



WESTMINSTER CANTERBURY RICHMOND
& WESTMINSTER CANTERBURY FOUNDATION
2021 ANNUAL REPORT

Vibrant Vision
CAMPAIGN REPORT



THANK YOU TO

Everyone who supports Westminister Canterbury Richmond's charitably-funded programs.

Donor information reflects the entire *Vibrant Vision* Campaign, 1/1/2019 - 12/31/2021.

Every effort has been made to ensure accuracy of the Westminister Canterbury Foundation donor lists.

We apologize for any errors or omissions. Please bring them to the attention of
Westminister Canterbury Foundation by calling 804.264.6066.

THANKS ALSO TO

Residents Caroline Brandt (proofreader) and William Belanich, Bob Clewell and Bob Coles (photographers).

Financial data and some statistics are as of 9/30/2021. A copy of the complete Auditor's report
for fiscal 2021 is available by request from the Business Office by calling 804.264.6056.





Our Vision

Improving the lives of
those we serve every day

Our Mission

As a faith-based charitable organization,
we will provide services, specific to need, in a
compassionate, professional, holistic manner
through an inspiring environment
and dynamic leadership for our residents,
employees and others we serve.

Our Values

CARING - compassion and empathy for those we serve
ETHICS - using wisdom and experience to do the right thing
LEADERSHIP - maintaining a position of excellence
TEAMWORK - working together to achieve common goals
INNOVATION - creative pursuit of excellence
COMMITMENT - steady focus on the Vision and Mission
STEWARDSHIP - prudent use of all resources

WHO WE ARE

Westminster Canterbury Richmond was
founded in 1971 by the Presbyterian and
Episcopal churches and opened in 1975.

An award-winning, fully-accredited life plan
community, Westminster Canterbury is home
to approximately 800 residents in independent,
assisted, memory support and healthcare living,
and employs approximately 600 staff in a wide
variety of professions. The campus includes a
large theater, Child Development
Center and a Spiritual Center.



2021 BY THE NUMBERS

551

INDEPENDENT
LIVING RESIDENTS

60

ASSISTED LIVING
RESIDENTS

60

MEMORY SUPPORT
RESIDENTS

123

MARY MORTON
PARSONS HEALTH
CENTER RESIDENTS

454

FULL-TIME STAFF

81

PART-TIME STAFF

57

AS NEEDED STAFF





Diversity Advisory Council: Vanessa Perry, Leota Parandeh, Chelsea Naylor, Dawn Winecoff, Jimmy Anthony, Shelby Curry, Vickia "Kia" Jackson, Susan Fletcher, Glen Kemp, Sherl Jones, Della Burson, Annette Foster, Martha Harville and Tonya Washington. Not pictured: Carrie Martin, Ashley Putney, Sarah Abernathie and Tom Thomson.

Driven by Change

2021 was a momentous year at Westminster Canterbury Richmond, one I will always remember for many reasons.

Thanks to the generosity of many donors, Westminster Canterbury Foundation's three-year *Vibrant Vision* Campaign finished strong. The goal was to raise \$20 million for People, Places, Programs and Promises. This was the biggest goal ever set by our Foundation, and it was exceeded by 21% with \$24.2 million! You'll read more about the campaign in this report. Thank you so very much for your stunning generosity! You make a very positive difference.

Our *Vibrancy!* project started moving forward in 2021. When completed, there will be 118 new homes in the Vitality and Village Apartments. Sales kicked into high gear in August 2021, with hopes of preselling 70% of these apartments by August 2022. Thanks to the great work of the Sales Team, they achieved that goal in March 2022. As I write, there are very few apartments available! A new Vital Living Center, part of the project, will provide a destination for wellness for everyone!

Work to radically renovate the former Promenade dining area began. Wonderful new dining venues will open in fall 2022. I look forward to enjoying coffee with you in Camilla's, delicious small plate offerings in Bella's and great dining in the new Promenade.

Diversity, Equity and Inclusion grew in importance to all of us. Staff formed a Diversity Advisory Council. Pastoral Care facilitated resident groups to examine race and reconciliation. The Foundation began collaborating with other regional senior living communities on a pilot project to increase resident diversity. We strive for a future where everyone who lives and works here feels they truly *belong*.

Finally, I'm excited to report that residents, staff and Trustees of both Boards worked collaboratively on Strategic Planning. One single Strategic Plan emerged, which includes the input of nine Work Groups, and will guide the work of the entire organization – Corporation and Foundation. This plan ensures strong synergy between Boards and every aspect of the organization. The Strategic Plan was adopted at a joint Board Meeting in May 2022.

