



# Sustaining Hope & Building Resilience



Raksha, Caregiver &  
ARBI Volunteer, with  
her mom, Anu

## ANNUAL REPORT 2025

## WELCOME INTRODUCTION

Welcome to the Association for the Rehabilitation of the Brain Injured (ARBI) annual report, highlighting our initiatives and impact from April 1, 2024, to March 31, 2025.

This year, ARBI embraced change and sustainability, ensuring that individuals affected by stroke and other brain injuries continue to receive the support they need. As we reflect on the journey, we invite you to explore how ARBI is adapting, innovating, and strengthening its foundation to build a future where recovery remains possible for all.

*"Empowering recovery,  
embracing possibilities—this is the  
heart of ARBI's journey."*

### Land Acknowledgment

In the spirit of reconciliation, we acknowledge that ARBI sits on Treaty 7 territory---the traditional and ancestral territory of the Blackfoot Confederacy: Kainai, Piikani and Siksika, as well as the Tsuut'ina Nation and Stoney Nakoda First Nation. We acknowledge that this territory is home to the Métis Nation of Alberta, Region 3, within the historical Northwest Métis Homeland.



ARBI acknowledges the First Nations, Métis and Inuit who have lived in and cared for these lands for generations. We are grateful for the traditional Knowledge Keepers and Elders who are still with us today and those who have gone before us.

We respect the histories, languages, and cultures of First Nations, Métis, Inuit, and all First Peoples of Canada, whose presence continues to enrich our community.

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# ABOUT ARBI

The Association for the Rehabilitation of the Brain Injured (ARBI) is a community-based charitable organization in Calgary, AB, dedicated to empowering stroke and brain injury recovery. Since 1978, ARBI has been recognized as a leader in community-based brain injury Rehabilitation.

ARBI transforms the lives of individuals with acquired brain injury through a holistic approach to Rehabilitation and community integration. What began as a grassroots organization over 45 years ago has evolved into a modern, multifaceted, essential service for survivors of brain injuries and strokes.

## Mission

To transform the lives of people impacted by acquired brain injury through neurorehabilitation, community integration, and family/support networks.

## Vision

Everyone impacted by acquired brain injury lives the best life possible.

## Values

- **HOPE:** We hold the conviction that everyone has the ability to act in a way that can make things better. This hope is built on our experience supporting many remarkable recoveries firsthand and seeing our work's impact on individuals and families affected by brain injury.
- **DIVERSITY & INCLUSION:** We respect the diversity of our community and work to ensure all those we interact with feel they have a purpose and connection to places they can belong in the community. Working with community partners, we advocate for more inclusive opportunities for people with brain injuries to engage in society.
- **CONNECTIONS:** We value the dignity of each person and their opportunity to rebuild a purposeful life. We partner with individuals, families, and other professionals to empower individuals and families to experience meaningful connections and change throughout their recovery.

## Board of Directors

- Dr. Alex Hillyard, Chair
- Janet Russell, Vice-Chair
- Orson Ross, Treasurer
- Deb Milimaka Miles, Secretary
- Jim Saunders, Director
- Val Hilario, Director
- Gina McRae, Director
- Kay Donaldson, Director
- Randy Fowler, Lifetime Director

## Leadership Team

- Nora Molina, Executive Director
- Geri Turner, Director, Community Rehabilitation & Wellness Programs
- Aubrey Soulliere, Director, Operations, People & Culture
- Pam Snowdon, Fund Development Specialist

# EMBRACING CHANGE FOR SUSTAINING LONG-TERM IMPACT

## Shared Leadership Message

In early 2024, the Board developed a new strategic plan focused on sustaining hope and building resilience—for both those we serve and our organization. This plan will guide us through 2027, leading into ARBI's 50th anniversary in 2028. We reviewed and analyzed the many strengths of our organization and service delivery models. Going forward our goal is to stabilize these strength areas as key elements of our sustainable approach for supporting individuals and our organization.

