



ANNUAL REPORT 2023



Our Family. MANOR | COURT | HEIGHTS | LANE | HAVEN

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

CONTENTS

	Page
1. Message from the Board Chair	2
2. Message from the Chief Executive Officer	3, 4
3. Finance Report	5
4. Licensing & Resident Statistics	6
5. Health Services Report	7
6. Spiritual Care Services	7
7. Social Worker Services	8
8. Life Enrichment Report	8
9. Facilities Report	9
10. Dietary Report	9
11. Human Resources Report	9
12. Fund Development Report	10
13. Infographics – Canterbury life in numbers	11
14. Sponsors	12
15. 2023 Canterbury Foundation Donor Family	13, 14
16. 2023 Board of Directors & Management Team	15
17. Committees	16
18. Past Presidents & Chairs, Foundation members	17
19. Financial Statements Dec 31, 2023	

Message from the Board Chair **MARY PAUL**



Strategic Planning and the new normal

“In crafting strategy, companies often struggle to cope with volatility. Using the traditional strategic-planning model, managers attempt to forecast how markets will evolve and competitors will respond, and then define a multiyear plan for winning in that future state. The organization is then called upon to execute that plan.”

*Michail Mankin and Mark Goddfredson
“Strategy making in turbulent times: A new dynamic model.”
Harvard Business Review*

The current reality

As the Board of Directors continues to develop Canterbury’s 2024-2029 Strategic Plan, the process has fostered extensive discussions on the impacts of Covid on our communities and the seniors care sector. There is evidence of a growing trend for seniors to remain in their own homes until a move becomes necessary due to a lack of supports or unaffordable care options. These decisions then affect seniors’ care facilities, not only in planning for space utilization and design, but also in choosing different types of equipment, programs, and qualified staff that may be required for greater numbers of incoming residents who need higher levels of care.

Canterbury is competing with government funded designated-living facilities, which offer subsidized monthly fees to residents. Our competitors also include larger, for-profit organizations whose marketing literature promotes very appealing lifestyles to the seniors’ market.

Government is currently struggling with finding capacity and funding for in-home healthcare and support services for Alberta seniors. In our region, some major providers of seniors’ continuing care have made the decision to exit the long-term care business. This situation has exacerbated government’s dilemma for managing 500 seniors who currently require immediate continuing care, and another 1,500 who are awaiting assessment. The need to resolve this problem is urgent.

Government Education and Advocacy

Alberta’s Ministry of Health recently announced a major restructuring of its services which will affect how continuing care for Alberta seniors is to be offered and provided. Connected to this, Canterbury’s CEO is actively working with government representatives to have Canterbury’s mission and vision recognized with a suitable funding model for all levels of seniors’ care in its facilities. The CEO is also advocating for Canterbury to be included in the province’s referral system for individuals who have received an assessment for continuing care. The Alberta Seniors and Community Housing Association and the Alberta Continuing Care Association on which the CEO sits as an executive member, are also lobbying for improvements to the government funding model.

With so many factors in play, the Canterbury board and management face daunting challenges in developing a five-year strategic plan. While stakeholders’ conversations with government have been encouraging, the improvements necessary to create a better system for Alberta seniors’ continuing care are still a work in progress.

A unique offering

We know Canterbury Foundation's non-profit status is not always understood by the public. As an incorporated not-for-profit society and a registered charity, Canterbury's mission allows it to serve a niche market within this evolving sector. It is now time to bring Canterbury's non-profit identity to light, and to educate and inform the community of what makes Canterbury's offerings unique from the competition. We should be striving to provide opportunities for the public to personally learn about, experience, and participate in Canterbury's unique and dignified model of senior care and outreach.

Call to action

The Board of Directors is fully committed to supporting management as it shepherds Canterbury's campus of care operations. Traditionally, foundation members have also been staunch Canterbury supporters. While recognizing that everyone has a role to play in our philanthropic journey, there is a plan to bring a spotlight to our innovative model of senior care and to increase fundraising revenues. As a non-profit organization, Canterbury's call to action is universal, and the future of building life-long financial partners and donors with a vested interest in the innovation of senior care is bright.