Westminster Canterbury Richmond is a truly generous community in every way. Compassion, excellence and respect are practiced each day. Together we create a superb place to live, volunteer and work. I am confident that our values will continue to drive us forward. *Thank you for all you do!*

Very truly yours,

John D. Burns, President and CEO



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*In photos, all health and safety protocols applicable at the time were respected to ensure our community's well-being.
Above, residents enjoy playing bocce on the Tower Green.*

Leadership 2021

EXECUTIVE STAFF

John D. Burns
PRESIDENT & CEO

W. Russell Gardner
VICE PRESIDENT & CFO

William H. Blackwell
VICE PRESIDENT HEALTH SERVICES

Jason T. Collins
VICE PRESIDENT FACILITIES MANAGEMENT

Windley P. Gravatt (*through March 2022*)
VICE PRESIDENT WORKFORCE SERVICES

Chelsea O. Naylor (*starting April 2022*)
VICE PRESIDENT WORKFORCE SERVICES

Gayle Hunter Haglund
VICE PRESIDENT RESOURCE DEVELOPMENT

Debra S. Jacobsen
ADMINISTRATOR RESIDENTIAL LIVING

Scott D. Jonté
DIRECTOR DINING AND CATERING

Robert P. Mann
VICE PRESIDENT INFORMATION TECHNOLOGY

Rev. Dr. Lynn McClintock
DIRECTOR PASTORAL CARE

RESIDENTS ASSOCIATION EXECUTIVE COMMITTEE

Robert M. Clewell
PRESIDENT

Ann B. Neidow
FIRST VICE PRESIDENT

Penelope de B. Saffer ★
SECOND VICE PRESIDENT

Bessie S. Taliaferro ★
SECRETARY

Ann H. Archer ★
ASSISTANT SECRETARY

Donald M. Switz ★
CHAIR FLOOR REPRESENTATIVES

Patricia R. Kawana ★
IMMEDIATE PAST PRESIDENT

Ralph D. Davison ★
MEMBER-AT-LARGE

★ Retiring Officers

*In February 2022,
the following were elected:*

Marion S. Chenault

Carol S. Fox

Carol Ann M. Fuller

Nancy S. Hall

Anita G. Towell

Constance D. Vest

WESTMINSTER CANTERBURY FOUNDATION

OFFICERS

John H. Thomas, Esq.
CHAIR

James F. Lipscomb, Jr.
VICE CHAIR

John D. Burns
PRESIDENT

Gayle Hunter Haglund
SECRETARY

W. Russell Gardner
TREASURER

TRUSTEES

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Arthur S. Brinkley III

Walter E. Bundy III, M.D.

Adrienne G. Burrus ★

Abbey L. Farnsworth, Esq. ★

Mary C. Frediani

Wendell B. Fuller

Charles L. Gold

Myfanwy M. Hall

The Rev. Canon Robert G. Hetherington

Michelle G. Johnson

Basil M. Jones, Jr. ★

Susanna B. Jones, Esq.

Ralph C. Joynes ★

Bruce A. Kay

Frances W. Kay

James F. Lipscomb, Jr.

Sara M. Maynard

The Rev. Stephen Y. McGehee

Patricia P. Pusey

J. Gordon Rawles, Jr., M.D.

Philip S. Rohrbach ★

Ellen E. Spong

John H. Thomas, Esq. ★

★ Retiring Trustees

*In January 2022, the following were
elected as Trustees:*

Jonathan C. Chase

Rev. W. Ray Inscoc

A. Cecil Jacobs

Joseph A. James, M.D.

Susan B. Scott

Mary F. White

2021 FOUNDATION VOLUNTEERS

A. Cabell Ford, Jr.

E. Massie Valentine, Jr.

OFFICERS

Herbert B. Thomson, CHAIR

Stephanie P. Neal, VICE CHAIR

John D. Burns
PRESIDENT & CEO

W. Russell Gardner, TREASURER
VICE PRESIDENT & CFO

William H. Blackwell
VICE PRESIDENT HEALTH SERVICES

Jason. T. Collins
VICE PRESIDENT FACILITIES MANAGEMENT

Chelsea O. Naylor
VICE PRESIDENT WORKFORCE SERVICES

Haley H. Wolford
SECRETARY

James L. Wright, M.D.,
CMD, PhD., MATS
MEDICAL DIRECTOR

TRUSTEES

Peter H. Bowles

Jennifer D. Britton

W. Lee Chaney III

P. Frederick Duckworth, Jr., M.D.

Rev. Dr. Alexander W. Evans ★

Thomas M. Hogg

Sidney R. Jones III, M.D. ★

James M. Kresge

Christopher M. Michalik

Stephanie P. Neal

Greta B. Peters

Angela P. Phelon

James W. Richter

Cullen B. Rivers, M.D. ★

James G. Rose, Jr.

Herbert B. Thomson

L. Birck Turnbull

★ Retiring Trustees

*In January 2022, the following
were elected as Trustees:*

Thomas L. Bowden, Jr.

Mary D. Ellison

Thomas G. Hardy III

Thomas H. Tullidge, Jr.



“Holding one another up”

Front and center on her desk, a sign says, “Angels exist but sometimes they don’t have wings, they are called friends.” SHELBY CURRY is one of our employee angels at Westminster Canterbury Richmond. She has been blessing residents and staff for the last 35 years. She understands the importance of supporting one another through encouragement, prayer and “holding one another up.”

When her mother developed breast cancer a few years ago, Shelby turned to the financial assistance program Westminster Canterbury had established for employees. Since then, she has been contributing to the W·E·A·V·E (Workforce-Education-Assistance-Volunteerism-Engagement) Program through payroll deduction as a way of giving back.