The nonprofit sector faces ongoing challenges, including shifting funding priorities, rising societal needs in areas like food security, housing, and mental health, and increased competition from the charities addressing those needs. Donors, too, are impacted by inflation, fluctuating interest rates, and now tariffs, affecting their ability to give.

To re-align with funder policies, ARBI has adjusted programs to support more individuals with community engagement and independent living goals. Our team was also thrilled to support a family retreat in Kananaskis, fostering meaningful connections in a restorative setting.

Building on the initiatives of past ARBI Boards, we continue to develop and offer donor sponsored services and supports for those in need outside of government funded programs. As we transition to a sustainable and effective service delivery model, we strive to balance service demands, financial accessibility, and fundraising efforts. Thanks to our donors, ARBI continues to support lifelong recovery and help families remain stable amid the challenges of life after a brain injury.

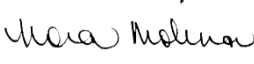
While we bid farewell to long-serving Board member Ross Gilker, we're delighted to welcome him as a weekly volunteer, inspiring others with his 15+ years of stroke recovery. We also extend our gratitude to departing staff and volunteers for their contributions.

The Board acknowledges and appreciates the strong and dedicated work completed this year by Nora and her team in positioning ARBI for sustainability going forward. Thank you to our supporters for making it possible for ARBI to be a center of hope and resilience!



  
Dr. Alex Hillyard  
Board Chair



  
Nora Molina  
Executive Director

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# OUR STRATEGIC FOCUS

ARBI's mission has remained steadfast over the years, to transform the lives of people impacted by acquired brain injury. Each year we strive to support as many people as we can, within the limits of our funding and fundraising, but we know the need goes beyond ARBI's scope of service. Housing and home care, transportation, and social/leisure activities are the most frequently mentioned areas of support needed to live a better life after brain injury.

Four inter-connected strategic intentions frame ARBI's strategic plan. They will guide our aim for sustainability and stabilize our future through opportunities to innovate, collaborate, and advocate so that everyone affected by acquired brain injury can live the best life possible. The following framework outlines these intentions:



## CREATING A CENTRE FOR HOPE AND RESILIENCE

Through weekly programs - rehabilitation, leisure, recreation and life skills, and frequent social activities - ARBI has created a supportive community that sees and accepts people as they are and delivers person-centered programs to meet the unique needs of hundreds of people each year. We will continue to deliver these high-quality programs through investments in professional development for staff to ensure best practices in the delivery of ARBI-quality care to those we support.



## PROVIDING LIFELONG SUPPORT FOR RECOVERY

Recovering from an acquired brain injury can take many years. To make this possible, ARBI will seek cost-effective ways to continue support services through small-group programming, and evolve services to address ongoing recovery needs, including social inclusion and community engagement.



## COLLABORATING STRATEGICALLY TO INFLUENCE SYSTEMIC CHANGE

Influencing systemic change will require long-term commitment, and intentional strategic partnerships through agreements that support our goals and committing to a collaborative leadership role in the sector.



## INFLUENCING CHANGE FOR PEOPLE IMPACTED BY ABI

ARBI will seek to partner with the government to create and implement an ABI Strategy for Alberta and explore opportunities to engage in partnerships with research universities and other sector partnerships where ARBI is a trusted advisor regarding ABI rehabilitation.

ARBI's programs centre around three core areas: neurorehabilitation, leisure and recreation, and mental health and wellness services. Collectively, these services have provided 17,827 hours of support to individuals recovering from an acquired brain injury.

