges along the corridors. The decant of phase three took place with the grace and hard work of the decant team and the support of residents and families to this project.



FUND DEVELOPMENT REPORT

2021 continued to be a year to celebrate fundraising achievement at Canterbury Foundation. With the 1st Annual Promise of Home Campaign wrapped up, the early months of 2021 were spent taking care of our growing donor base.

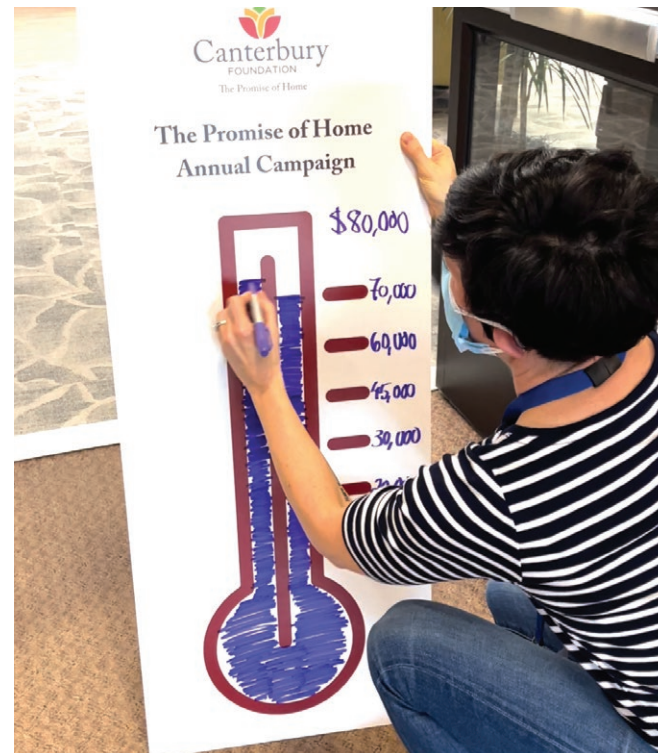
Another big project - The Intergenerational Community Garden Mural began to take shape. Onboarding Jill Thomson to create, and consulting with the Laurier Heights community and of course our very own residents to bring the concept to life!

The 2nd Annual Promise of Home Campaign and Online Auction through November to December **raised over \$111,000**, all in thanks to our dedicated donor family, a lead major gift from a donor who resides in the Manor and renewed presenting sponsorship from Bird Stuart Olson.

A focus on staff giving and the culture of philanthropy at Canterbury brought our teams together, with increased staff donations and 100% participation from our Executive & Management teams.

We know our loving donors and community partners will return in 2022 in support of programs, growing infrastructure and innovative care at Canterbury Foundation.

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



2021 TEAM

MANAGEMENT TEAM

Wendy King
Chief Executive Officer

Dirk Kuntscher
Director, Finance & Administration

Stephanie Powers
Director, Facilities & Operations

Heidi Hadubiak
Director, Health Services

Shawn Paulson
Director, People and Culture

Mbalia Kamara
Manager, Resident Experience

Cathy Pham
Manager, Accounting

Sacha Cooper
Manager, Business Development

Glenn Matich
Manager, Facilities

Margo Buckley
Fund Development Consultant

Ajay Lala
Executive Chef

Glyn Eales
Executive Assistant

BOARD OF DIRECTORS

CHAIR, Scott Watson

VICE CHAIR, Mary Paul

SECRETARY, Diann Bowes

TREASURER, Scott Montgomery

Roger Thomson
Darlene Acton
John Patterson
Jo-Ann Sherlock
Philip Warner
Graham Henderson
Gail Gravelines
Linda Wood Edwards
Rev. Clare Stewart*
Rev. Sue Oliver*
Scott Belamisca – Past Chair

**Honorary Director*

EXECUTIVE COMMITTEE

Scott Watson *
Mary Paul
Diann Bowes
Scott Montgomery
Scott Belamisca
Wendy King **

FINANCE, AUDIT & RISK COMMITTEE

John Patterson *
Scott Watson
Scott Montgomery
Scott Belamisca
Roger Thomson
Mary Paul
Richard Wiznura
Joel Natrass
Wendy King**
Dirk Kuntscher**
Director, Finance
Cathy Pham**
Manager, Finance

QUALITY COMMITTEE

Al Gourley *
Canterbury Resident
Nancy Saha
Jo-Ann Sherlock
Linda Wood Edwards
Robin Walker
Wendy King **
Heidi Hadubiak **
Chief Operating Officer
Mbalia Kamara**
Manager, Life Enrichment

GOVERNANCE COMMITTEE

Philip Warner*
Nancy Saha
Scott Watson
Darlene Acton
Mary Paul
Graham Henderson
Wendy King**