Taking care of colleagues is important to Shelby. To her, they are family. Shelby is quick to remind other coworkers: “There are other employees that have things that they’re going through. They need financial help. No matter how much it is, contribute. You’ll be surprised at how much it helps.” Thank you, Shelby Curry, for your incredible example of goodness and generosity!

To hear Shelby and others talk about what generosity means to them, go to <https://blog.wcrichmond.org/annual-report-videos>



Vibrant Vision CAMPAIGN

GOAL: \$20 MILLION
RESULT: \$24.22 MILLION

It is with great joy and gratitude that we celebrate the success of the Vibrant Vision Campaign.

Our GENEROUS DONORS are amazing and make such an important, positive impact – ensuring the best life possible for our residents and cultivating leadership in senior services. Thank you so very much for YOUR *inspiring generosity!*

Vibrant Vision began as a dream to pursue in 2018. Westminster Canterbury Foundation staff and Trustees started planning – determining the most important priorities and preparing initial materials. A feasibility study followed, with participation of more than 60 kind and honest potential donors. Once it was determined that the ambitious goal was feasible and the priorities were right, we moved full speed ahead. *Vibrant Vision* was chaired by True Farr Luck. Chris Carney and John Thomas provided vigorous leadership as Foundation Chairs. Generous Trustees from both Boards, all of whom had voted an enthusiastic “Yes!” to move forward, stepped up to make their pledges first. Their generosity foretold a great campaign!

Never in our wildest dreams did we imagine that two-thirds of the most ambitious campaign ever undertaken by Westminster Canterbury Foundation – \$20 million in only three years – would occur in the midst of a worldwide pandemic. No, that wasn’t part of the plan! But by March 2020, enough forward progress was made that the Foundation decided to continue, believing in the mission and the generosity of our community. By May 2021, a temporary window of relief from the pandemic finally allowed us to hold two outdoor concerts as our Live Kick-Off event. What a joyous day! We announced \$17 million in gifts!

Vibrant Vision surged ahead from that time forward! When the official campaign ended on December 31, 2021, the campaign had exceeded its goal by 21%. Though the financial results are magnificent, the true value is in the tremendous impact our donors are making! This report shares all that YOU - our more than 1,800 campaign donors - have made possible with your *Vibrant Vision!*

Every gift made from January 1, 2019, through December 31, 2021, counted toward the three-year *Vibrant Vision* Campaign. Thank you to every person who so generously contributed. You share a *Vibrant Vision* for life in community at Westminster Canterbury and for the future of senior services! Together we serve people and create places and programs that help all of us age with strength, dignity and purpose.

*Generous donors make an incredible difference –
for today’s residents and for those who will follow. THANK YOU!*

Vibrant Vision CAMPAIGN

PEOPLE:

Caring for one another is how we live our mission

Your generosity provided a successful Annual Fellowship Fund each year, growth of the Fellowship Endowment and strong support for W·E·A·V·E (Workforce-Education-Assistance-Volunteerism-Engagement). Our precious PEOPLE are always priority number one!

Fellowship Fund:	\$5,120,326
Fellowship Endowment:	\$2,316,290
W·E·A·V·E Fund and Endowment:	\$1,281,509

PLACES:

Destinations that foster the best life possible

Your generosity provided a new Spiritual Center that is a sacred space to gather for worship, learning, small groups and memorial services. The Emmaus Garden provides a final resting place for many and a peaceful, contemplative space for enjoying prayer and sharing special moments.

Your generosity will ensure the new Vital Living Center will include excellent, specialized equipment and expanded programming. Goal-based, whole-person wellness will extend our continuum of care to include a proactive approach for every phase of life.

Spiritual Center:	\$4,014,898
Vital Living Center:	
Equipment:	\$1,069,228
Programming:	\$1,600,000
Total:	\$2,669,228

THANK YOU to every one of our generous donors!
Whether your gift was small or large,
YOU MADE a positive impact for so many people!





PROGRAMS:

Offerings that ensure vibrant, generous living

Your generosity provides an exciting margin of excellence that benefits all residents and extends our positive influence into the community beyond our walls.

Child Development Center Fund:	\$100,675
Child Development Center Endowment:	\$32,806
Cultural Arts Fund:	\$362,951
Cultural Arts Endowment:	\$734,793
Outreach Fund:	\$250,339
Healthcare Excellence Fund:	\$469,849
Healthcare Excellence Endowment:	\$1,532,672
Innovation Fund:	\$500,650

PROMISES:

To remain best in class today, tomorrow and in perpetuity

Your generosity provides the promise of sustainability for many important programs through growing endowments. These are listed above with the programs they support. Many donors chose to give to the Area of Greatest Need – our undesignated fund. These gifts are allocated by the Foundation Board for a variety of needs, including those of this campaign. Throughout *Vibrant Vision*, 17 donors informed us of their decision to name Westminster Canterbury Foundation in their Wills or other estate documents. In some cases, donors chose to provide the Foundation with specific documents, and the total of these planned gifts is included below. Together, these generous gifts help ensure programs you love will continue for many years to come.

Area of Greatest Need:	
Total:	\$4,129,095
Remaining for future use:	\$1,401,375
Allocated to <i>Vibrant Vision</i> goals:	\$2,727,720
Planned Gifts:	\$3,041,479

We appreciate YOU so very much!