## AGE RANGE



225

## SURVIVORS & CAREGIVERS

# 36%



**37%**  
LONG-TERM  
CARE



## NEURO-REHABILITATION SERVICES

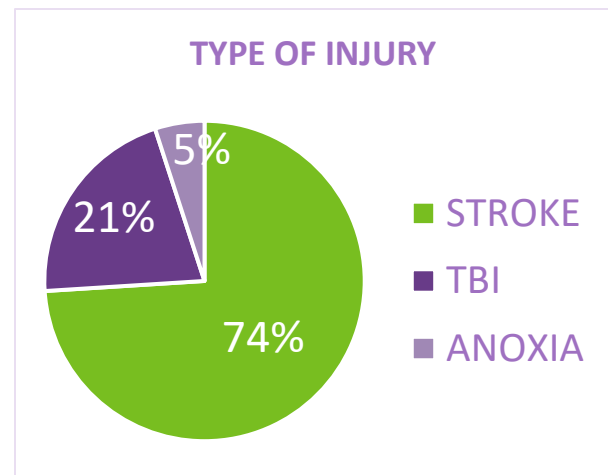
ARBI provides comprehensive neurorehabilitation therapy services, including physiotherapy, occupational therapy, speech-language pathology, and recreation therapy, as well as support social work and psychologist.

Over the past year, the active client list has ranged between 30-39 individuals each month. ARBI's contract with AHS provides space for 15 individuals per month through an intensive treatment program three times per week.

Following this initial intensive program, individuals may continue engaging in treatments on a monthly basis to maintain skills and strength. Through other funding (WCB or private insurance) and donor support, the team is able to provide treatment to many others. The team works closely with individuals to tailor treatment



Andrew supports a participant during an ARBI 101 session.



plans, ensuring they align with self-identified goals.

In 2024-2025 welcomed exciting changes to our programming at ARBI with the pilot of the Donor Support Program in August. The program gives individuals who are living on a fixed income access to our Rehabilitation services at an affordable rate. We recognize the barriers faced by many of our clients to access overall services throughout the city. Thus, we are striving to develop a model of rehabilitation that can lift financial barriers for Albertans.

A realignment of funding from the Government of Alberta saw a shift in services for people in continuing care. ARBI continues to provide services for people in continuing care, but rehabilitation services is no longer permitted under this funding. This has had a direct impact on the Rehabilitation Team and the funding shift translated into the departure of some therapists. Despite smaller staffing numbers, the team is working towards pivoting its services to a model that maximizes direct client time of both one-to-one and group sessions while utilizing the strength of therapists, rehabilitation assistants and volunteers.



## COMMUNITY LIVING & RECREATION PROGRAMS

ARBI's long-standing contract with the Ministry of Seniors, Community and Social Services underwent some revisions last year, introducing **Supports for Community Living** to ARBI's service offerings and phasing out the former Community Integration Program, along with revising our service model for **Community Access for People in Continuing Care**.

### COMMUNITY LIVING

**Supports for Community Living** offers adult brain injury survivors who live at home with the opportunity to work one-on-one with an ARBI staff to achieve a goal(s) towards their greater independence. These goals range from improving their access in the community, learning how to use public transportation, how to plan and prepare a meal independently, etc. The team travels in and around the Calgary to work one-on-one with these individuals.



*Fifi and Katya taking part in Community Kitchen.*

### COMMUNITY ACCESS

**Community Access for People in Continuing Care** support people who live in continuing care and are between the ages of

eighteen to sixty-four with a desire to engage in community activities that foster social inclusion.

Our team has supported individuals in attending a Flame's game, visiting the Calgary Zoo, joining an exercise facility, just to name a few. Our clients are enthusiastic about their opportunity to engage in one-on-one outings offered through the Recreation Program.



*Music Therapy Group led by Emma from JB Music*

### RECREATION

While these program changes were necessary to meet funder requirements, ARBI recognizes that many individuals gain enjoyment and connection from programs that are no longer funded. ARBI remains committed to delivering a variety of recreational programs through the combination of service fees and donor support.



*Horticulture Group at ARBI's Community Garden*

## WELLNESS SERVICES

Wellness services involve social work, mental health and counselling supports to ensure that individuals and families affected have support navigating the impact an injury has to their lives and families. In 2023, ARBI received new funding from the City of Calgary to support these services and we are pleased to share that funding has been renewed for another two years.

