# Canterbury 🍪





# Message from:

**MARY PAUL BOARD CHAIR** 

# Good things are happening at Canterbury!

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.

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.



CHIEF EXECUTIVE OFFICER

Our changing realities also allowed us to translate our Reflecting on 2022, it is clear to me that the year was characterized by two words, renew, and reset. By late efforts into refreshing our Canterbury brand. Throughout spring, the pandemic response was easing, and the final the summer of 2022 our marketing team planned and phases of construction were underway, and this provided launched a new advertising campaign that was highlighted an opportunity to 'reset' as an organization. We were once by our first large-scale open house since before 2020. again able to be more future-oriented and we certainly This allowed us to not only showcase beautiful new had our work cut out for us! As we embarked on this work, and renovated spaces but also allowed us to start to I established an organizational theme for 2022, "Better demonstrate our reinvigorated commitment and reality tomorrow then we were today". This helped the leadership of resident-centred care. Beyond showing off new and team to frame out our perspective, philosophy, and aesthetically pleasing surroundings, the marketing detailed actions for the remainder of 2022 and beyond. campaign and open house also gave us the opportunity to showcase the range of innovative programs and services As a part of this work, we solidified our organizational 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.

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 have become engaged in promoting Canterbury and take great pleasure in joining as community ambassadors at the open house events.

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. We were increasingly able to focus on more positive and powerful priorities as 2022 progressed, setting a foundation for success for years to come.

# Message from:

# **HEIDI HADUBIAK**

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!

# LICENSING & RESIDENT STATISTICS Sacha Cooper



In 2022, 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 manage what was in their control with a focus on ensuring a safe environment for all, and maintaining strong financial stewardship of our resources.

Occupancy challenges impacted Canterbury Foundation's bottom line being the most significant source of our revenue. In 2022, Canterbury 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 \$0.3 million higher than prior year, impacted by the collective bargaining agreement reached in July. Additional expenses were directly related to pandemic precautions, extra health service and housekeeping staff, protective personal equipment, cleaning supplies and increased labour to ensure resident and staff safety.

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.





At the close of 2022, Canterbury Foundation was at 77% occupancy, up 2% from 2021. With the assistance of Lindsay Jennings, Canterbury's new Licensing Agent & Administrator, a total of 34 new residents joined our community.

Although lingering COVID restrictions continued to factor into our day to day interactions, we held a September Open House for the surrounding community and public for the first time in almost three years. The event attracted over 300 visitors and was directly responsible for 30% of move-ins.

The average age of a Canterbury resident increased from 90 in 2021 to 91 years of age, with 5.5 years being the average length of time resided at Canterbury. 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 receiving various degrees of homecare and support services.

We bid a sad farewell to 58 residents by the end of the year, with 34 of those residents passing away, 18 moving on to a Long Term Care setting, and the remaining 5 leaving Canterbury to move in with or 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. Fortunately, we had been planning and preparing for almost two years for this actuality 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. Some highlights are:

- Developing our 'warm welcome' to new residents.
- The return celebration of the Holy Eucharist (Holy Communion / Mass) provided by the United Lutheran, Anglican and Roman Catholic churches and a nondenominational worship service
- Worship service in the Lane
- · Welcoming Fiona Brownlee to preach and lead a smudge for the staff and residents to commemorate Indigenous days and Truth and Reconciliation Day.
- · Remembering staff and residents that passed away in the last year with a beautiful interfaith worship service.
- Bible studies in the Manor and Court which led to lively conversations.
- · Welcoming 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. 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."









# LIFE ENRICHMENT REPORT Leana Nielsen

As another challenging year went by, life enrichment's goal of enhancing the lives of our seniors was unwavering. We strived to increase the quality of life for our seniors by providing community for our residents.

current residents.

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 moved around until functional for our residents. The outdoor area was enhanced with brightly colored chairs that were easily distinguished and outdoor tables were bought to encourage gatherings with family and friends. Lane residents enjoyed the new outdoor gated garden with gardening, sweeping the patio, or filling the bird feeder.

Despite ongoing construction, we brought new enriched programming such as Canterbury Camp Days to life. With restrictions eased, we welcomed Laurier Heights School back to re-establish our partnership and intergenerational activities. It was an exciting time to see the students back for our annual Halloween parade and Christmas! Many other performances were welcomed back to Canterbury including Choirs, Big Bands and Orchestras.