ADHOC PROJECT COMMITTEE

Brian Popp*
Helen Otto
Diann Bowes
John Patterson
Rick Prentice
Barbara Norton
Stephanie Powers**
Director, Facilities
Wendy King**
David Jackson**
Colliers Project Manager
Chris Timmons **
Colliers Project Manager

NOTE:

* denotes Committee Chair
** denotes Ex Officio status

2021 TEAM (continued)

NOMINATING COMMITTEE

Scott Belamisca *
Scott Montgomery
Scott Watson
Jo-Ann Sherlock
Sue Oliver
Wendy King**

ACCREDITATION COMMITTEE

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

CEO EVALUATION COMMITTEE

Scott Watson*
Jo-Ann Sherlock
Mary Paul

GOVERNMENT RELATIONS COMMITTEE

Scott Watson *
Mary Paul
Diann Bowes
Gail Gravelines
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
L. 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
Angus, David
Belamisca, Scott
Bowes, Diann
Collier, Tom**
Domanski, Dan
Edney, Patricia**
Freeman, Terry
Glanfield, Florence
Gravelines, Gail
Henderson, Graham
Hogle, Bruce **
Kragland, Rev. Kevin
MacLean, Lois
McClung, Kelly
Montgomery, F. Scott
Nattress, Joel
Norton, Barbara
Oliver, Rev. Sue*
Otto, Helen
Parkinson, Edward

Patterson, John
Paul, Ed
Paul, Mary
Popp, Brian
Prentice, Rick
Saha, Nancy
Saint, Barbara
Sherlock, Jo-Ann
Singleton, Margaret
Snyder, Tom
Stewart, Rev. Clare*
Thomson, Roger
Unsworth, Margaret
Walker, Rev. Robin
Warner, J. Philip
Watson, Martha
Watson, Scott
West, Carole
Wiznura, Richard
Wood Edwards, Linda

NOTE:

* denotes Honorary Foundation Member

** denotes Associate Member

2021 CANTERBURY FOUNDATION DONOR FAMILY

TRAILBLAZERS

Belamisca, Scott & Kristine
Bell, Sharon
Bird Stuart Olson
CareRx
Gower, QC, L. Neil
Hingley, Lois
Prentice, Rick & Jana
Rossall, Joan
Smith, Sandra
Vaasjo, Brian & Dawn
Watson, Catherine
Watson, Scott & Kathy

LEADERS

Atco Epic Fund
Balfour, Marie
Bauer, Donald
Bauer, Christopher
Bell, David
Canada ICI Capital Corporation
Carol Blair & Associates
Coenen, Elizabeth
Faulder, William
Fenton, Thecla
Glover, Ken
Goulet, Denise
Haley, Frank
Holmes, John & Kathleen
Hordal, Herman & Gail
Hussey, Marilyn
King, Wendy
Lloyd Sadd Insurance Brokers Ltd.
McVey, Dorothy
Montgomery, F. Scott
Olson, Leon (Bud)
Parkinson, Toddy & Anne
Paul, Ed & Mary
Petterson, Ellen
Powers, Stephanie
Sherlock, Jo-Ann
Sysgen Solutions Group Ltd.
Thomson, Roger
West, Bart & Carol
Unsworth, Margaret
Wiznura, Richard

FAMILY

Alton, Carmen & Bruce
Apedaile, Leonard
Arrow Engineering
Baker, Doris
Baksh, Nazz
Benevity Online
Giving Foundation
BNI Titans
Bowes, Diann
Cotton, Carol
Dowhaniuk, Judy
Edwards, James
Gravelines, Gail
Gu, Grace
Haave, Luther & Bonnie
Hogle, Bruce & Gail
Jolley, Robert
Lala, Ajay
Losie, Doreen
Martin Deerline Ltd.
Munn, Alexandra
Nelson, Cliff & Geraldine
Nielsen, Karen
Otto, Helen & Fred
Robb, Don
Saint, Barbara
Salvatore N. Amelio Professional
Legal Corporation
Selwood, Christine
Sneddon, Cindy
Snyder, Thomas
Sorensen, Nancy
Thygesen, Phyllis
Townend, Ellinor
Woolnough, Nelva

CHAMPIONS

Acton, Darlene
De Bathe, Linda
Rollans, William
Warner, J. Philip

2021 CANTERBURY FOUNDATION DONOR FAMILY

FRIENDS

Anderson, Ian
 Bates, Margaret
 Beattie, Irene
 Belyea, Shirley
 Brennan, Shelley
 Busch, Jim
 Carr, Lavina
 Currie, Adriana
 Dahl, Sophie
 Davies,
 Frederick & Marion
 Desmarais, David
 Dobie, Eileen
 Duckering, Gordon
 Forsyth, Beth
 Glanfield, Florence
 Holroyd, Lynn
 Howell, Jaqueline
 Hude, Lynda M.
 Hutchinson, Kathleen
 Johnston, Robert
 Kamara, Mbalia
 Kunik Hamill, Doris
 Kunik, Ilse