Message from the Chief Executive Officer HEIDI HADUBIAK

In late 2022, while conducting tours of our nearly complete modernization and expansion project as the new CEO of Canterbury Foundation, I would describe my vision for how the programs and spaces would come to life in the days ahead. In 2023, this vision took shape and indeed came to life.

I have often said that Canterbury has a rich story to tell but never was this more true than this past year with the opening of the Haven, the new Enhanced Supportive Living and End of Life space. The stories of the end of a life well lived, dignified, and honoured, surrounded by loved ones in their home at Canterbury, have been written into our 50-year history in a way like never before.



However, it would be disingenuous to paint a picture of 2023 as a series of happy endings. Canterbury Foundation faced one of, if not, the most challenging years it has ever seen. Addressing financial issues while undergoing a major change management effort to successfully launch our new model of care and welcome an unprecedented number of new residents to our community required immense focus and commitment on behalf of the whole organization, in addition to that of Canterbury Foundation's Board of Directors. I would be remiss if I did not express my sincere gratitude for the collective efforts that saw us through the trials and tribulations of 2023.

A key area of focus for the organization this year was marketing and business development, increasing brand awareness, particularly as it relates to what differentiates Canterbury Foundation within the marketplace was mission critical. With our unique campus of care model now in full operation, ensuring that prospective residents and referral sources alike were not only aware of Canterbury but also educated on what Canterbury has to offer was our priority. It has been a point of pride to be able share the story of what we have collectively built over the past number of years. Canterbury Foundation is unlike any other seniors housing organization in Edmonton and surrounding area where true aging in place has now become a reality.

Overall, we saw a 10% increase in occupancy, and this combined with the successful retention of residents that previously would have had to leave us for long term care, demonstrated certainty that

Canterbury's business model is sustainable once we close the gap between current occupancy levels and target occupancy levels.

In addition to breaking records for welcoming new residents to Canterbury, we also broke records for annual fund-raising efforts. The increase in donations, assisted us to pilot our affordability program as part of our stated charitable purpose for Canterbury Foundation. This program has helped couples to remain together at Canterbury when they require different levels of care and assist long standing members of our community to stay in their chosen home.

Finally, with Alberta Government's healthcare system transformation efforts in full swing, arguably one of the most imperative aspects of my role as CEO was to advocate for appropriate funding for the care our residents. Working closely with industry associations, including serving on the Board of the Alberta Continuing Care Association, served to position me with a unique opportunity to draw the attention of government to Canterbury's model of care. The community-based campus of care here at Canterbury Foundation is aligned closely with government priorities and there is a desire on the part of Alberta Health Continuing Care Branch to partner with Canterbury Foundation. Successfully securing operational funding for care has been a goal of management for many years and I am excited for the opportunity to finally realize this potential in 2024.

While the hard work will continue in 2024, we are also looking forward to celebrating Canterbury Foundations 50th anniversary. I hope to see all of you this year as we reflect on our incredible legacy and build our vision for our strong future!