“Work Hard. Enjoy Life. Share my blessings.”

The joy of giving greatly enhances the joy of living. MARY AND JERRY OWEN were inspired to give back, creating an endowment to support the Foundation’s W·E·A·V·E (Workforce-Education-Assistance-Volunteerism-Engagement) Program.

Jerry’s creed for life is: “Work Hard. Enjoy Life. Share my blessings.” W·E·A·V·E is just one of the many ways Jerry and Mary make a difference in the lives of others. As Jerry says, “It’s the transformative power of giving that enables the recipient to receive the benefit, but the giver receives the blessing.” Through this generous giving, employees improve their careers through ongoing education and development, are supported with emergency funding when they need it most and volunteer to share their expertise in senior services with greater Richmond.

Mary and Jerry have a long history with Westminster Canterbury, as Mary worked with our first administrator, Gardner Von Scoyoc, in the very first years of our existence. She had a front row seat to what it takes to keep a successful life plan

community running smoothly.

“We’ve always given – no matter what we had,” says Mary. “We’re very happy to give to W·E·A·V·E to help those who work here.”

With this gift, they plan to name the Mary and Jerry Owen Meditation Room that will be built as part of the new Vital Living Center, one of the many features of the *Vibrancy!* construction adding enhancements to Westminster Canterbury. This special space will allow for quiet prayer, contemplation and listening. Jerry explains: “When we found out that we could name the room without paying for the construction costs and could support the W·E·A·V·E Program, we were very happy. I’ve always felt like prayer is when you are speaking to God. Meditation allows God to speak to you. Sometimes we are not still enough.”

To hear the Owens and others talk about what generosity means to them, go to <https://blog.wcrichmond.org/annual-report-videos>



“There’s evidence of generosity all around us”

DR. BILL BLAKE, a former VCU professor and minister, was first introduced to Westminster Canterbury while visiting the members of his small church who lived here. “This was always a place that I was happy to go to. It seemed to have the kind of spirit that drew you in. We knew if we ever needed this kind of place, this would be our choice.” While his wife Miriam was initially reluctant to move to Westminster Canterbury, she became active in many activities and ultimately benefited from the care available in our life plan community when dementia began to impact her daily life.

Bill wanted a way to celebrate Miriam’s memory after her passing. “When I thought about ways to remember her, naming the kitchen and supporting Healthcare Excellence were the two things that came to mind!”

Miriam’s Kitchen is located in our Spiritual Center, a wonderful testament to Miriam’s joyful spirit and love of hospitality. “Miriam was a fantastic cook.” This space was named in honor of Bill’s generous gift to Westminster Canterbury Foundation to

support Healthcare Excellence. He knows how important the nurses in Mary Morton Parsons Health Center had been to Miriam. Gifts to Healthcare Excellence help provide the best possible care for our residents in Parsons Health Center and Assisted Living. For the residents who eventually need this care – whether temporarily or because of a permanent change – and their family members who love them, the knowledge that they will receive the best care gives tremendous peace of mind.

“Loving and giving are indispensable partners. I love this place. I want to give to this place.” Bill also volunteers his time. After decades of teaching, he continues to lead engaging Pastoral Care lectures that combine history and theology and attract crowds of residents eager to soak up his expertise.

“To whom much is given, much is expected,” says Bill. “There’s evidence of generosity all around us.”

To hear Bill and others talk about what generosity means to them, go to <https://blog.wcrichmond.org/annual-report-videos>



“I love being a part of volunteering”

FRAN KAY has been a Westminster Canterbury Foundation Trustee since 2016. Though her natural gift of finding value in others first would cause her to deny it, her presence, enthusiastic participation and unerring encouragement is felt in tremendous ways. An intelligent, discerning thought partner, Fran helps Foundation staff improve good ideas and avoid those unlikely to work as well. She is a natural encourager, whose infectious laugh and thoughtful ways brighten many days.

In Fran’s own words: “I love being a part of volunteering for causes that I believe in and that I think are true to their mission and to their donors. It’s so much fun to see what a difference any gift, whether large or small, makes in the lives of the residents here, the staff here, the children here, and organizations beyond our doors. My relationships

with friends and donors are precious to me.

I’m not a needle pointer and I don’t play Bridge. But I’m probably even more passionate about development for causes I believe in than Bridge players are, and that is really going a long way! I just love what I do, and I feel very fortunate to have the opportunity to be associated with the mission of Westminster Canterbury Foundation. I mean, who could ask for anything more?”

If you are interested in volunteering with the Foundation or learning more about the impact made by donors, either reach out to Fran or call the Foundation office!

To hear Fran and others talk about what generosity means to them, go to <https://blog.wcrichmond.org/annual-report-videos>



“Fellowship is at the heart of our identity”

THE REV. CANON BOB HETHERINGTON has been involved with Westminster Canterbury Richmond since he moved to Richmond in 1984 to be the Rector of St. Paul’s Episcopal Church. He is still actively serving his fellow residents, regularly making pastoral visits to neighbors who may be in very different places in their faith journey. As an ordained minister for more than 55 years, Bob’s philosophy is apparent: be involved – whether in the greater Richmond community or within Westminster Canterbury. Prior to moving in with his wife Lolly in 2005, Bob was a Trustee on the Corporate Board, and he now serves on the Foundation Board. “Westminster Canterbury is an amazing place. And the thing that is amazing is the way all the people fit together and create this special place . . . it is the Westminster Canterbury Way.”

