



Canterbury

FOUNDATION

The Promise of Home

ANNUAL REPORT 2022



Our Family. MANOR | COURT | HEIGHTS | LANE

OUTREACH & PARTNERSHIPS. *Where community is at home.*

CONTENTS

	Page
1. Message from the Board Chair	2
2. Message from the Chief Executive Officer	3
3. Introducing some of our new Board members	4, 5
4. Finance Report	6, 7
5. Licensing & Resident Statistics	8
6. Health Services Report	8
7. Spiritual Care Services	9
8. Social Worker Services	10
9. Life Enrichment Report	10
10. Volunteers	11
11. Facilities Report	12
12. Dietary Report	13
13. Human Resources Report	14, 15
14. Court Modernization & Expansion Project	15
15. Fund Development Report	16
16. Sponsors	17, 18
17. 2022 Canterbury Foundation Donor Family	19, 20
18. 2022 Board of Directors & Management Team	21
19. Committees	22
20. Past Presidents & Chairs, Foundation members	23
21. Financial Statements Dec 31, 2022	AFS Pgs 1-20



Message from the Board Chair **MARY PAUL**



Good things are happening at Canterbury!

Those of us familiar with the events of the past few years at Canterbury, can now say your Board of Directors, staff, residents, and family, are seeing the light at the end of the tunnel.

One of my first events as the new Chair of the Board, was to participate in May's official opening ceremony of Canterbury Heights, our new five-storey, 50 unit building offering both independent and supportive living.

In the Fall, we celebrated the completion of our \$8 million renovation and expansion of Canterbury Lane, our 52-unit memory care unit. That was followed by renovated areas within Canterbury Court, our supportive living area, and the completion of our new Enhanced Supportive Living Wing, that will help us better support the increased physical care needs of residents nearing end of life.

I want to commend the work of the Ad Hoc Project Committee of the Board, who met monthly over the past three years, overseeing this capital expansion and renewal work. The completion of this work heralds a new beginning of increased living choices for residents and their families.

Our Board also welcomed Heidi Hadubiak, as our new Chief Executive Officer (CEO). As was evident from attending the very successful Fall Open House, Heidi and her team demonstrate a passion and pride in advancing Canterbury's evolution as a recognized leader in resident-centered care through all stages of a senior's life.

Anglican Task Force

The Nominating Committee requested a review of our By-laws to consider the requirement that Active Members, be a parishioner within the Anglican Diocese of Edmonton. An Anglican Task Force was struck and, through their research and interviews, found there was no formal connection to the Anglican Diocese other than the founding members worshipped at Anglican parishes. The recommendation that the By-law be amended to remove the restriction was passed by the members of the Foundation. These changes align with Canterbury's Strategic Plan and the growing diversity of Edmonton. The Board of Directors feels this is a positive step reflecting that Canterbury values all forms of diversity and inclusivity and now allows Canterbury to extend our search for board members to a broader community. Our appreciation to the individuals who worked over the summer months on this Task Force to bring forward their recommendation to the Board of Directors.

Bill 11: Continuing Care Act

The Board continues to educate itself on the government's introduction of Bill 11: Continuing Care Act (the Act) to modernize Alberta's legislative approach to home and community care, supportive living accommodations, and continuing care homes. We are supported by the knowledge that our CEO meets frequently with government representatives to advocate on our behalf and through the sector work of the Alberta Continuing Care Association.

Your Board of Directors is comprised of volunteers who are either retired, or employed full-time. As your new Chair, I truly admire these Directors and consistently witness their passion for their work at Canterbury. When the Directors complete their six-year term of office on the Board, they can choose to remain as members of the Foundation. Unlike many Boards, many members continue on committees of the Board. We have been so fortunate that these individuals offer their talent, time, and fellowship, to act in the best interest of the Foundation's mandate.

I look forward to the continued dedication and support of our Foundation members, our Board of Directors, our staff, residents, and their families as we emerge renewed toward a bright future.

Message from the Chief Executive Officer HEIDI HADUBIAK

Reflecting on 2022, it is clear to me that the year was characterized by two words, **renew** and **reset**. As we began 2022, Canterbury was still facing the significant challenges associated with COVID-19. Unfortunately, we saw our first COVID outbreak at the facility in January with the arrival of the Omicron variant. However, through the proactive, and skilled response of the Health Services team at Canterbury we were able to contain the outbreak and minimize spread. Once again, we maintained our outstanding track record of zero COVID deaths and zero COVID hospital admissions.



As late spring approached, with the pandemic easing and the final phases of construction underway, it was time to 'reset' as an organization. We were once again able to be more future-oriented and we certainly had our work cut out for us! As we embarked on this work, I established an organizational theme for 2022, "**Better tomorrow than we were today**". This helped the leadership team to frame out our perspective, philosophy, and detailed actions for the remainder of 2022 and beyond.

As a part of this work, we solidified our organizational definition of **Resident Centred Care**. Throughout my entire tenure with Canterbury and more markedly as I took on the role of CEO, I placed strong emphasis on a belief that residents must not simply be treated as end users of our care and services, but rather, should be fully engaged as partners in decision-making and co-creators of the community they live in. This philosophy was and continues to be our formula for success and has aided us in forging partnerships with Canterbury residents as well as building a stronger sense of community for all. As a result, residents themselves became engaged in promoting Canterbury and even took great pleasure in joining as community ambassadors at the Fall Open House.

I believe that the changes we initiated and built on throughout 2022 helped us to gather and strengthen a team that brought 'renewal' through new energy, passion, and purpose to Canterbury. As construction and renovations neared completion towards the end of the year, and as the realities of the COVID-19 pandemic became less pronounced, we were increasingly able to focus on more positive and powerful priorities in 2022 and set a foundation for success for years to come.