Official opening of the Haven, May 26, 2023

FINANCE REPORT – Jill Moore

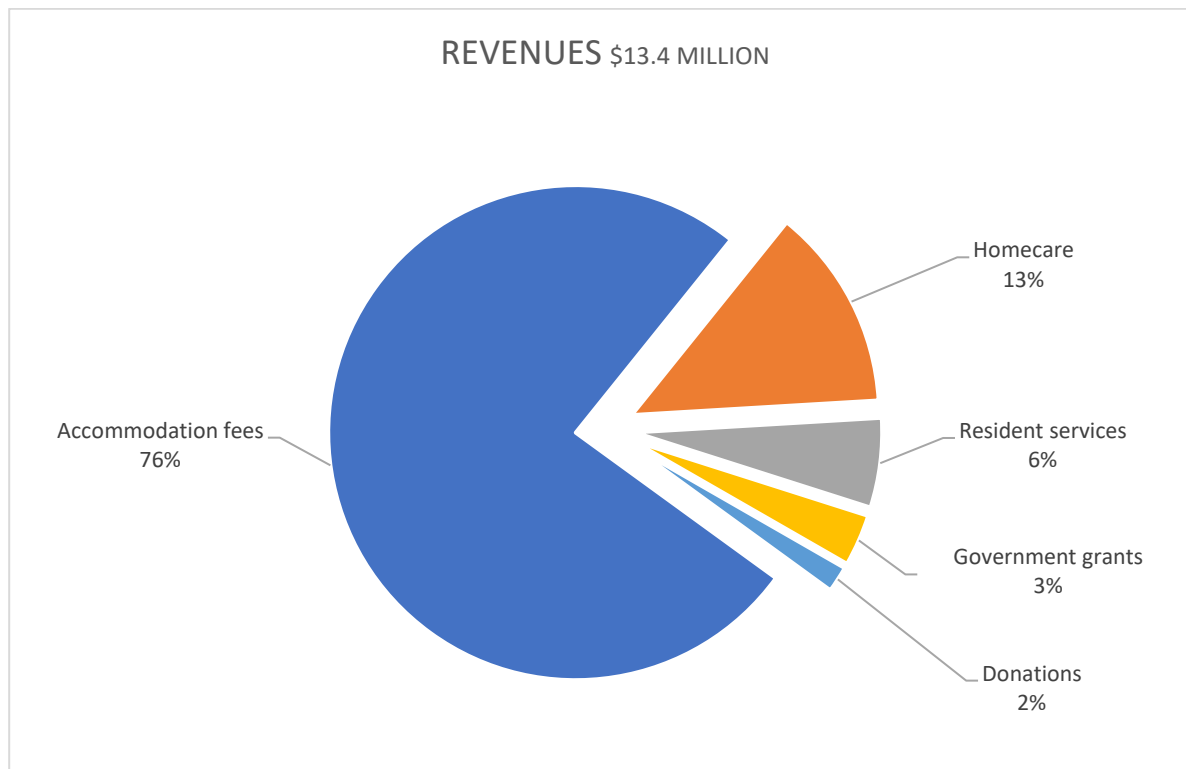
2023 was a year of many changes. We were happy to see the renovation and construction projects reach a significant milestone that allowed us to gain access to our full facility. We welcomed residents into our new living option, the Haven. We welcomed many new residents across our facility in 2023. The result was a 17% increase in accommodation revenues for 2023 from 2022.



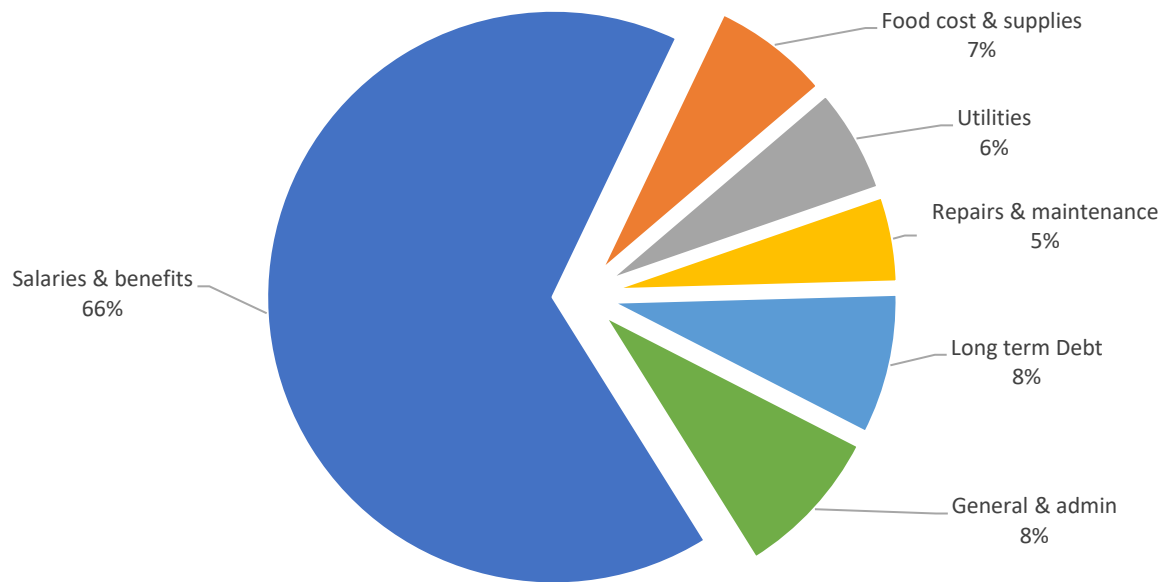
Canterbury received additional support from the federal and provincial government, totaling \$452,626, and our generous donors supported us with donations totaling \$228,668. Our grand total revenue was \$13.4 million, a 15% increase.