He brings a deep passion for helping others, which he believes is what Westminster Canterbury Foundation’s Fellowship Program is all about. “Fellowship has been one of the core programs here from the very beginning,” he notes. “It has been at the heart of our identity . . . and is crucial to the spirit of service and of building community

that is present here.”

Bob strives to give back and to help make Westminster Canterbury a place of hope and encouragement. “That’s what the mission here is all about.” His distinguished service earned him the Lettie Pate Whitehead Evans Award in 2019. He and Lolly have also benefited from this sense of belonging firsthand. Regardless of the challenges they may experience: “This whole place has put their arms around both of us. There is a wonderful, cooperative spirit here that was established by Westminster Canterbury’s founders and is a part of our DNA.”

Bob is grateful to live here. And to him, gratitude and generosity go hand in hand. “This life is a gift . . . and when you have a gift, you have a grateful heart. That leads automatically to being generous.” As Westminster Canterbury looks to the future, Bob encourages us to remain rooted in our value of service while embracing exciting new opportunities.

To hear Bob and others talk about what generosity means to them, go to <https://blog.wcrichmond.org/annual-report-videos>



“That is our idea of living well”

Keith Brower faced an enormous hurdle early in his college career at the University of Richmond. He and his family didn't have the funds to pay his tuition. With the Vietnam War waging, he knew the draft was waiting. After several days attempting to secure funds to no avail, Keith returned to his night job with the Life Insurance Company of Virginia and told his story to his boss. Several hours later, this amazing woman returned with a check for \$3,000 to pay his tuition. “You're going to college, but the next semesters are up to you!” That act of generosity made a huge impact on KATHLEEN AND KEITH BROWER. They continue to pay Keith's life-changing gift forward.

The couple has lived a most interesting life. Keith chose to join the Army after college, and the family served in at least 13 locations. Post-military, Keith worked in corporate America and then started his own successful business. Never forgetting the importance of generosity, the couple make personal philanthropy their chief aim. They provide scholarships to young students and impactful help

to the school attended by their late granddaughter, Arabella, in whose memory they are naming one of the new dining spaces currently under construction at Westminster Canterbury Richmond.

Kathleen and Keith are passionate about proactive wellness and healthy aging. Our approach to wellness is comprehensive – the Clinic, Rehab, every living situation, vital programs and our experts in fitness. “Westminster Canterbury is a smart part of a life well planned. That is very important to me,” said Kathleen. Their inspiring giving is focused on providing resources that will be needed when the Vital Living Center opens, including excellent, age-appropriate equipment and funding for additional staff and programs.

“We truly enjoy making a difference to others. That is our idea of living well,” said Kathleen. What a beautiful goal, indeed!

To hear the Browsers and others talk about what generosity means to them, go to <https://blog.wcrichmond.org/annual-report-videos>



“Fellowship truly affects our culture”

“It’s the best decision I ever made, moving here,” reflects BETSY WARING KING when discussing her decision to move to Westminster Canterbury in 2005. Prior to moving here, she enjoyed a long career as a professional educator in Richmond, eventually serving as Director of the Math Science Innovation Center (formerly the Mathematics and Science Center). During her long tenure as a Westminster Canterbury resident, Betsy has volunteered in just about every capacity here, serving her peers as a former Resident Board President and as a Trustee of Westminster Canterbury Foundation. Her dedicated service earned her the distinguished Lettie Pate Whitehead Evans Award in 2020.

As a Foundation Trustee, Betsy served as Chair of the Fellowship Committee. It was then that she developed a deep appreciation for what Fellowship does for Westminster Canterbury’s residents. Although the identities of Fellowship recipients are kept confidential, Betsy was fortunate to have someone share their life-changing experience. Betsy sees Fellowship as being integral to Westminster

Canterbury’s faith-based roots: “It truly affects our culture here. It’s a necessary component. I think we would be a different place without Fellowship . . . it shows we care about people.”

To Betsy, generosity means giving of one’s time, talents or financial resources to benefit others. It means sharing what you have. Each day she sees the impact of generosity here reflected in the programs and services made possible by gifts to Westminster Canterbury Foundation. In addition to the Fellowship Program, Betsy greatly values the programming from Pastoral Care, the opportunity to worship in the Spiritual Center and the captivating performances in the Sara Belle November Theater, all of which are made possible by generosity. As a faithful donor herself, Betsy truly values and embodies what the Fellowship Program represents – neighbors helping neighbors.

To hear Betsy and others talk about what generosity means to them, go to <https://blog.wcrichmond.org/annual-report-videos>



“W·E·A·V·E is my chance to help”

When we mention Healthcare Excellence, we are usually talking about the high quality of care Westminster Canterbury offers our residents in Parsons Health Center or Assisted Living. It's true – our Health Services staff provide excellent care. To ensure this, generous donors provide a full-time Clinical Educator and a top-notch Preceptor Program. These make it possible for all Health Services staff to receive ongoing training, both as they join the team and as they encounter new health situations affecting residents.