**Wellness Services** welcomed two psychology practicum students, under the supervision of Sarah Vanderveen, clinical psychologist, providing them a unique opportunity to gather skills in counseling, intake, and group therapy. The students, with the oversight of our psychologist, piloted the Wellness Connections: Cognitive Behavioural Therapy (CBT) Skills group for survivors. It began as a 6-week peer group focusing on psychoeducation, skills building, and peer support. The group that continues to meet once a month to stay engaged.



*Caregiver Support Group enjoying the courtyard at ARBI*

Supporting caregivers in a meaningful way is critical for the success of survivors. At the request of the caregivers, ARBI organized our first annual Caregiver Retreat at William Watson Lodge. We welcomed 26 individuals, of which 16 were caregivers, to attend a 3-night, 4-day, retreat in Kananaskis. ARBI hosted a full day of activities for the families of brain injury survivors, offering a moment to recharge, connect, and make lasting memories. The caregivers are looking forward to returning to William Watson Lodge this coming year.



*Families attending a Wellness Retreat in Kananaskis.*



# CREATING COMMUNITY

## Nurturing Hope and Resilience: How Community Support Fuels Recovery

Funding from the community is essential to the mission of ARBI. Unlike fee-for-service physiotherapy providers, which rely on clients paying for each treatment, the non-profit model at ARBI focuses on delivering accessible, holistic support to individuals affected by brain injury, regardless of their financial situation. Thirty percent of ARBI's funding comes from donations, grants, and community support, ensuring that everyone, regardless of ability to pay, has access to critical rehabilitation services.



*Peer Connect Aphasia Group out for coffee.*

The impact of a brain injury can be profound, affecting not only physical abilities but also emotional well-being, relationships, and economic stability. ARBI's programs address these challenges through individualized therapy, peer support, and family guidance.



*Adelfa, Yaira, Erika, Aisha, Agie & Ted at the Garden Party in June 2024.*

Government funding alone does not cover the full scope of our services. To fill these gaps, we turn to our community—individual donors, corporate partners, and foundations—whose generosity enables us to meet the growing demand for our services. This support is critical to ensuring that no one is turned away due to financial barriers.

Many individuals affected by brain injury face financial barriers that prevent them from accessing the ongoing care they need, as recovery requires consistent, long-term therapy and support. Without adequate financial resources, individuals may struggle to maintain the necessary treatment, which can significantly hinder their long-term recovery and quality of life.

Family members and caregivers need support not only for their own well-being but also to ensure they can effectively care for their loved ones through the recovery process. Providing caregivers with resources and emotional support is crucial to sustaining their ability to

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support their loved one's long-term recovery journey.

Every donation enables us to offer comprehensive Rehabilitation programs that help people regain their independence, rebuild their lives, and re-engage with their communities.

Funding from the community is allocated where it creates the most impact—directly supporting therapy services such as physiotherapy, occupational therapy, and speech therapy, as well as mental health support for the individual and the family.

By contributing to ARBI, donors play a direct role in transforming lives. Their investment in our work empowers survivors of brain injuries to achieve meaningful recoveries and improve their quality of life. Together, we create a compassionate, resilient community that uplifts its most vulnerable members. Funding from the community is not just helpful; it is fundamental to the continued success of our mission.

Thank you to everyone who joined us at ARBI's Holiday Open House on December 6, 2024! It was a morning filled with joy, laughter, and community spirit as we celebrated the season together. This cherished annual tradition is much looked

forward to by both alumni and newcomers, offering a warm and welcoming space for everyone to celebrate the season together.



*Attendees at the Holiday Open House, 2024 (Back: Zan, Allie, Yaira, Sam, Aimie, Richard, Andre, Taya, Galina and TJ.)*

The event featured live festive music, creative card-making, karaoke carolling, and plenty of tasty holiday treats. This free event welcomed survivors, caregivers, volunteers, and community members to connect, make new memories, and share in the holiday cheer. We also held a 50/50 draw, with all funds raised supporting ARBI's life-changing programs. It was a wonderful opportunity to come together and ignite the holiday spirit in all of us!