As the cost of living continues to rise, management continues to focus on maintaining the promise of home for our residents. We maintained strong financial stewardship of our resources. Not including the cost of converting our construction loan to a mortgage and the fees associated, operationally we had a 10% improvement over last year. The cost of financing the renovation and construction project has resulted in \$1.2 million of interest and bank fees, which increased our net loss to \$3.7 million an increase of 16% from 2022.

We are excited for 2024 to launch a few of our improvement initiative's such as implementing a point of sale software that will automate our resident services billings, this will create labour efficiencies and help us to focus on more value added activities for our residents. We will continue to see the results of our management of the resources at Canterbury Foundation and are excited for 2024.



EXPENSES \$15.3 million



LICENSING & RESIDENT STATISTICS

Sacha Cooper



On the Licensing front, Canterbury had quite a dynamic year in 2023, with significant changes and developments in terms of occupancy and level of care offered:

Occupancy Growth: Canterbury experienced a remarkable increase in occupancy, with a 10% rise in the number of residents. This influx included 84 new residents, which is a substantial addition to the community.

Expansion of Services: The opening of Canterbury Haven, the Enhanced Supportive Living wing, marked the completion of the Canterbury campus of care. This allowed Canterbury to retain **15** residents who might have otherwise had to seek care elsewhere. Additionally, the increased monthly fee for residency within the Haven contributed to increased revenue and wallet share.

Demographic Trends: The average age of incoming Canterbury residents increased slightly from 85 in 2022 to 87.1 years by the end of 2023. This indicates a trend toward slightly older incoming residents. Additionally, the medium length of time residents stayed in the community was 5.7 years, which is a valuable metric for understanding resident retention.

Turnover: Canterbury bid farewell to **53** residents by the end of the year, with the majority (39) passing away and the rest (14) moving to public Long Term Care facilities due to affordability issues. While some turnover is inevitable in a community like Canterbury, it's important to again reiterate how with the launching of the Haven, we will continue to see a decrease in residents exiting the community.

In conclusion, while Canterbury achieved significant milestones in 2023, there will remain ongoing challenges to address, particularly in managing resident turnover and attracting new residents in a challenging time across the sector. However, monitoring and understanding these trends and adapting tactics accordingly will continue to assist us to rebuild our resident population so Canterbury can continue to thrive as a community of care.

HEALTH SERVICES REPORT

2023 was a year of change and growth and while we didn't experience the previous disruptions of COVID, we did have to contend with a myriad of other viruses in the community including influenza and RSV. Residents, families, and staff worked together once again to see a successful year in terms of outbreak prevention. The attention to vaccination by residents and staff resulted in very few individuals becoming ill.

As mentioned, there was a significant increase in the number of residents who now call Canterbury their home. The Health Services team was supported by all the departments in the organization this year, with everyone pitching in and playing a role in ensuring new residents felt welcomed. These partnerships served to make the care more effective and brought us together with the common goal of serving our residents. Additional staff have joined us to provide care and our team continues to grow and develop their skills caring for those experiencing dementia and facing end of life.

We were also excited to be planning and piloting Canterbury's first Dementia Day Program this year and we look forward to expanding this program and adding respite care in 2024.