But perhaps the most important ingredient of Healthcare Excellence is found in the hearts of our staff. SHARON POZNANCYZK, Director of Nursing, exemplifies this special ingredient. Sharon is filled with gratitude, and her life overflows with thanksgiving. She calls her employment with Westminster Canterbury, which started on her birthday ten years ago, her birthday gift to herself and the best career move she ever made! Sharon, who knows what it was like to struggle, is grateful for the blessings of her life and is always eager to give back in ways she believes God would want her to do. She says: “I want to make clear that generosity at

Westminster Canterbury goes so much deeper than just funds. I saw it the day I drove into work during the peak of COVID-19 to find residents standing outside in the cold with their pots and pans, banging them and yelling ‘Thank you! Thank you!’ as we drove through. It is my boss, Will Blackwell, who sat in the waiting room with me as my husband had heart surgery because he knew I shouldn't be there alone. W·E·A·V·E (Workforce-Education-Assistance-Volunteerism-Engagement) is important to me for a lot of reasons. I feel blessed in my life, and it's my chance to help my teammates and help my community.”

When Healthcare Excellence starts with a grateful heart, a drive to help one another and a deep appreciation for the blessings of life, that is excellence of a very special kind. Thank you, Sharon, for exemplifying the best of making a career out of caring – leading and serving from your heart.

To hear Sharon and others talk about what generosity means to them, go to <https://blog.wcrichmond.org/annual-report-videos>



“First he took care of me. Now I help him!”

HALIMA SEBBAJ emigrated from Morocco in 1996. Shortly after arriving in the United States, she joined the Westminster Canterbury Richmond Team as an employee in Housekeeping. For more than 21 years, she has served our residents with joy and love. She helps make our community a positive place to live and work. Every person she encounters enjoys her smile and gentle nature. Halima holds the W·E·A·V·E (Workforce-Education-Assistance-Volunteerism-Engagement) Program close to her heart. During major transitions in her life, W·E·A·V·E helped her establish a place for her family to live and helped cover medical expenses after a surgery. Faithful and grateful, Halima gives back through payroll deduction, knowing that other coworkers will benefit. We are grateful for Halima, her special presence and the support she provides in so many ways.

In 2004, Halima and her sons, caught in the Hurricane Gaston floods, were suddenly stranded in their car outside of St. Paul’s Catholic Church on nearby Rennie Avenue. A priest responded, bringing them into his church, where they and stranded individuals were fed, provided warm clothes and blankets and a safe place to sleep overnight while flood waters subsided. That experience of generosity made a big impression on Halima and her boys.

Five years later, to her amazement, that same priest moved into Westminster Canterbury. Halima and Father Fred Feusahrens are both blessed by generosity – full circle. As Halima says: “First he took care of me. Now I help him!” Indeed, residents and staff love to take care of one another, like family.

To hear Halima and others talk about what generosity means to them, go to <https://blog.wcrichmond.org/annual-report-videos>

Historic Housing LLC
 Mr. and Mrs. James D. Holden
 Ms. Linda M. Holman
 Ms. Anne Holmes
 Mr. and Mrs. * H. Winston Holt III
 Ms. Margaret B. Milton
 and Mr. Roger N. Hoppe
 Mr. and Mrs. Jasper P. Horne III
 Hot Shots Detail Supply
 Mrs. Buena Lee Huff
 Ms. Georgiana Hunter-Wilhite
 Mr. and Mrs. Michael K. Hurst
 Ms. Shirley B. Ingram
 Dr. and Mrs. E. Claiborne Irby, Jr.
 Mr. and Mrs. Joel R. Irvine
 Mr. and Mrs. John R. Irwin
 Ms. Cheryl Jackson
 Ms. Judith James
 James River High School
 Mr. Trey Jamison
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 Lt. Col. and Mrs. Arthur F. Jensen
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 Ms. Mary E. Herington
 and Mr. David C. Johnson
 Dr. Iris W. Johnson
 Ms. Janiece N. Johnson
 Ms. Melanie R. Johnson
 Ms. Michelle Johnson
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 Mr. and Mrs. D. Michael Jones
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 Mr. and Mrs. Jonathan D. Jones
 Ms. Sherldean H. Jones
 Ms. Tiffany Jones
 Susan G. Jordan
 Kimberly Joyce
 Mr. William B. Judkins
 Ms. Sandra D. Kahn
 Ms. Madiha Kalloubi
 Mr. Martin B. Kane
 Mr. and Mrs. Richard Kapel
 Ms. Sarah D. Kay
 Mr. and Mrs. J. Patrick Keith
 Ms. Joanne Kellam
 Mr. and Mrs. Robert W. Kelley
 Mr. James B. Kelly
 Ms. Jeanette Kelly
 Mr. Raymond B. Kelly III
 Mrs. Diane Kemp
 Mr. Glendon Kemp