Our changing realities also allowed us to translate our efforts into refreshing our Canterbury brand. Throughout the summer of 2022 our marketing team planned and launched a new advertising campaign that was highlighted by our first large-scale open house since before 2020. This allowed us to not only showcase beautiful new and renovated spaces but also allowed us to start to demonstrate our reinvigorated commitment and reality of resident-centred care. Beyond showing off new and aesthetically pleasing surroundings, the marketing campaign and open house also gave us the opportunity to showcase the range of innovative programs and services that were launched over the course of 2022 including an enhanced dementia care program, a new end of life/palliative care program and the enhanced supportive living option.

Throughout this annual report, you will see this same theme of reset and renewal as you read about the many successful outcomes of 2022. This was achieved through our strong commitment to continuous quality improvement and best in class programs and services. As incoming CEO, it has truly been a privilege to have had the opportunity to step in and lead this team of highly dedicated and talented individuals over the past number of months and I am incredibly proud of all that was accomplished together despite the many constraints that we faced over the course of the year!

INTRODUCING SOME OF OUR NEW BOARD MEMBERS

REV CLARE STEWART

The Rev. Clare Louise Stewart was raised in the valley town of Dundas ON, in the shadow of the Niagara Escarpment and on the shores of Cootes Paradise at the western extreme of Lake Ontario.

Clare+ completed an undergraduate degree in Geological Engineering and a Master of Science in Earth Sciences (Hydrogeology) at the University of Waterloo and spent more than 20 years working for engineering consulting firms in the Region of Waterloo ON. Clare+ provided project direction and management for multi-disciplinary teams, through all stages of a project life cycle, from work program development, securing contracts, and initial start-up; through data collection, management, and analysis; into reporting, presentations to clients and other stakeholders, and negotiating approvals with regulatory agencies. In addition, Clare+ served as a technical specialist in the hydrogeology and environmental stewardship of land development projects, with a primary focus on waste management facilities. Clare+ remains a licensed Professional Engineer (non-practising) in both Ontario and Alberta.



After her son Brett finished high school, Clare+ left her career to pursue a Master of Divinity at Huron University College at Western University. There, Clare+ met and married a Newfoundlander, and thus began her ordained ministry as the Incumbent of the Parish of Port Saunders on the Great Northern Peninsula on Newfoundland's west coast serving five small fishing villages/towns.

Clare+ came to the Edmonton area in February 2020, when her wife, the Captain Rev. Jennifer Renouf who is now a Military Chaplain, was posted to CFB Edmonton. Clare+ became the Incumbent of St. Timothy's Anglican Church in October 2021 and was appointed Rector in April 2022.

In addition to her work at St. Timothy's and by extension as an Honorary Director on the Canterbury Board, Clare+ is a member of the Executive Council of the Diocese of Edmonton. She also sits on two working groups of the Diocesan Social Justice Committee ~ one related to environmental concerns (5th Mark in Action) and the other around advocacy and inclusion for LGBTQIA2S+ persons (Queerly Beloved). Clare+ is also a member of the Working Group "Creation Matters" of the Anglican Church of Canada. She is a member of the international organization *The Society of Ordained Scientists*.

Clare's ministry passions include Christian Education, journeying with families through death and grief, and running a meeting that is well planned, organized, and no longer than necessary.

DAVID H. HOPKYN

David is the Vice President of Business Development for MetCredit, Canada's largest and most successful accounts receivable management firm. David has been with the firm for over 27 years, and is also Vice President of its subsidiary, Affinity Credit solutions.

David received his BA in Economics, and his ACI designation from the Credit Institute of Canada.

David also sits on the N.A.I.T Finance and Advisory committee, and is currently the Vice President of The Credit Institute of Canada.



He has produced and presented many seminars for clients, the University of Alberta, and NAIT.

David's father Dr. J.C.W. Hopkyns, FRCP was a founding member of the Canterbury Foundation. He is married with 2 grown children, and enjoys their cabins, and many trips to the mountains for hiking and skiing.

David is a member of the St Aidan and St Hilda Anglican church.

PENNY HOLMES

Penny Holmes is a recently retired nurse who worked in Women's Health at both the Sturgeon Community Hospital in St Albert, and the Lois Hole Hospital for Women in Edmonton. Penny's roles included being a labour and delivery nurse, Clinical Nurse Educator and most recently, as a Unit Manager. Penny's focus has always been quality patient and family centered care with a foundation of evidenced based practice. She is pleased to be able to bring some of her experience to the Canterbury Board of Directors as well as the quality committee at Canterbury.



Penny graduated from Memorial University of Newfoundland with her Bachelor of Nursing degree.

Prior to becoming a nurse, Penny worked in the food processing industry in British Columbia performing quality control and product development and was a plant Superintendent before leaving the workforce to raise her three sons.

Penny was born and raised in BC and moved to Newfoundland with her husband Stewart and their young family, before returning west and moving to St Albert in 1995. Throughout her adult life, Penny has volunteered with many organizations including the Greater Vancouver Childbirth Association, Boy Scouts of Canada, Olympian Swim Club and many roles within multiple parishes of the Anglican Church.

Retirement has allowed for more time to travel and spend time with her adult children and their families.



FINANCE REPORT – Dirk Kuntscher

Financially speaking, 2022 was a challenging year for Canterbury Foundation. The renovation project continued to challenge operations largely due to delays related to unforeseen building conditions and an inherent risk in working with aging infrastructure. In response, the Canterbury team worked together to address these challenges, manage what was in their control, all with a focus on maintaining the promise of home for our residents, ensuring a safe environment for all, and maintaining strong financial stewardship of our resources.