SPIRITUAL CARE SERVICES – Rev. Colleen Sanderson

“For I, the Lord your God, hold your right hand; it is I who say to you, “Do not fear, I will help you.” Isaiah 41.13

Recently I read a book called, “The Amen Effect: Ancient Wisdom to Mend our broken hearts and world.” Rabbi Sharon Braus lays out a beautiful and thought-provoking conversation that the greatest gift we can give each other is to be there in the sorrows and joys of life. We all need that profound connection with each other and how we experience the divine. It is my greatest joy and privilege to journey with our Canterbury Community through our individual and collective joys and sorrows. Together we share God's love, and kindness and our humanity with each other. I encourage our community to engage their faith through the study of scripture, prayer, and worship. There are opportunities to learn about other faiths. Sara, the Social Worker, and I go on weekly rounds to visit residents and encourage each one to live their best lives. Please do not hesitate to reach out if you require prayer, support, or encouragement. This spiritual care ministry is vitally 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. 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

Canterbury Geriatric Social Worker, Sara Morin obtained her Master of Social Work from the University of Toronto, with a Specialization in Gerontology. She brings over 22 years of experience in the field of Geriatric Social Work to Canterbury.



As a member of our Health Services team, Sara provides counselling to residents around issues of dealing with loss of abilities, chronic illness and grieving after the loss of a loved one. Sara facilitates Resident and Family Care Conferences to create individualized care plans for residents and works to ensure strong partnerships between residents, families, and Canterbury staff. Sara ensures new residents settle into the community well and works with residents and families when a move is needed to a higher level of care within Canterbury. Sara provides mediation when conflict arises within families as sometimes caregivers have different opinions on how to care for mom/dad. Sara 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. Sara serves on multiple gerontology associations and advocates for Canterbury residents in accessing government and community resources which can often be difficult to access. Due to the growing problem of financial exploitation targeted at seniors, Sara will be leading a series on Financial Safety and Security for Canterbury residents and families as well as community professionals and citizens. Sara looks forward to launching groups for Canterbury residents and family members on living with dementia. Sara has also had a key role working with the Health Services team as Canterbury launched its new Day Programs.

LIFE ENRICHMENT REPORT – Leana Nielsen

Our Life Enrichment team strives to increase the quality of life for our seniors every day. A major focus for the team in 2023, was bringing back community to our Canterbury residents through different intergenerational programs. Such as, increasing connection with Laurier Heights Elementary School and Rio Terrace School, which proved beneficial and was successful! We also become a site for a structured Mom and Tots play group on a regular basis for our residents to participate. Canterbury Foundation formally became members of the Laurier Heights Community League and many residents have enjoyed the programs that they have to offer and our community members have come to Canterbury to volunteer their time! Community within the Canterbury spaces also increased with Manor residents forming the Court Library Committee to assist with the new Court Library. As well as inviting Lane residents to the Manor to enjoy entertainment together and Lane residents inviting Manor residents to an outdoor Summer Tea in the new Lane outdoor Courtyard.



With Canterbury Foundation relying on donations, we know the importance of giving back to our community. Which is why Canterbury partnered with Operation Friendship during Operation Sole, Socktober, Stocking stuffers for Seniors and the Food Bank to offer various forms of service.

We are proud to have increased our community connection not only within Canterbury but its surrounding areas in 2023. We hope to continue reaching out to different opportunities for 2024 and expand on our volunteer program.

FACILITIES & OPERATIONS REPORT

Bruce Andrusiak

Facilities team shifted gears this year from construction wrap up to focus on capital maintenance and renewal planning as well as aggressive contract management efforts to improve both pricing and quality of service in all their existing contracts. You can see some of the other achievements of our incredible facilities team in the infographics presented at the end of the report.



DIETARY REPORT – Executive Chef Ram Sharda

Dietary experienced a successful 2023 despite facing challenges such as high commodity costs and supply chain issues. We managed to consistently provide high-quality food and service to our residents, meeting their needs in a timely manner and staying within our budget allocations.

Throughout the year, we served 118,628 meals and received positive feedback from the residents, who appreciated the special celebration dinner we organized for them and their families during various seasonal festivities.

The addition of the Haven in early 2023 prompted us to adapt and implement a different service model to better cater to our residents' needs.