This year also brought new partnership. As a not-for-profit organization, we know the importance of giving back to our community. Canterbury partnered with Santa's Anonymous and the Food Bank in late fall, and the residents overwhelmed us with their desire to give back.

A major focus in 2022 was supporting the transition of our Lane residents to new surroundings. In a modernized and expanded space the goal was (is) to be responsive and ensure programming is customized for the interests of the

# **VOLUNTEERS** Ardythe Harder



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

As Canterbury was able to welcome more in-person volunteers, direct interactions between volunteers and residents resulted. We even had the opportunity to introduce some of the virtual buddy volunteers to their resident buddies. This moment brought meaning and purpose to their friendship, and inspired family members who witnessed the reunion to join our volunteer team.

The most successful innovation for the volunteer department in 2022 was Art Shows. While this began to engage and include volunteers who could not come in person during COVID, the first show was such a huge success that there have been two more organized since then.

Looking ahead, the volunteer department has a focus on expanding our recurring volunteer base and furthering volunteer reach throughout the organization.

# Canterbury's roster of 2022 volunteers achieved:



**1123 HOURS** DONATED BY VOLUNTEERS OVER THE COURSE OF 2022



# **DIETARY REPORT** Executive Chef Ram Sharda

The Dietary team made some big strides in 2022. 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 new menu. Residents have demonstrated their approval through increased patronage which not only brought increased revenue in the Manor but also breathed new life and fellowship into the dining rooms!

At Canterbury, we understand that food is an integral part of one's life and the dietary team took this to heart by involving residents in menu development/ planning so their voices were be 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 Year dinners 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!

# FACILITIES & OPERATIONS REPORT Bruce Andrusiak

While 2022 passed without a major incident, it was a year of management changes an adjustments for the Facilitie and Operations Department We saw staff turnover in the Housekeeping Supervisor position, the Facilities and Operations Manager and

Director of Facilities and Operations while construction was in full swing.

In alignment with our value develop and empower our staff, 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 also gives the Housekeeping Supervisor more time for working on operational improvements and efficiencies.

Upholding our value to be diverse by intention and inclusive by design, we welcomed a Ukrainian war refuge to our Housekeeping team. She migrated to Canada with two of her younger children, leaving behind her husband



a r d es t.	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 a challenging time. The entire Canterbury family has wrapped their arms around this new member of the team to provide support and encouragement on a daily basis.
as	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 in two weeks.
	A refresh of the Manor main floor lobby, dining rooms and lounges was completed in the fall. The refresh consisted of painting, new baseboards, new carpeting in select areas, a fireplace and lighting upgrades,
e	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 safe and attractive.

### FUND DEVELOPMENT REPORT Margo Buckley



The impact of giving can be seen around every Canterbury corner. The support of our incredible donor family was critical to expanding Canterbury's physical spaces and speciality care programs.

If you looked up, way up, Canterbury's Intergenerational Community Garden Mural appeared on the 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 ever increasing need for donor dollars to support Canterbury's geriatric social work and spiritual care staff and services.

Your gifts have given compassionate care, modern spaces, and enhanced health options to our seniors. Thank you to our donors, sponsors, and funders who make this all possible. See you in 2023!



# HUMAN RESOURCES REPORT Rita Filice

## "Better tomorrow than we are today"

In 2022, our staff continued to demonstrate a deep commitment to their work, each other and to Canterbur

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.

Our annual Worklife Pulse Survey offered staff feedback concerning workloads and schedules. HR worked closel with the leadership team to become more visible and educate leaders on how to leverage the HR function to support their work. Recruitment, onboarding and workplace investigations were primary areas of focus.

Our Health and Safety Committee meets monthly to review workplace incidents, conduct inspections, evaluate opportunities to create efficiencies in our processes and procedures, review training and development requiremen and review new and existing legislative standards that are applicable to our workplace.







# SOCIAL WORKER SERVICES Sara Morin

In April 2022, the position of Geriatric Social Worker was filled. At the same time Canterbury went into its fir Covid outbreak in the Court With residents being placed into isolation in their suites for 10 days, PPE was donned

to provide mental health and emotional support in the midst of isolation.