The year ended with a deficit of \$3,125,000. Driving this deficit was unrealized revenue from late turnover of suites as a result of the construction project not meeting completion targets in the last two quarters of the year.

Accommodation revenue was \$8.6 million this was less than prior year by 8%. Occupancy challenges continued to impact Canterbury Foundation's bottom line as it is the most significant source of our revenue. In 2022, Canterbury Foundation did receive additional supports from the federal and provincial governments totaling \$438,000. However, the discontinuation of government grants related to COVID response in 2022 also impacted Canterbury's financial performance as it was over \$1.1 million less in support than the prior year.

Direct expenses were \$13.2 million, \$0.3 million higher than prior year, mainly impacted by the collective bargaining agreement that was reached in July of 2022. Also contributing to the increase in salary costs, were the additional health service and housekeeping staff that were required to maintain a safe environment and were directly related to pandemic precautions. Covid-related protective personal equipment and cleaning supplies along with this increased labour to ensure resident and staff safety, continued to add cost to the organization over the course of the year. The total expenditure for Canterbury Foundation since March 2020 was \$2.3 million as of the December 2022.

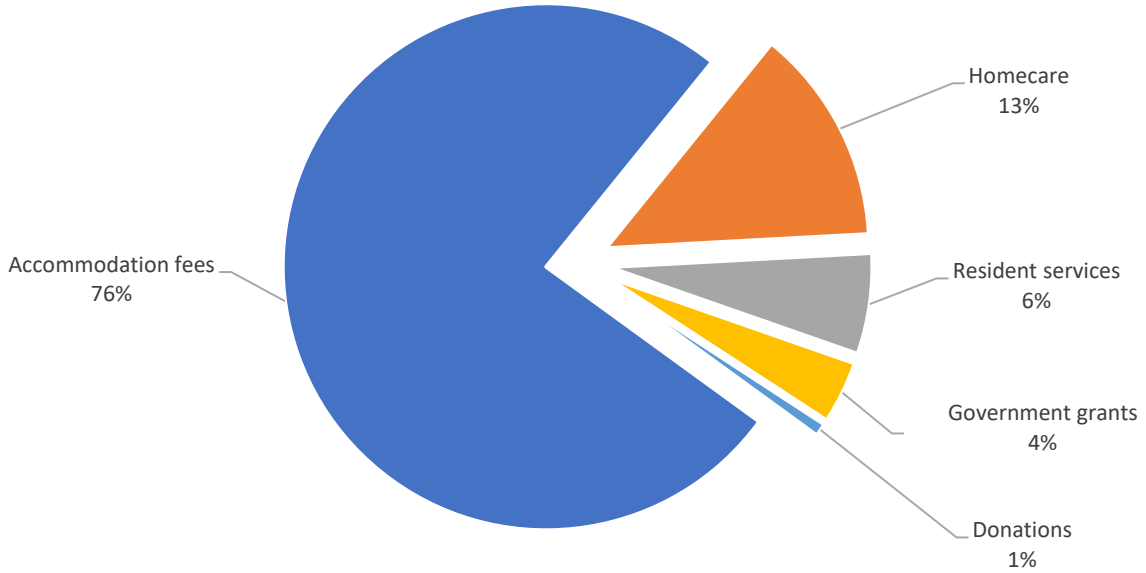
Most other non-salary expenses dropped compared to prior year due to the decline in occupancy and the concerted effort on the part of staff to manage all other discretionary expenses. Insurance premiums increased significantly due to major claims in prior years and ongoing construction activities on site.



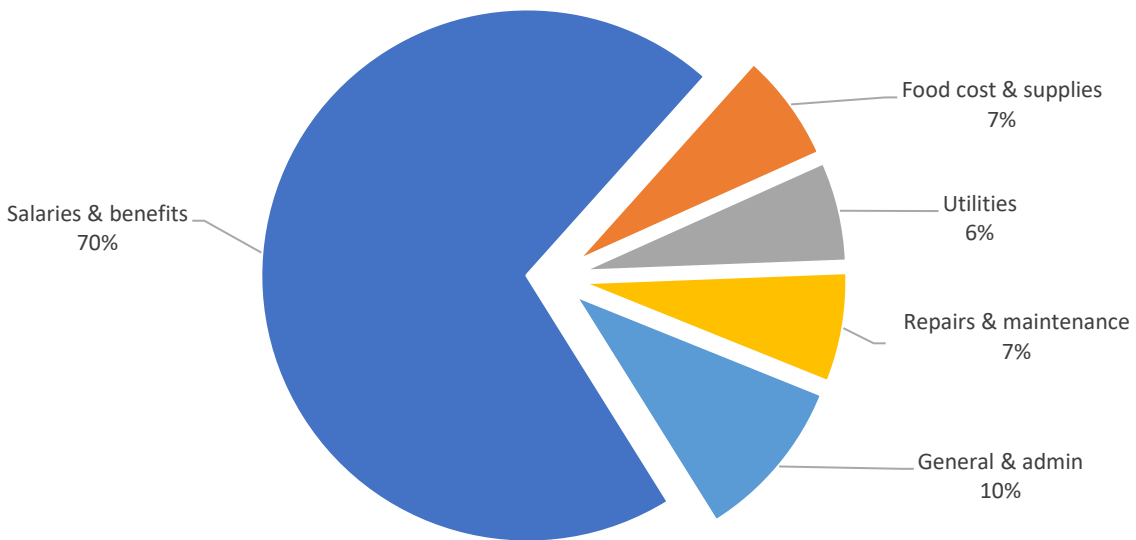
The construction loan amount was \$34.8 million at the end of the year. We have closely monitored ongoing construction costs to ensure the project stays within the remaining contingency budget. Despite some project completion delays in the fall, the project did reach substantial completion as of December 23, 2022.