We implemented a change in the Lane service model which was very well received by the residents and families.

Our team took pride in their work, responding efficiently and effectively to the ever-changing dynamics of our business. We witnessed impressive team efforts in successfully executing various initiatives.

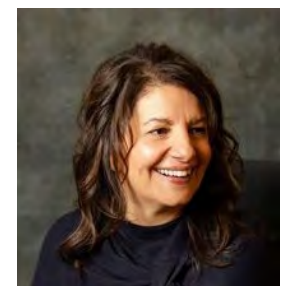
Reflecting on our achievements in 2023, I am proud of our accomplishments and confident in our ability to deliver even better results in 2024.



HUMAN RESOURCES REPORT – Rita Filice

2023 was a year dedicated to communicating our story, reinforcing our core values, resetting culture, and enhancing our strong teams. Our leadership teams invested significant time to work with staff and elevate performance across our organization. There was an unwavering commitment to shape a culture that aligned with our values, our purpose and why we are here. There was an intentional effort to build an HR infrastructure to grow capacity for our people and sustain a vibrant and magnet workforce. All these inputs allowed our teams to build momentum for a stronger future for our organization.

In Q3 2023, we hosted the inaugural Heart of Canterbury Staff Celebration to recognize the important contributions from our staff who received milestone service awards during the pandemic. The “Heart of Canterbury” was introduced during the annual fundraiser campaign as part of the messaging that described the important work that our Social Worker and Chaplain do here every day. We quickly realized that this truly captures the work that all of us do every day. The way our staff show up to work each day contributes to making Canterbury Foundation a wonderful place to LIVE and WORK. This, without a doubt, is the “heart of Canterbury”.



Our Occupational Health and Safety program revitalized core processes and streamlined incident reporting to create better efficiency, consistency, and accountability for all teams. Our annual Certificate of Recognition (COR) produced favorable results with an 80% achievement. Our #1 priority continues to be the safety of everyone who is a part of the Canterbury community. The COR results continue to be a motivating force to enhance staff education and training to meet legislative requirements, emergency preparedness and to build capacity for workplace health and safety.

FUND DEVELOPMENT REPORT – Margo Buckley

2023 was a successful year for fundraising. The 4th Annual Promise of Home Campaign exceeded its \$175,000 goal raising \$202,000. We welcomed new donors, funders and honored legacy giving with recognition plaques throughout the building. The Edmonton Community Foundation awarded seed funds to pilot Canterbury's first Community Day Program, giving seniors who are aging at home a place to be cared for and giving caregivers respite. 2024 will bring intentional growth to Canterbury's fund development initiatives, continuing to build and bring more people into the Canterbury experience, inspiring donors to invest in Canterbury's model of senior care now and into the future.



Telus Day of Giving, May 25, 2023 with some resident volunteers and Heidi Hadubiak and one of her daughters

2023

CANTERBURY LIFE IN NUMBERS

118, 628

MEALS
SERVED



52,728
HOURS

HOME CARE



37,600

BEDS MADE



4,210
PROGRAMS

LIFE
ENRICHMENT



A Promise of Home

Providing the best care
and services to the
seniors we serve since
1974.

MAINTENANCE
REQUESTS



3,250

GALLONS OF
PAINT



350

NEW
RESIDENTS



84

LONG SERVICE
AWARDS



20 STAFF =
310 YEARS

Thank you to our 2023 Sponsors

The logo for 'bird' features the word in a bold, green, lowercase sans-serif font. Above the letter 'i' is a stylized orange roof-like shape.The logo for 'CareRx' consists of a blue icon on the left, made of four rounded squares (two dark blue, two light blue) arranged in a 2x2 grid. To the right of the icon is the text 'CareRx' in a black, sans-serif font, where the 'Rx' is significantly larger than the 'Care'.The logo for the Edmonton Community Foundation is enclosed in a blue rectangular border. The text 'EDMONTON' and 'COMMUNITY' is in a bold, blue, uppercase sans-serif font, stacked on two lines. Below this, the word 'FOUNDATION' is in a smaller, blue, uppercase sans-serif font.