Mr. and Mrs. Tom Kemp
 Mrs. Suzanne B. Kessler
 The Hon. and Mrs. Gerald E. Kilgore
 Mr. and Mrs. Mark D. Kilpatrick
 Mr. and Mrs. Leo P. Kindon
 Mr. and Mrs. James L. King
 Ms. R.S. Kirchmier
 Ms. Jennifer Klein
 Mr. Kazuo Koshi
 Ms. Lauren Kostas
 Mollie, John and Olivia Kruger
 Mr. and Mrs. Cyrus Kerr Kump
 Mr. William Lambert
 Ms. Suzanne Lamberth
 Ms. Alreen Lamison
 Mrs. Ann L. Lane
 Mr. and Mrs. Gregory T. Lane
 Mrs. Karen Lanthrip
 Mr. and Mrs. Robert H. Large
 Virginia S. Lavender *
 Mr. Thomas T. Lawson
 Mr. and Mrs. William E. Lawyer
 Mr. and Mrs. Douglas B. Lee
 Ms. Kyra C. Lee
 Caroline H. Leith
 Ms. Lisa L. Levine
 Mr. and Mrs. Richard Levy
 Ms. Aurelia Lewis
 Mr. Dabney Lewis
 Ms. Helen S. Lewis
 Mr. and Mrs. John W. Lewis
 Ms. Margaret Lewis
 Mr. and Mrs. William L. Lewis
 Ms. Elizabeth Leys
 Mrs. Jane R. List
 Mr. George B. Little, Jr.
 The George B. Little Family
 Ms. Julie Stern and Mr. Randy Lockwood
 Ardyth J. Lohuis
 Ms. Elizabeth T. Long
 Ms. Tyshelle Long
 Nancy S. Longaker
 Mr. and Mrs. Charles M. Louthan
 Mr. E. Jeffreys Love
 Pete Low
 Cyane B. Lowden
 Mr. Francis V. Lowden III
 Lowe, Brockenbrough & Company, Inc.
 Ms. Wendy K. Lowles
 Ms. Laura M. Lowrance
 John M. Lowrie
 Mr. and Mrs. L. R. Lucord, Jr.
 Ms. Ann S. Lyons
 Ms. Margaret Macensky
 Mary N. MacKenzie *
 Ms. Mercy Mahinda
 Mr. and Mrs. John S. Mahoney, Jr.

WESTMINSTER CANTERBURY FOUNDATION

YOUR GENEROSITY
MAKES THIS POSSIBLE!

RESIDENTS BENEFIT
FROM THESE
MEMORY SUPPORT
THERAPY EXPERIENCES:

596

ART
THERAPY
ATTENDEES

770

EXERCISE
THERAPY
ATTENDEES

2,187

MUSIC
THERAPY
ATTENDEES

1,099

HORTICULTURE
THERAPY
ATTENDEES





“The residents became my children’s grandparents!”

CAROLYN BOTTS and MARYANNA STUFFLEBEEM co-manage Westminster Canterbury Richmond’s Child Development Center and are also parents of children who have been enrolled there. This gives them unique perspectives on the impact generous donors make. Financial support to employee families tops their list! Generous donors to Westminster Canterbury Foundation ensure employees receive need-based scholarships over and above the employee discount offered by our Corporation. Excellent childcare is an important benefit to many employees who greatly appreciate knowing their children are nearby, preparing for success in school and making a wide new circle of friends.

Maryanna explains, “These scholarships make it possible for us to serve a population who might not otherwise be able to afford it.”

Carolyn and Maryanna appreciate that generous gifts supported the instructional and learning environment changes needed to keep children safe during COVID-19 when a variety of new materials and furnishings were required. Donor support allowed them to purchase library books and develop new curriculum called “Understanding Differences,” which focuses on many aspects of diversity.

Carolyn adds: “It is really beneficial to have the intergenerational program. The residents became my children’s grandparents!” Thank you to our generous donors who help create intergenerational magic! The connections among the Foundation, staff, Child Development Center and our children and residents would not be possible without inspiring generosity!

To hear Carolyn, Maryanna and others talk about what generosity means to them, go to <https://blog.wcrichmond.org/annual-report-videos>

2021 BY THE NUMBERS

111

RESIDENTS
VOLUNTEERED

6,494

HOURS

18

NON-RESIDENTS
VOLUNTEERED

692

HOURS

11

INTERNS
VOLUNTEERED

2,462

HOURS

40

SALVATION
ARMY
ANGELS AND

10

SILVER BELLS
WERE
SPONSORED
BY STAFF

In Review

Fiscal 2021 was another successful year for Westminster Canterbury Richmond. Due to the strong 2021 operating results, our bond covenant has been exceeded. Our waiting list remains strong for all areas of independent living. Westminster Canterbury was affirmed an A-/Stable rating in August 2021 by Fitch Ratings and reported a stable outlook due to Westminster Canterbury's favorable market position, improving operating performance and overall balance sheet strength.

In fiscal year 2021, there were 56 new sales, which yielded gross entry fees of \$21.9 million dollars. This was a significant factor as Westminster Canterbury finished the year with a debt service coverage ratio of 3.05, exceeding the bond covenant. Days cash on hand was 1,357 days and the reserve ratio continued strongly at 181.8%.

Westminster Canterbury Foundation continues to be a vital element of our mission to provide financial support for seniors-in-need. By the end of fiscal 2021, a total of 93 residents were able to live at Westminster Canterbury because of the financial assistance they received from the Foundation's Fellowship support. The 2021 actuarial valuation indicated that Westminster Canterbury's obligation to provide future services to residents did not result in a liability as of September 30, 2021.