Overall, 2022 once again demonstrated Canterbury staff's resilience and dedication to our residents as well as the Foundation's ability to meet the challenges faced, in particular through demonstrating strong financial stewardship.

REVENUES \$11.4 MILLION



EXPENSES \$13.2 million



LICENSING & RESIDENT STATISTICS

Sacha Cooper



At the closeout of 2022 saw a campus-wide occupancy average of **77%**, which was up 2% from 2021. With the assistance of Lindsay Jennings, who we welcomed as Canterbury's new Licensing Agent & Administrator we saw a total of **34** new residents join the Canterbury community.

Although lingering COVID restrictions continued to be a factor in the manner in which we could welcome visitors into Canterbury, we held a September Open House event where we opened our doors to the external community and public for the first time in almost three years. The event attracted over **300** visitors and was directly responsible for **30%** of the new residents who joined our community in 2022.

The average age of the Canterbury resident increased from 90 in 2021 to **91 years of age**, with 5.5 years being the medium length of time that a resident resided within the community. The average age of the incoming resident decreased slightly from 87.5 years of age in 2021 to **85 years in 2022**, and by the end of the year, roughly 180 residents were in need of, and receiving, various degrees of homecare and support services.

We bid a sad farewell to a total of **58** residents by the end of the year, with **34** of those residents passing away, **18** moving on to a Long Term Care facility, and the remaining **5** leaving Canterbury to move in with family, or move to be closer to family.

HEALTH SERVICES REPORT

It seemed inevitable as we rung in 2022 with the COVID-19 variant Omicron sweeping through the province that we would face our first outbreak at Canterbury. And by mid-January, our first outbreak was declared in the Manor. Fortunately, we had been planning and preparing for almost two years by that time and our residents, all fully vaccinated, partnered with us to keep one another safe and minimize the spread. The outbreak team at Alberta Health Services congratulated Canterbury for their rapid, coordinated response and recognized us as one of the top facilities in the province in terms of pandemic response protocols.

Fortunately, as the year progressed, we were increasingly able to return to pre-pandemic level precautions and activities which allowed the Health Services team to focus on the education, and training for the new programs in dementia and end of life/palliative care as well as the new skills staff required for the soon-to-open enhanced supportive living option. The launch of these new programs and services over the course of 2022 built upon Canterbury's already strong foundation of quality care. More importantly, they served to address the evolving needs of our residents through our improved ability to keep residents in their home at Canterbury through to end of life, regardless of their care needs.



SPIRITUAL CARE SERVICES – Rev. Colleen Sanderson

“It is not the magnitude of our actions, but the amount of love put into them.”
Mother Teresa

There have been so many moments this year where we have shared our love, kindness, and humanity with each other. As Canterbury Foundation’s new Chaplain, this has been incredibly rewarding to bear witness to.



Here are some of the highlights from the year:

- Process improvement work to enhance our ‘warm welcome’ to our new residents.
- The celebration of the Holy Eucharist (Holy Communion / Mass) provided by the United Lutheran, Anglican and Roman Catholic churches and a non-denominational worship service returned.
- We reintroduced a worship service in our memory care section, which is greatly appreciated by the residents.
- We were so blessed to welcome Fiona Brownlee to preach and lead a smudge for the staff and residents to commemorate Indigenous days and to remember Truth and Reconciliation Day.
- We remembered residents and staff that have passed away in the last year with a beautiful interfaith worship service.
- We held Bible studies in the Manor and Court which led to lively conversations.
- We were also blessed to welcome Rabbi Gila who taught us about the celebrations of Channukah and lit the Menorah with us.



Whenever requested, prayer, support and encouragement of staff and residents was offered. This ministry with our residents and their families is important whether it is a friendly greeting and a wave, a profound conversation, a walk in the hallway, or the singing of a hymn. Our small acts done with great love make a difference every day.

Colleen also works collaboratively with Sara, our Social Worker, to provide support for residents and their families.

Our residents have much to teach and share, when we spend a moment lovingly listening to them. This ministry happens through and with the prayers, kindness, support and the gift of time of many individuals and organizations. It is with great love, compassion, inclusivity, and respect for everyone’s spiritual journey that Spiritual Care at Canterbury endeavors to be “better tomorrow than we are today.”

Thank you for remembering us in your prayers.

Sincerely,

Rev. Colleen Sanderson

SOCIAL WORKER SERVICES – Sara Morin

In April 2022, Canterbury welcomed Geriatric Social Worker, Sara Morin to the Canterbury team. Sara obtained her Master of Social Work from the University of Toronto, with a Specialization in Gerontology. She brings an entrepreneurial spirit and over 20 years of experience in the field of geriatric social work to Canterbury.



Sara hit the ground running as Canterbury went into its first Covid outbreak in the Court the week of her arrival. With residents being placed into isolation in their suites for 10 days, Sara donned PPE and jumped into action to provide mental health and emotional support to residents in their suites to offset the effects of pandemic isolation.

As Canterbury transitioned into a new normal as the year progressed, Sara built strong relationships with Canterbury residents and their families. Her commitment to supporting each resident to live life at the highest level of emotional and social wellness was apparent in all that she did. Sara provided counselling to residents around issues of dealing with chronic illness, loss of abilities and grieving after the loss of a loved one. She advocated for Canterbury residents in accessing government and community resources which can often be difficult to navigate. Sara ensured new residents were settling into the community well and provided family mediation when conflict arose, recognizing when caregiver support was required to ensure strong partnerships between residents, families and Canterbury staff.

As a member of our Health Services team, Sara facilitates Resident and Family Care Conferences. Sara also works collaboratively with Rev. Colleen to provide palliative care and end of life support for residents and their families. Support is vital during these life changes and times of transition and is an integral part of the care provided at Canterbury.