2023 CANTERBURY FOUNDATION DONOR FAMILY

TRAILBLAZERS

Bird
Nichols, Cal and Edna
Robb, Patricia
Rossall, Joan
The Haley Family

CHAMPIONS

Bell, Sharon
Canada ICI Capital Corporation
CareRx
Davies Park Edmonton Leaders International
Hussey, Marilyn
Mitton, Ingeborg
Mosiatic Home Services
Vaasjo, Brian & Dawn

LEADERS

Acton, Darlene
ATCO Epic Fund
Bell, David
Carol Blair and Associates Inc.
Cujec, Bibiana
Dorais, Shaun
Hadubiak, Heidi
Hitchon, Brian
Holdinga, Janice
Holmes, John & Kathleen
Houlihan, Nellie
Iveson, Margaret
Lloyd Sadd Insurance Brokers Ltd.
Lougheed, Dianne
McFadden, Charlotte
Montgomery, F. Scott
Paul, Edward & Mary
Petterson, Ellen
Rollans, William
Sherlock, Jo-Ann
Smith, Sandra
Thomson, Roger
Watson, Donna
Williams, Carol
Wood Edwards, Linda

FAMILY

Andrusiak, Bruce
Apedaile, Leonard
Baker, Doris
Bates, Margaret
Bauer, Chris
Bauer, Donald
Bendall, Rick & Lynn
Berry, Frances
Berteau, Beverly
Berteau, Gladys
Bowes, Diann
Carr, Lavina
Cepin, Michael & Lynne
Coenen, Elizabeth
Dancause, Irene
Daniels, Marla J
Davies, Fred & Marion
Dopko, Tracy
Enns, Peter
Goulet, Denise
Guthrie, Carl
Hordal, Gail & Herman
Lilley, Marjorie
Lizotte, Brenda
Long, Gloree
Losie, Doreen
Martin Deerline,
McVey, Dorothy
Morin, Sara
Mowers, Susan
Otto, Helen
Palmer, Mary
Petrin, Daniel
Selwood, Christine
Semonick, Judy
Sinnott, Ann
Sneddon, Cindy
Taylor, Maurice & Marna
Woolnough, Nelva



2023 CANTERBURY FOUNDATION DONOR FAMILY

FRIENDS

Beattie, Irene
Belyea, Shirley
Booker, Laurie
Coenen, Jon
Cote, Ernest
Crane, Adrian
Crozier, Michael
Cunningham, Neil
Currie, Adriana
Dancause, Renee
Delaney, Brianna
Eales, Glyn
Edwards, Lorraine
Ewoniak, Ronald & Julie
Farquharson, Davis & Elizabeth
Fiala, Anna
Filice, Rita
Glanfield, Florence
Graham, Brenda
Howell, Jacqueline
Hutchinson, Kathleen
Jeffery, Marilyn
Johnson, Dale and Patricia
Johnston, Karen
Kerr, Val
Kinders, Ethel
Kuntscher, Dirk
Lilley, Mary
Lilley, John
McKague, Margaret
McNeil, Pauline
Morris, Oswald (Ozzie) & Norma
Mowers, Faye
Murtagh, Gloria
Nielson, Leana
Patterson, John
Pressey, Anne
Reinert, Edward
Ross, Michael
Sax, Julia
Selwood, Nancy
Skakun, Alexandra

Snyder, Thomas
Thompson, Stuart
Townend, Ellinor
Tsang, Paul
White, Jean Louise
Wood Edwards, Linda
Yanchuk, Brenda

NEIGHBOURS

Achilles, John
Allan, Pamela
Allenby Chapter #38
Auschrat, Jadwiga
Balay, Sharon
Barut, Angela
Castillo, Rosemarie
Chambers, Doug
Collier, Tom
Cooney, Dale
Cooper, Sacha
Cornell, Judy
Coulombe, Georges & Helen
Crawford, Madeleine
Cullen, Sheila
Dahl, Sophie
Desranleau, Marcel & Denise
Dyck, N. Clara
Edmonton Granite Memorials
Ellis, Phyllis
Engel, Yolanda
Filewych, Adeline
Forbes, John & Evelyne
Franliw, Iris
Gao, Fang
Goldstein, Joan & Abe
Gu, Grace
Ho, Sarah
Holmes, Penny
Inglis, Ian & Carol
Kerr, Jean
Kuehn, Robert
Lavallee, Marlene