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***By contributing to ARBI, donors play a direct role in transforming lives.***

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*Emerging artists enjoying a paint night at one of ARBI's Community Nights.*



*A visit from our friends at PALS is sure to bring out the smiles!*

***Together, we create a  
compassionate, resilient  
community that uplifts its  
most vulnerable members.***



*Community Nights at ARBI feature a variety of fun activities.*

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## Ethan's Story of Recovery Continues...and You're Part of It!

A little over a year ago we introduced you to Ethan, a young man beginning a new chapter of his recovery with ARBI. Following a devastating accident in June 2021, just weeks before completing his first-year plumbing apprenticeship, Ethan sustained a severe brain injury that turned his world upside down. His early days at ARBI were filled with immense challenges, as he worked tirelessly to rebuild core strength, learn to sit upright, and improve cognitive function.

Fast forward to the spring of 2025 and Ethan's progress is nothing short of remarkable. After a busy year of intensive therapies and surgery, he now lives back at home with his parents. Though the road has been tough, Ethan's spirit has been resilient and determined.

Today, Ethan is standing with assistance, performing mini-squats in the pool, and has increased mobility in his arms: enough to brush his teeth and play fetch with beloved family dog, Bailey. His therapists are astounded by his growth, especially as he now scans his surroundings with bright, attentive eyes, making meaningful connections. Along with his parents, he enjoyed a weekend retreat for caregivers last fall, partly hosted by ARBI staff.

Now Ethan is attending speech-language pathology therapy at ARBI and working with a Rehabilitation assistant. His therapists are encouraged at his progress in beginning to unlock his voice and make sounds. He is practising saying his name, and other simple sounds including "mom". According to his therapists, he has made great gains in vocalizing and expressing himself.

Ethan's unique sense of humor has also made a comeback. Using a communication device, he delights in cracking jokes with his therapy team and teasing his parents, bringing a spark to every session. Personal passions enjoyed before the accident are thoughtfully woven into his therapy. His mom once said, "He's still Ethan!"

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***Today, Ethan is standing with assistance, performing mini-squats in the pool, and has increased mobility in his arms: enough to brush his teeth and play fetch with beloved family dog, Bailey.***

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This young man's journey is a testament to the power of resilience, hope, and the life-changing impact of ARBI's personalized Rehabilitation. His story reminds us that recovery is not only possible but transformational.

Thanks to the generosity of donors like you, individuals like Ethan can continue to receive the specialized support they need to reclaim their independence and rediscover their passions. As Ethan's dad said, "thanks for giving us back our son".



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***"Thanks for giving us  
our son back."***

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## **We invite you**

to help make more stories like Ethan's possible.

Together, we can continue this vital work, giving individuals impacted by brain injury the chance to rebuild their lives and find joy in the everyday once more.

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## THE POWER OF VOLUNTEERS

At ARBI, volunteers are the heart of our mission. Amid a year of considerable change, we recognize the vital role our volunteers play—not only in supporting daily operations but in strengthening the future of our organization.

This year, we were proud to work alongside 226 dedicated volunteers who collectively contributed an incredible 6,636 hours of service. In addition, 26 practicum students brought their energy and passion to ARBI, with the longest placement spanning an impressive 560 hours over 3.5 months. These numbers reflect more than just time—they represent meaningful connections, consistent support, and a shared commitment to supporting individuals recovering from an acquired brain injury.