LIFE ENRICHMENT REPORT – Leana Nielsen

As another challenging year went by for the team our goal of enhancing the lives of our seniors was unwavering. Our Life Enrichment team strived to increase the quality of life for our seniors and focused on turning the collection of individual homes of our residents into an engaged and supportive community.



A major focus for the team in 2022 was supporting the transition of the Lane residents to the new surroundings of the completed renovation. The new, enhanced dementia program centered around closer observation of the needs of the residents was established. The model recognizes that the needs of the residents are ever changing, and the team's goal is to be responsive, always ensuring programming is customized and designed for the interests of the current residents within the community.

The Life Enrichment team worked closely with the University of Alberta research team as well as Health Services staff as we settled into the new space. The indoor spatial environment went through many adjustments, furniture and tables were moved around until it functioned in a positive manner for our residents. The outdoor area was also enhanced by selecting brightly colored chairs, that were easily distinguished by our residents. Outdoor tables were bought to encourage gatherings with family and friends, and various common areas began to discover their personality. Lane residents enjoyed spending time in the warm summer months, enjoying daily living activities such as gardening, sweeping the patio, or filling the bird feeder.

Another adventure for our team was navigating the uncertainty of the construction timeline while readying the space for hand over for its renovation. Although displaced, the spent time organizing

supplies and activities so that the impact on program delivery would be minimal. Despite the disruption, we forged ahead with a new vision for resident programs and along with the multidisciplinary team, brought new enriched programming such as Canterbury Camp Days to life. Residents were brought back to days of being in summer camp and working together to form lifelong bonds within Canterbury.

As further restrictions were lifted, we met with the Laurier Heights School to re-establish our partnership and help bring intergenerational programming back to Canterbury. These connections are important to both our residents and the students. It was an exciting time to see the students back for our annual Halloween parade and Christmas activities where they shared their love of music, and crafts and brought holiday cheer. Many other performances were welcomed back to Canterbury as well, including Choirs, Big Bands and Orchestras.

This year also brought new partnerships. With Canterbury Foundation relying on donations, we know the importance of giving back to our community. Which is why Canterbury partnered with Santa's Anonymous and the Food Bank in late fall. The residents overwhelmed us with their desire to give back, not only to the foundation but also to these external partners as well.

We are proud to be working towards creating more community within Canterbury and its surrounding areas. With continued opportunities we will work towards fulfilling the lives of our residents and ensuring that these connections stay strong in 2023 and beyond.

VOLUNTEERS – Ardythe Harder

Canterbury's roster of 2022 volunteers donated a total of 1,125 hours over the course of the year.

On average we had:

- 11.25 volunteers per month
- 93.5 Volunteer hours per month
- ~250 hours were remote and ~875 hours were in person.



The Virtual Buddy program continued to be popular with both volunteers and residents. In 2022, through increased interest from volunteers, we were able to expand the recipient list and have more residents benefit from this one-way pen pal program.

As Canterbury was able to welcome more in-person volunteers, more direct interactions between volunteers and residents resulted. We even had the opportunity to introduce some of the virtual buddy volunteers to their resident buddies, which was meaningful for all parties. Another benefit of this program was that we had family members who saw the impact of these remote interactions inspired to join our volunteer team.

Our regular weekly volunteers are involved in programming such as BINGO nights, and also to help with light duties such as organizing files within our Finance department.

The most successful innovation coming from the volunteer department this year has been our Art Shows. While this began to engage and include volunteers who could not come in person during high COVID periods, the first show was such a huge success that there have been two more organized since then. Looking ahead, we plan to have two shows annually and continue to build into the future.

The focus for the volunteer department for the next phase will be increasing conversion of new volunteers into recurring volunteers, and to improve interactions between departments and volunteers.

FACILITIES & OPERATIONS REPORT

Bruce Andrusiak



While 2022 passed without a major incident such as flood or massive power outage, it was a year of management changes and adjustments on the fly for the Facilities and Operations Department. Hilary Lindenbach was transferred from within to backfill the unexpectantly vacant Housekeeping Supervisor position in February. Bruce Andrusiak came on board to fill the vacant Facilities and Operations Manager position in June. The resignation of Stephanie Powers, Director of Facilities and Operations, followed at the end of August. All of this while the Construction and Modernization Project was in full swing and rapidly heading to the finish line at the end of 2022.

In alignment with our value to support the development and empower our employees, we promoted a housekeeper in October to Assistant Housekeeping Supervisor. This position will not only allow 7-days a week supervision of housekeeping staff and support succession but this also gives the Housekeeping Supervisor more time for working on operational improvements and efficiencies.

In alignment with our value to be diverse by intention and inclusive by design, we have hired a Ukrainian war refugee in Housekeeping. She migrated to Canada with two of her younger children, leaving behind her husband and an adolescent child to defend their country. It has been rewarding to help her and her family settle into a new country, improve their English, and become self sufficient during the difficult times her family is currently facing. The entire Canterbury family has wrapped around this new member of the team to provide support and encouragement on a day to day basis.

The unexpected failure of the Manor chiller in August was the most urgent and complex challenge faced by Facilities in 2022. Working closely with our chiller service provider we were able to quickly source the obsolete refrigerant, perform some temporary repairs and get the chiller up and running again within two weeks. More permanent repairs are underway to ready the chiller for the next cooling season. Special thanks to all Canterbury Teams for keeping our residents comfortable and safe during the unexpected downtime.



A refresh of the Manor main floor lobby, dining rooms and lounges was completed in the fall of 2022. The refresh consisted of painting, new baseboards, new carpeting in select areas, fireplace and lighting up grades. The upgrades were welcomed by the residents and are helping to attract new residents into the Manor.