Larose, Betty
 Macmahon-Pechet, Pat
 Masson, Brenda
 McCoy, Kenneth
 McKague, Margaret
 Morris, Oswald & Norma
 Patterson, Patrice
 Patterson, John
 Patterson, Mac
 Rossall, Jonathan
 Saha, Nancy & Shandip
 Sax, Julia
 Short, Edmund John
 Skakun, Sandi
 Usher, Lillian
 Ward, Murial
 Williamson, Theodore

NEIGHBOURS

Achilles, Helen
 Allan, Pamela
 Berlin, Cathy
 Bianco, Jocelyne & Mike
 Brochu, Tiffany
 Castillo, Rosemarie
 Cisakowski, Patricia
 Collier, Tom
 Cooper, Sacha
 Cote, Ernest
 Crane, Adrian
 Crone, Harvey
 Delaney, Brianna
 Dyck, Clara N.
 Edwards, Lorraine
 Engel, Greg & Yolanda
 Ferrer, Maria
 Fordice, Shirley
 Fournier, Jean- Pierre
 Gao, Fang
 Gibson, Louise
 Hitchon, Brian
 Hoang, Dang
 Hobkirk, Susan
 Hope, Helen
 Hutchings, Carol
 Inglis, Ian & Carol
 Jennings, Rob
 Katz, Ruth
 Kerr, Jean
 Kuntscher, Dirk
 Lewis, Kevin

Loowell, Bruce & Gladys
 MacLean, Lois
 Maclean, Yolande
 Mahoney, Christine
 Marozoff, Allison & Walter
 Martinusen, Shelagh
 Matich, Glenn
 Mayer, Mark
 McBrayne, Jeannetta
 McCready, Andrew
 McDonnell, Jane
 McGee, Florence
 McGrath, Ralph & Doris
 Nielsen, Leana
 Noble, Brian & Janis
 Palattao, Danika
 Perpeluk, Patrick W.
 Phillips, Penny
 Pioquinto, Estelita
 Rintoul, Beverly
 Robinson, Bertha
 Rollans, Maureen
 Russell, Glenna
 Snow, Camille
 Szafranski, Mary
 Tuckwell, Paul
 Walker, Robin
 Wasarab, Olga
 Whistance-Smith,
 Andrew & Nancy
 Wood Edwards, Linda
 Zinyk, Diane

Thank you!

OUTLOOK FOR 2022

There is no crystal ball to tell us how 2022 will turn out for us, however, looking ahead we see more change to come. From recruiting for a new CEO to completing the Court Renovation and Expansion Project by December, the Board and operating teams will have much to keep them occupied. More memory care spaces and an enhanced care/end of life care wing along with the development of these programs, will complete Canterbury's community of care.

While we are hopeful that we are leaving COVID behind, we expect that waves with new variants will continue, however because our residents, families and staff support a cautious, measured approach to easing restrictions, we are hopeful that we will be successful in keeping everyone safe by containing any cases decisively and swiftly. We support that residents and staff desperately need to have some normalcy and we will work with everyone to learn to live with COVID, be safe and still maintain connected and happy lives.

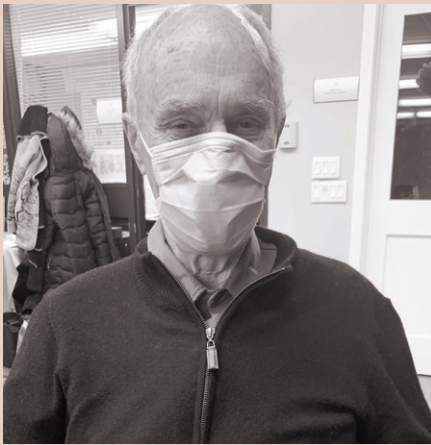
As we complete this annual report, we are planning the grand opening of Canterbury Heights and the unveiling

of the Mural on its front face in May of 2022. This event celebrates important milestones for our organization. On that day, an Indigenous ceremony will demonstrate our commitment to our journey in learning more about Truth and Reconciliation, the importance of the land and the respect that we must give to it and to the Indigenous peoples who so generously gave us access.

We expect that we will see changes starting to happen in the continuing care sector which will evolve over time with more investment in Home Care and more access to services for seniors no matter where they live whether its in the community or in congregate settings like ours. The barriers to truly aging in place will be minimized. For Canterbury, this future direction signals alignment with our strategic plan, more opportunity to expand our service offerings and much more potential for the organization!

*Wendy King, CPA, CMA
 Chief Executive Officer*





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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 families and their loved ones, please contact:

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