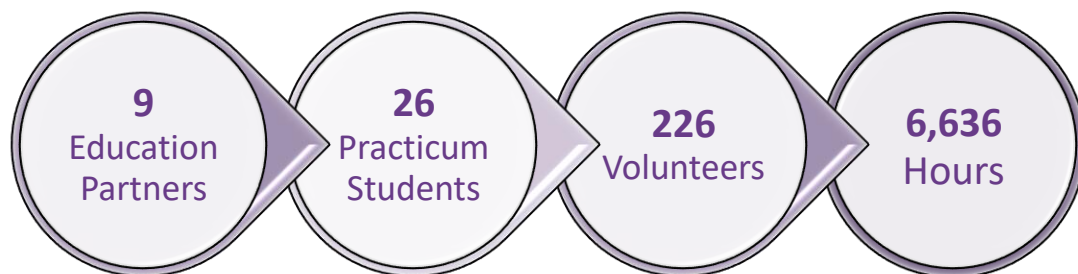
At ARBI, we are continually inspired by the generosity, compassion, and dedication of our volunteers. Their commitment to ARBI

and to those impacted by acquired brain injury is truly remarkable.

Whether volunteers are here for one day or many years, they each leave a lasting impact. To each one of our volunteers: thank you for walking alongside us and for making a difference, one hour at a time.

### Educational Partnerships

- Southern Alberta Institute of Technology (SAIT)
- Medicine Hat College
- University of Alberta
- University of Calgary
- University of Lethbridge
- University of Regina
- Calgary Immigrant Women's Association (CIWA)
- City University of Seattle
- Yorkville University



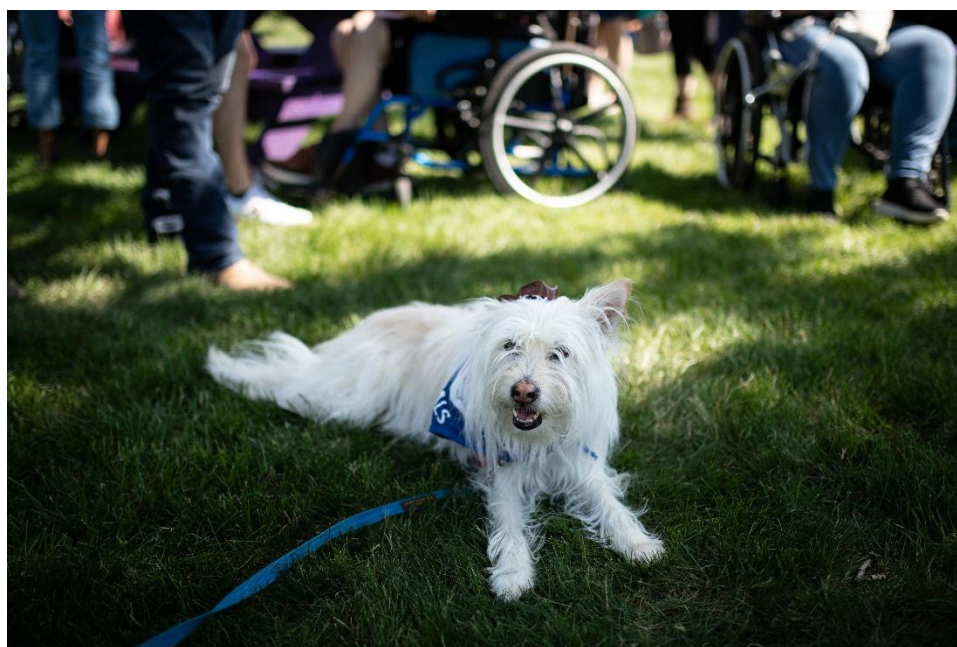
## CONGRATULATIONS!

We are thrilled to celebrate all the ARBI Volunteers who were accepted into graduate studies in 2024! It is a special privilege to help shape the of these future medical professionals.

- Toddy accepted into Physiotherapy at Western
- Kaiden accepted into Medical School at University of Calgary (notably with ARBI since 2018)
- Tejas accepted into Medical School at Queens University (notably with ARBI since 2020)
- Nathan accepted into Occupational Therapy at University of Alberta
- Lara accepted into Speech Language Pathology at University of Toronto
- Ivana accepted into MSc Neuroscience at McGill University
- Jeremy accepted into Physiotherapy in Australia



*ARBI's Woodworking class makes a variety of masterpieces.*



*A visit from the volunteers with PALS (Pet Access League Society) always bring out smiles when they come to ARBI.*

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## VOLUNTEER VOICES

*Volunteering with ARBI 101 is one of the highlights of my week. ARBI 101 is a welcoming, positive space for new clients and a gateway to ARBI's other programs.*

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**Name:** Raksha R.