Lastly, to keep our beautiful exterior looking its best numerous landscaping upgrades, concrete replacement/repairs and outside painting was completed around the campus during the summer months to keep the grounds looking great and maintaining a safe environment for our residents, families, and staff.

DIETARY REPORT – Executive Chef Ram Sharda

The Dietary team made some big strides in 2022. With ever changing dynamics of the operations, the team stepped up to deliver splendid results. Under the leadership of the new Executive Chef, Ram Sharda, the team was driven towards a resident centric approach in providing food and services in addition to launching a long-awaited new menu. The residents have been exceedingly pleased with the quality and presentation of the food and being with the flexibility in accommodating special requests. They have demonstrated their approval through increased patronage which not only brought increased revenue in the Manor but also breathed new life into the dining rooms!



At Canterbury, we understand that food is an integral part of one's life and the dietary team took this into account by involving residents in menu development/planning, so their voices were heard. Residents were offered tasting menus to try, and feedback was collected daily. The crowd favourites were incorporated in the menu which was a recipe for success!

The team hosted special Thanksgiving, Christmas and New Years dinners once again, which were very much appreciated by all the residents as decreasing restrictions allowed celebratory events to resume.

Despite the record high inflation in food cost and broken supply chain, our Executive Chef and his team found creative ways to procure quality products, optimized production standards and even reduce waste! With all of these great results, we cannot wait to see what they will cook up in 2023!



HUMAN RESOURCES REPORT – Rita Filice



“Better tomorrow than we are today”

As we reflect on the work and accomplishments in 2022, it was another year where our teams demonstrated a strong sense of commitment to deliver high quality care and services to our residents and to keep them safe as we continued to navigate the ongoing challenges with the pandemic. Our staff continued to demonstrate a deep commitment to their work, to each other and to the organization. We would not be where we are today if it was not for our staff and leadership teams who are passionately dedicated to their work and to our residents.

Building Relationships

The pandemic caused everyone to reflect and reconsider in one way or another their purpose, values, and redefine what matters most. The reality is that the pandemic changed the way people work and the way they view work. Because of this, HR prioritized building strong relationships with our staff and union to build connection, visibility, openness, transparency and to understand what matters most to our people. We know that we are better when we are working together towards the same goals.

Our annual Worklife Pulse Survey centered around what is important to our staff around workloads and schedules as we continued our planning efforts on our operational priorities. Our employee’s voices matter, and the survey was well received with good participation. The employee feedback allowed us to focus on the right priorities, stay on course and act on what was important to our staff.

Building a solid HR foundation

HR continued their work to develop foundational elements to build and sustain an HR infrastructure that would best support leaders and employees. HR worked closely with the leadership team to become more visible and to educate leaders on how to leverage the HR function to support their work. Recruitment, onboarding and workplace investigations were primary areas of focus to work with the leadership teams to provide stronger support. As a trusted advisor and partner to the business, HR has an important role to shape culture and support leaders to build and retain strong teams.

Building and sustaining Health and Safety

Health and Safety is everyone’s responsibility in our work environment. It remains a top priority to ensure our staff and residents are always safe. Our Health and Safety Committee is also a key contributor to our health and safety initiatives. The committee meets monthly to review workplace incidents, conduct inspections, evaluate opportunities to create efficiencies in our processes and procedures, reviewing training and development requirements and review new and existing legislative standards that are applicable to our workplace.

In Q2 2022, we provided emergency preparedness readiness training to all department managers. In addition, our managers continue to facilitate Code of the Month training with their teams to ensure teams are ready to respond in any situation they may face.

Certificate of Recognition (COR)

2022 was a COR audit maintenance year. Canterbury passed its COR audit from Continuing Care Safety Association, and we maintained our certification. The passing grade in a



maintenance year is 60% and we were happy to report that we received a score of 76%. A successful COR certification results in a significant reduction in annual WCB costs to the organization as well as being critical to risk mitigation and ensuring all legislative requirements are being maintained. Our work is never done in this space. We continue to keep the momentum going to improve our processes, response times, reduce workplace incidents and injuries as well as educate and increase awareness of the health and safety goals and initiatives.

Collective Bargaining

Canterbury Foundation and AUPE (Alberta Union of Provincial Employees) bargaining committees came together to reach a negotiated settlement in July 2022. The agreement was well received by our staff and the union, and everyone was pleased with the positive settlement and outcome. We are truly proud of our accomplishments and our continued effort to build positive relationships with the union.



Workforce Planning

HR, in collaboration with the leadership team, made an intentional effort to hire the right people with the right skills to enhance our strong teams. Our hiring teams became creative and tested targeted recruitment strategies to attract the best of the best to our workplace. Our strategies proved to be a success to staff our newly renovated spaces and programs at our facility. As a learning organization, we continue to evaluate opportunities to leverage our current talent/workforce, promote skills development and place individuals in roles that utilize their strengths with an aim to develop a talent pipeline and ensure succession is a key focus for the organization.

During the pandemic, Canterbury Foundation was fortunate to recruit and select qualified candidates, unlike other operators in the sector, who were experiencing significant challenges filling their open positions. We continue to promote our strong reputation and have become a magnet organization which helps us to recruit qualified, committed staff amidst the growing workforce shortages we see in the industry.

At the end of the year, we reflected on all our accomplishments, unwavering commitment to our residents and the deeper relationships that were formed across the organization with staff, union, families, and residents, it was clear that Canterbury and our people are better together.