OCCUPANCY

On September 30, 2021, the community included 488 independent living apartments and houses, 67 assisted living apartments, 72 memory support apartments, and 158 health center apartments for a total of 785. Occupancy at September 30, 2021, for independent living residences was 91.3% and for the Mary Morton Parsons Health Center was 89.8%. Occupancy for the assisted living residences was 89.2%.

REVENUES

Revenues increased by \$6.2 million over prior year. This was due to a \$4.2 million increase in Investment Income, a \$1.0 million increase in Contributions and Other Income and an \$806,000 increase in Resident Services.

EXPENSES

Expenses increased by \$159,000 over prior year. This was due to a \$596,000 increase in administrative expenses, a \$495,000 decrease in general services, a \$290,000 decrease in direct resident care, a \$187,000 increase in interest and a \$148,000 increase in depreciation and amortization.

Consolidated Financial Information

WESTMINSTER CANTERBURY MANAGEMENT CORPORATION & SUBSIDIARIES

YEARS ENDED SEPTEMBER 30, 2021 AND 2020

Assets

	2021	2020
Current Assets	\$30,430,633	\$23,746,715
Assets Limited As to Use, Less Current Portion	18,414,464	1,644
Investments	263,388,413	212,232,790
Interest in Perpetual Trusts	2,495,716	2,136,375
Pledges Receivable, Net of Current	710,189	99,407
Deferred Marketing Costs	91,850	-
Property, Plant and Equipment, Net	153,164,900	146,818,632
TOTAL ASSETS	<u>\$468,696,165</u>	<u>\$385,035,563</u>

Liabilities and Net Assets

Current Liabilities	\$21,930,381	\$19,315,562
Bonds Payable, Less Current Portion	107,899,211	87,638,297
Entrance Fees	120,851,573	118,617,813
Other Liabilities	621,214	695,948
TOTAL LIABILITIES	<u>251,302,379</u>	<u>226,267,620</u>

NET ASSETS	<u>217,393,786</u>	<u>158,767,943</u>
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TOTAL LIABILITIES AND NET ASSETS	<u>\$468,696,165</u>	<u>\$385,035,563</u>
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Revenues

Resident Services	\$45,592,539	\$44,786,428
Earned Entrance Fees	15,777,399	15,655,629
Investment Income	10,768,419	6,550,128
Contributions and Other Income	13,391,205	12,361,317
TOTAL REVENUES	<u>85,529,562</u>	<u>79,353,502</u>

Expenses

Direct Resident Care	15,306,305	15,596,882
General Services and Utilities	20,052,379	20,548,370
Administrative, General and Marketing	15,716,837	15,120,366
Fundraising and Grants	553,734	539,756
Depreciation and Amortization	12,910,122	12,761,815
Interest	4,197,292	4,010,024
TOTAL EXPENSES	<u>68,736,669</u>	<u>68,577,213</u>

OPERATING INCOME	16,792,893	10,776,289
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OTHER INCOME (LOSSES)

Unrealized Gains (Losses)	27,835,066	1,991,274
Loss on Early Extinguishment of Debt	(722,401)	-
TOTAL OTHER INCOME (LOSSES)	<u>27,112,665</u>	<u>1,991,274</u>

EXCESS OF REVENUES, GAINS AND OTHER SUPPORT
OVER EXPENSES AND INCREASE IN NET ASSETS
WITHOUT DONOR RESTRICTIONS

<u>\$43,905,558</u>	<u>\$12,767,563</u>
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Summarized information from 2021 Audit.

The Auditor's report for fiscal 2021 is available from the Finance Office by request at 804.264.6056.

Vibrant Vision CAMPAIGN

GOAL: \$20 MILLION
RESULT: \$24.22 MILLION

Our Vision
Inspire Generosity

Our Mission

Growing from our roots in faith, we nurture the spirit of generosity of Westminster Canterbury Richmond to ensure the best life possible for our residents and to cultivate leadership in senior services.

Who We Are

Westminster Canterbury Foundation's FELLOWSHIP PROGRAM provides need-based financial support to approximately 100 residents each year. Since 1975, more than 588 residents have received aid totaling \$84 million. Every resident is assured that no one will ever be asked to leave due to an inability to pay through no fault of their own. Gifts to the AREA OF GREATEST NEED are utilized for Innovation Grants and other essential priorities. Donors who SHARE THEIR PASSIONS support programs such as healthcare excellence, memory therapies and spiritual support, chaplaincy programs and internships, wellness and fitness programs, enhancements and scholarships for the Child Development Center, workforce development and thriving creative programs that include studio and performing arts. Leadership in senior services is made possible by your gifts to the Foundation every year.

WESTMINSTER
CANTERBURY
FOUNDATION

Your inspiring generosity can be felt and seen everywhere.

You are making a positive impact.

OUR HEARTFELT THANKS TO EACH OF YOU!

Call Gayle Haglund at 804.264.6702 to learn more.

WESTMINSTER CANTERBURY RICHMOND

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RICHMOND, VA 23227

www.WCRICHMOND.org



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