Lee, Henry
Lemermeyer, Nadien
Macdonald, Cathy
Maclean, Yolande
McBrayne, Jeannetta
Mondea, Barbara
Montgomery, Eleanor
Nelson, Madeleine A.
Noble, Brian & Janis
Norton, Barbara
Perpeluk, Pat & Carol
Pfeifer, Marilyn
Rollans, Maureen
Schesnuk, Dan
Schwartz, Sharon
Sinclair, Edna
Snow, Camille
Sotto Laparan, Sally
Stasiuk, Dave
Tolmie, Keltie
Tremblay, Christina
Wasarab, Olga
Whistance-Smith, Andrew & Nancy
Wiedrick, Candida
Williamson, Theodore
Wright, Donald



2023 TEAM

2023 BOARD OF DIRECTORS

CHAIR, Mary Paul

VICE CHAIR, Diann Bowes

SECRETARY, Jo-Ann Sherlock

TREASURER, Scott Montgomery

Philip Warner

Graham Henderson

Linda Wood Edwards

David Hopkyns

Penny Holmes

Rev. Clare Stewart *

Tyson Breitreutz

Kelly McClung

Dianne Lougheed

** Honorary Director*

2023 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

Leana Nielsen

Manager, Accounting

Jill Moore

Manager, Facilities

Bruce Andrusiak

Fund Development Consultant

Margo Buckley

Executive Chef

Ram Sharda

Executive Assistant

Glyn Eales



Rosemarie Bruff-Campbell, Charlotte McFadden, Colleen Sanderson, Sara Morin, Lindsay Jennings, Sacha Cooper, Heidi Hadubiak, Hilary Lindenbach, Camille Snow [in front]

COMMITTEES

EXECUTIVE COMMITTEE

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

FINANCE, AUDIT & RISK COMMITTEE

Scott Montgomery *
Tyson Breitreutz
Diann Bowes
David Hopkyns
Kelly McClung
Dianne Lougheed
Scott Belamisca
Heidi Hadubiak **
Dirk Kuntscher ** (Director, Finance)
Jill Moore ** (Manager, Finance)

QUALITY COMMITTEE

Penny Holmes *
Jo-Ann Sherlock
Tim Kolotyluk
Al Gourley * (Canterbury Resident)
Sharon Bell (Family member of resident)
Davis Farquharson (Canterbury Resident)
Heidi Hadubiak **
Sacha Cooper ** (Business Development Director)
Charlotte McFadden ** (Health Services Director)

NOMINATING SUB-COMMITTEE

Scott Watson *
Scott Montgomery
Scott Belamisca
Heidi Hadubiak **

GOVERNANCE COMMITTEE

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

PHYSICAL ASSET MANAGEMENT

Rick Prentice *
Diann Bowes
John Patterson
Barbara Norton
Bob Watt
Philip Warner
Clare Stewart
Al Gourley ** (Canterbury Resident)
Heidi Hadubiak **
Bruce Andrusiak ** (Facilities Manager)

CEO EVALUATION COMMITTEE

Mary Paul *
Scott Montgomery
David Hopkyns
Penny Holmes

STRATEGIC PLANNING

Diann Bowes *
Dianne Lougheed
Ed Paul

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



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
 Breitreutz, Tyson
 Collier, Tom **
 Domanski, Dan
 Freeman, Terry
 Glanfield, Florence
 Henderson, Graham
 Hogle, Bruce **
 Holmes, Penny
 Hopkyns, David
 Kolotyluk, Tim
 Loughheed, Dianne
 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
 Watt, Bob
 West, Carole
 Wiznura, Richard
 Wood Edwards, Linda
 Young, Ryan

* denotes Honorary Foundation Member

** denotes Associate Member