COURT MODERNIZATION & EXPANSION PROJECT – Bruce Andrusiak

2022 was an extremely busy year for Canterbury due to the ongoing demands related to the Court Modernization and Expansion Project. Testing and verification of the new fire safety systems during all phases of construction was very challenging especially



in our assisted living, and memory care areas. Adjusting to construction demands that were adjacent to busy, and active areas required innovation and creativity to be successful and enable day to day site operations to continue. Numerous hours of planning between the Bird Construction and Canterbury site teams occurred to minimize inconvenience, ensure continued safety for our residents, families, staff while successfully bringing the construction work to completion.

Most of the construction was completed and renovated areas turned over to Canterbury in 2022. Additional work such as construction deficiencies, warranty work and Canterbury operational readiness planning, was carried over into 2023.

FUND DEVELOPMENT REPORT – Margo Buckley

2022 was another generous year for Canterbury Foundation. The support of our incredible donors was critical to the growth our Canterbury Community, from new care spaces to programming, the impact of giving can be seen around every corner.

If you looked up, way up, you saw Canterbury’s Intergenerational Community Garden Mural appear on Canterbury Heights, generously funded by Colliers Project Leaders and CareRX.

Canterbury introduced new technology called “Obie for Seniors”, a hands-free game based projection system, created for seniors to encourage movement, socialize, and support cognitive health.* Our three Obie systems were funded by the Government of Canada’s New Horizons for Seniors Program.



Our 3rd Annual Promise of Home Campaign & Online Auction kicked off in November, and exceeded expectations, raising over \$127,000. The theme of the 2022 campaign was “The Heart of Canterbury” shining a light on the critical need for donor funds to support Canterbury’s geriatric social work and spiritual care staff and services. Many resident families and loved ones joined our donor family after staying in our complimentary Manor Guest Suites, showing their appreciation by making a gift to the Foundation.

We shared stories of impact from our residents, their loved ones and staff through our “Canterbury Gratitudes” with the intention to inspire and advocate for the good that donor dollars do and make known the growing culture of philanthropy among our community with every passing year.

Your gifts have given compassionate care, housed new programming, and introduced enhanced health services for our seniors. Thank you to our donors, sponsors, and funders who make it possible for every Canterbury resident live in comfort, safety, independence, and connection as they age in place at Canterbury, the community they call home.

* See some photos of the “Obie for Seniors” on page 18

Thank you to our 2022 Sponsors

Online Auction Presenting Sponsor



Online Auction Lead Sponsors



Online Auction Partnering Sponsors

WATER ON WHEELS



Online Auction Supporting Sponsors

One Man's Treasure Boutique Emporium & Marketplace
Nancy Sorensen, Artist

Royal Tyrrell Museum
YMCA of Northern Alberta

Thank you to our Obie For Seniors Funder

Funded by the
Government of Canada's
New Horizons for Seniors Program

Canada

“Obie for Seniors”, a hands-free game based projection system, created for seniors to encourage movement, socialize, and support cognitive health. Canterbury has 3 of these.



Obie projector on the ceiling



2022 CANTERBURY FOUNDATION DONOR FAMILY

TRAILBLAZERS

Belamisca, Scott & Kristine
Bird
CareRX
Colliers Project Leaders
Rossall, Joan
Smith, Sandra
The Rollans Family
Warner, J. Philip
Watson, Catherine
Watson, Scott & Kathy

CHAMPIONS

ATCO EPIC
Bell, Sharon
Canada ICI Capital Corporation
Vaasjo, Brian & Dawn

LEADERS

Acton, Darlene
Bell, David
Coenen, Elizabeth
Cujec, Bibiana
Goulet, Denise
Hadubiak, Greg & Heidi
Haley, Frank
Hingley, Lois
Holmes, John & Kathleen
Hordal, Herman & Gail
Houlihan, Nellie
Hussey, Marilyn
Jolley, Rob
Lloyd Sadd Insurance Brokers Ltd
Montgomery, F. Scott
Parkinson, Edward (Toddy) & Anne
Petterson, Ellen
Sherlock, Jo-Ann
Sneddon, Cindy
Thomson, Roger
West, Bart & Carole
Wood Edwards, Linda

FAMILY

Apedaile, Leonard
Baker, Doris
Bates, Margaret
Bauer, Chris
Bauer, Donald
Berry, Frances
Bowes, Diann
Brennan, Shelley
Canterbury Manor Residents Assoc
Carr, Lavina
Cotton, Carol
Daniels, Marla
Dobie, Tom
Gorsline, Gloria
Gregson, Alda
Gu, Grace
Hogle, Bruce & Gail
King, Wendy
Lala, Ajay
Losie, Doreen
Martin Deerline
McVey, Dorothy
Munn, Alexandra
Otto, Helen
Pathfind
Salvatore N. Amelio Professional
Legal Corporation
Taylor, Maurice & Marna
Thygesen, Phyllis
Woolnough, Nelva



Life Enrichment Team at Halloween

2022 CANTERBURY FOUNDATION DONOR FAMILY

FRIENDS

Bannard, Kenneth & Sandra
Berteau, Beverly
Berteau, Gladys
Booker, Laurie
Brochu, Tiffany
Cote, Ernest
Currie, Aletha
Currie, Adriana
Davies, Marion
Delaney, Brianna
Dobie, Jim
Duperron, Dresda
Eales, Glyn
Glanfield, Florence
Howell, Jacqueline
Hutchinson, Kathleen
Kamara, Mbalia
Kerr, Val
Kinders, Ethel
Kneteman, Denise
Kuntscher, Dirk
Layman, Danielle
Lizotte, Brenda
Matich, Glenn
McGee, Florence
McKague, Margaret
McKenzie, Agneta
McNeil, Pauline
Morris, Oswald (Ozzie) & Norma
Newis, Shirley
Nielson, Leana
Norton, Barbara
Patterson, John
Ratsoy, Lynn
Sax, Julia
Selwood, Christine
Skakun, Alexandra
Snyder, Thomas
Townend, Ellinor
Ward, Robin
Williamson, Theodore