The commitment to supporting each resident to live life at the highest level of emotional and social wellness was reflected by:

• Counselling dealing with chronic illness, loss of abilities and grieving after the loss of a loved one.

ļ	In Q2 2022, we provided emergency preparedness readiness training to all department managers and they continue to
d	facilitate Code of the Month training with their teams.
, to iry. iy	2022 was a COR audit maintenance year. Canterbury passed the COR audit from Continuing Care Safety Association. The passing grade in a maintenance year is 60% and we were happy to receive 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.
ck ely	Canterbury Foundation and AUPE (Alberta Union of Provincial Employees) bargaining committees came together to reach a negotiated settlement in July 2022.
re nts e	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. 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 to ensure succession is a key focus for the organization.

	• Advocating for Canterbury residents in accessing government and community resources,
e, st t.	• Ensuring new residents were settling into the community
l s d	• Providing family mediation when conflict arose, recognizing when caregiver support was required to ensure strong partnerships between residents, families and Canterbury staff.
5	As a member of the Health Services team, social work has become vital during these life changes and times of transition, and is now an integral part of the care provided at Canterbury.

#### **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

#### MANAGEMENT TEAM

Heidi Hadubiak Chief Executive Officer

Dirk Kuntscher Director, Finance & Administration

Sacha Cooper Director, Community & **Business Development** 

Rita Filice Director, Human Resources

Mbalia Kamara Manager, Resident Experience

Fang Gao Manager, Accounting

**Bruce Andrusiak** Manager, Facilities

Margo Buckley Fund Development Consultant

Ram Sharda Executive Chef

Glyn Eales Executive Assistant

#### **EXECUTIVE COMMITTEE**

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

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Scott Watson \* Scott Montgomery Mary Paul Jo-Ann Sherlock

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

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# **PAST PRESIDENTS & CHAIRS, FOUNDATION MEMBERS**

#### **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

April 2000 - April 2002

April 1998 - April 2000

April 1994 - April 1998

April 1993 - April 1994

David Angus

L. Neil Gower

Darry Harrison

Helen Otto

Paul Tuckwell

1990 - 1992

Bob Choate

1987 - 1989

1972 - 1983 Ron Grantham

\*Committee Chair \*\*Ex Officio status

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\*Associate member

# Leave a Legacy NAMING OPPORTUNITIES ARE AVAILABLE

Over the years, our annual campaign has been a joy to share with you, our family of donors. If you are considering a major gift to Canterbury Foundation, the opportunity to name a space inside your Canterbury Community is waiting for you. Our fund development structure is unique and creative, able to dedicate your gift in a way that is most meaningful to you, your family or organization.

# **2022 CANTERBURY FOUNDATION DONOR FAMILY**

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# **2022 CANTERBURY FOUNDATION DONOR FAMILY**

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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 Farguharson, 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 Lemermeyer, Sophie Lilley, Mary Loowell, Bruce & Gladys Mackenzie, Terrance Maclean, Yolande Marin, Sandra McBrayne, Jeannetta Millburn/Albright, David & Nancy 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

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**OBIE FOR SENIORS:** 

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

**Canterbury's 3rd Annual Promise of Home ONLINE AUCTION PRESENTED BY:** 



Canterbury's 3rd Annual Promise of Home **MATCHING SPONSOR:** 



To learn more about joining Canterbury Foundation's donor family, please visit canterburyfoundation.com/donate

STAY TUNED... to be part of the 4th Annual **Canterbury Promise of Home** Campaign coming this Fall!



# Thank you to our Obie For Seniors Funder

'*Obie for Seniors*' is a hands-free game-based projection system, created for seniors to empower movement, increase socialization, and support cognitive health. There are over 50 purpose-driven games to discover – like popping balloons to poker! Canterbury currently has three Obie machines available to residents and visitors of Canterbury.

To learn more about Obie for Seniors, visit obieforseniors.com

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



To learn about becoming a donor or sponsor, contact: Margo Buckley, CFRE | 780.919.7295 | MargoB@canterburyfoundation.com



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At Canterbury Foundation, we are intentional in our commitment to love one another and serve our community through our values.

To learn how to join others in enhancing the lives of families and their loved ones, please visit **CanterburyFoundation.com**