

... Core Purpose ...

To create evolving, vibrant communities.

Our vibrant communities look like this:

- Consistently changing and evolving to meet new needs
- People want to live and work there
- Staff demonstrates ownership for their work and our communities' success
- Residents are vested, engaged, and contribute to their community
- Western New York is aware of our communities' outstanding reputations



... Our Vision ...

To be the preeminent organization in Western New York, continuously defining senior community living.



... Vision Success Indicators ...

- ✓ Residents are pointing to an improved quality of life
- ✓ Recognized in the state as an industry leader
- ✓ Employer of choice
- ✓ Expanding and diversifying to meet the evolving needs of seniors now and in the future
- ✓ Financial Success

... Canterbury Woods' Core Values ...

- | | |
|------------------|------------|
| ✓ Accountability | ✓ Passion |
| ✓ Communication | ✓ Respect |
| ✓ Innovation | ✓ Teamwork |



Canterbury Woods Williamsville



Canterbury Woods Gates Circle



Canterbury Gardens



Episcopal Church Home and Affiliates, Inc.

Corporate Structure

The Episcopal Church Home and Affiliates, Inc. (ECH&A) has a distinguished history of over 150 years of mission-based service to the greater Western New York Community. From our humble beginnings in 1857 until today, our organization has been a leader in providing care and services to children, the poor, and anyone in need of long term care, retirement, and aging services.

ECH&A is the parent company of our organization which also includes:

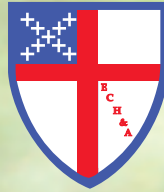
- ✓ Episcopal Community Housing
- ✓ Episcopal Community Housing Development Organization
- ✓ Episcopal Church Home Life Care Community, Inc., dba Canterbury Woods

We are also supported by the Episcopal Church Home Foundation whose sole mission is to support the Core Purpose of ECH&A. Each of our corporate affiliates supports the Core Purpose and Vision of ECH&A through services to their residents and the greater Western New York Community.

Episcopal Community Housing was established to provide affordable housing opportunities to low income seniors and/or handicapped individuals. It currently owns or operates 4 apartment buildings with a total of 187 units throughout greater Buffalo.

Episcopal Community Housing Development Organization develops and builds affordable housing for low income individuals and families.

Canterbury Woods is the only multi-campus Continuing Care Retirement Community (CCRC) in New York State. Its Williamsville campus consists of 203 independent living apartments, 40 patio homes, 33 assisted living apartments, and 50 skilled nursing units. Its Gates Circle campus, located within the city of Buffalo, consists of 53 independent living apartments and 5 assisted living apartments.



STRATEGIC FOCUS AREAS	STRATEGIC PRIORITIES	SUCCESS INDICATORS
<p>FACILITIES & SERVICES</p>	<ul style="list-style-type: none"> • Determine our role in senior, low-income housing. • Develop, acquire, or partner to create homecare services for Canterbury Woods residents. • Explore and research strategic acquisitions. • Undertake construction of Theatre/Lecture Hall. • Increase occupancy at Gates Circle. • Continue reinvestment and innovation in our communities. • Expand community partnerships. 	<ol style="list-style-type: none"> 1. Determination has been made regarding our role in senior, low-income housing. 2. Offering Canterbury Woods-sponsored homecare services to our residents. 3. Responding to strategic acquisition opportunities that support our core purpose. 4. Successful operations of the Theatre/Lecture Hall along with significant utilization and variety of programming attracting residents and the outside community. 5. Met occupancy goals for Gates Circle community. 6. Leverage partnerships that support the achievement of the strategic priorities.
<p>RESIDENT WELL BEING & QUALITY OF LIFE</p>	<ul style="list-style-type: none"> • Improve and expand comprehensive, innovative wellness activities/services for residents. • Pursue an initiative to upgrade the quality and appearance of our outside environment. • Continually improve resident satisfaction. • Increased engagement with local communities. 	<ol style="list-style-type: none"> 1. Achieved select metrics/goals in the Holleran Resident Satisfaction Survey. 2. Residents view our evolving wellness program as critical to their overall health and our communities' success. 3. Executed the three-year grounds and landscaping plan for Williamsville Campus. 4. Developed partnerships with local entities for mutually-beneficial access to ECHA's communities.
<p>EMPLOYER OF CHOICE</p>	<ul style="list-style-type: none"> • Invest in our managers and supervisors to become even more high performing. • Improve ongoing employee satisfaction. • Make strategic decisions regarding wages and benefits to remain competitive. • Educate all employees through dedicated "diversity, equity and inclusion" training. 	<ol style="list-style-type: none"> 1. Managers and supervisors have received intentional development and training to improve performance. 2. Employee evaluations and one-on-one meetings are conducted according to our organizational plan. 3. Key measurements in the Holleran Employee Satisfaction Survey show increased satisfaction and improved communication. 4. Our market wage analysis studies confirm that ECHA is offering competitive wages and benefits. 5. Established recruitment and retention goals are met. 6. Inclusion and diversity are role-modeled, practiced and supported by managers, supervisors and employees.
<p>GOVERNANCE</p>	<ul style="list-style-type: none"> • Board members take the lead in securing top-rated Board candidates. • Board members role model and practice supporting diversity, equity and inclusion. 	<ol style="list-style-type: none"> 1. Board members have identified the required number of talented candidates to fill Board Director seats. 2. Board members have demonstrated they are supporting diversity, equity and inclusion.