NEIGHBOURS

Albright, Nancy
Allan, Pamela
Andrusiak, Bruce
Balendia, Joy
Barut, Angela
Beattie, Irene
Bentley, Mike
Buckley, Margo
Castillo, Rosemarie
Chegus, Allan
Collier, Tom
Cooper, Sacha
Crane, Adrian
Dahl, Sophie
Desmarais, David
Domanski, Dan
Dorais, Shauna
Dyck, N. Clara
Edwards, Lorraine
Engel, Yolanda
Farquharson, Elizabeth
Ferrer, Maria
Filice, Rita
Fournier, Jean-Pierre
Gao, Fang
Hitchon, Brian
Ho, Sarah
Holmes, Penny
Hrynew, Margaret
Inglis, Ian & Carol
Karpuk, Ed
Katz, Ruth
Kauffman, Wen
Kerr, Jean
Kwan, Jennifer
Lermeyer, Sophie
Lilley, Mary
Loowell, Bruce & Gladys
Mackenzie, Terrance
Maclean, Yolande
Marin, Sandra

McBrayne, Jeannetta
Milburn, David
Mjaatveit, Marilyn
Morin, Sara
Noble, Brian & Janis
Parsons, Ken & Sheila
Perpeluk, Patrick & Carol
Radistits, Ivan
Rintoul, Beverly
Rollans, Maureen
Saha, Shandip & Nancy
Saint, Barbara
Snow, Camille
Szafranski, Frank
Szafranski, Mary
The Alberta Teachers' Assoc
Tomyn, Kerry
Tuckwell, Paul
Ulseth, Dianne
Walker, Robin
Ward, Murial
Wasarab, Olga
Whistance-Smith, Andrew & Nancy
Yerman, Ed



2022 TEAM

2022 BOARD OF DIRECTORS

CHAIR, Mary Paul

VICE CHAIR, Diann Bowes

SECRETARY, Jo-Ann Sherlock

TREASURER, Scott Montgomery

Darlene Acton

John Patterson

Philip Warner

Graham Henderson

Gail Gravelines

Linda Wood Edwards

David Hopkyns

Penny Holmes

Rev. Clare Stewart *

Rev. Sue Oliver *

** Honorary Director*

2022 MANAGEMENT TEAM

Chief Executive Officer

Heidi Hadubiak

Director, Finance & Administration

Dirk Kuntscher

Director, Community & Business Development

Sacha Cooper

Director, Human Resources

Rita Filice

Manager, Resident Experience

Mbalia Kamara

Manager, Accounting

Fang Gao

Manager, Facilities

Bruce Andrusiak

Fund Development Consultant

Margo Buckley

Executive Chef

Ram Sharda

Executive Assistant

Glyn Eales



Rita Filice, Tiffany Brochu, Bruce Andrusiak, Ram Sharda, Dirk Kuntscher, Sacha Cooper, Fang Gao

Colleen Sanderson, Mbalia Kamara, Heidi Hadubiak, Margo Buckley, Sara Morin, Glyn Eales

COMMITTEES

EXECUTIVE COMMITTEE

Mary Paul *
Diann Bowes
Jo-Ann Sherlock
Scott Montgomery
Scott Watson
Heidi Hadubiak **

FINANCE, AUDIT & RISK COMMITTEE

Scott Montgomery *
John Patterson
Diann Bowes
David Hopkyns
Richard Wiznura
Joel Natrass
Heidi Hadubiak **
Dirk Kuntscher ** (Director, Finance)
Fang Gao ** (Manager, Finance)

QUALITY COMMITTEE

Al Gourley * (Canterbury Resident)
Jo-Ann Sherlock
Richard Wiznura
Gail Gravelines
Penny Holmes
Heidi Hadubiak **
Mbalia Kamara** (Manager, Resident Experience)

NOMINATING COMMITTEE

Scott Watson *
Scott Montgomery
Scott Belamisca
Heidi Hadubiak **

NOTE: * denotes Committee Chair
** denotes Ex Officio status

GOVERNANCE COMMITTEE

Graham Henderson *
Nancy Saha
Philip Warner
Linda Wood Edwards
Diann Bowes
Heidi Hadubiak **

ADHOC PROJECT COMMITTEE

Brian Popp*
Helen Otto
Diann Bowes
John Patterson
Rick Prentice
Barbara Norton
Heidi Hadubiak **
Bruce Andrusiak **
David Jackson** (Colliers Project Manager)
Theresa Te ** (Colliers Project Manager)

CEO SEARCH COMMITTEE

Scott Watson *
Scott Montgomery
Mary Paul
Jo-Ann Sherlock

ANGLICAN REQUIREMENT TASK FORCE

Darlene Acton *
Scott Belamisca
Diann Bowes
Nancy Saha
Heidi Hadubiak **

TRUTH & RECONCILIATION TASK FORCE

Mary Paul *
Roger Thomson
Phil Warner
Wendy King **



PAST PRESIDENTS & CHAIRS

May 2022 - present	Mary Paul
May 2020 - May 2022	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, Q.C.
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
 Freeman, Terry
 Glanfield, Florence
 Gravelines, Gail
 Henderson, Graham
 Hogle, Bruce **
 Penny Holmes
 David Hopkyns
 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
 Sherlock, Jo-Ann
 Singleton, Margaret
 Snyder, Tom
 Stewart, Rev. Clare *
 Thomson, Roger
 Unsworth, Margaret
 Warner, J. Philip
 Watson, Martha
 Watson, Scott
 West, Carole
 Wiznura, Richard
 Wood Edwards, Linda
 Young, Ryan

* denotes Honorary Foundation Member

** denotes Associate Member