**Rehabilitation Volunteer:** 2023-Present

**Age:** 26



I was born in Kuwait and moved to Calgary in 2005 with my parents. With a passion for science, I earned a BSc in Neuroscience and an MSc in Experimental Psychology. Currently, I work in research at the Calgary Stroke Program with an incredible team. Outside of work and volunteering, I love playing piano, hot yoga, baking, and spending time with my husband and our dog, Teemo!

My journey with ARBI began in 2022 when my mother joined as a client after she experienced a stroke. As a family member, I observed firsthand the immense efforts placed into the various forms of rehabilitation. I felt beautiful energy throughout the facility, from staff, volunteers, clients and families alike, and a shared sense of motivation among them. Experiencing this inspired me to become a volunteer a year later.

Volunteering with ARBI 101 is one of the highlights of my week. ARBI 101 is a welcoming, positive space for new clients and a gateway to ARBI's other programs. I enjoy the group warm-ups and collaborative activities like balloon badminton, which foster movement, connection, and joy. As a volunteer, I find it deeply rewarding to connect with clients, learn their stories, explore their interests and share in their progress. I'm humbled that clients place their trust and faith in me as part of their recovery journey.

Through ARBI, I've learned the value of communication, especially with clients who each have unique ways of expressing themselves. The training sessions with speech therapists have not only helped me while volunteering but also in communicating with my mother. **ARBI has reminded me to appreciate the human body, and that even in the face of challenges like stroke or brain injury, our bodies are remarkably resilient in recovery.**

# SUSTAINING RECOVERY THROUGH COMMUNITY & GIVING

At ARBI, fundraising isn't just about dollars—it's about sustaining hope, connection, and recovery for brain injury and stroke survivors. This year, our community came together through events like the Calgary Marathon, Stampede Breakfast, and CycleTherapy, raising vital funds that ensure survivors have access to life-changing rehabilitation and wellness programs.

Thanks to the generosity of donors and event participants, we raised \$831,208 to strengthen ARBI's ability to provide accessible, high-quality care and support the launch of ARBI's new bursary program for individuals in financial need. Whether through one-time gifts, monthly donations, or event participation, every contribution fuels our mission and builds a sustainable future for those we serve.

Every dollar raised through participation in the Calgary Marathon brings us closer to making these recoveries a reality. These efforts mean that someone in our community will have the support they need to navigate their journey: the impact is immeasurable!

## Running Towards a Sustainable Future with the Calgary Marathon

Dedication in training, sweat, and the many steps that runners took to cross the finish line of the special 60<sup>th</sup> anniversary of the Calgary Marathon paved the way to change lives. The \$8,820 funds raised provided the invaluable gift of time to individuals recovering from brain injuries.

Each step taken as a runner, walker, or in peer-to-peer fundraising is a stride towards a brighter, more hopeful future for so many. The commitment is changing lives, and we couldn't be more grateful.

Thank you to everyone who laced up and made it to the Starting Line – you're truly the champions of our cause.



ARBI Cheer Station at Servus Calgary Marathon 2024

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**OVER 400 SERVED at ARBI's  
ANNUAL STAMPEDE BREAKFAST!**  
(That's a lot of pancakes!!!)



**Yahoo!!!**

*Janet Eremenko, MLA Calgary-Currie*



*Yvana, ARBI Volunteer*



## Rain, Rides, and Resilience: CycleTherapy's Record-Breaking Year!



*Jim Saunders (ARBI Board Director on the far left) with Team Aisha.*

Framed by the majestic Rocky Mountains, ARBI's 12th annual CycleTherapy took place along the Bow Valley Parkway on September 14, 2024. A light drizzle persisted throughout the morning, but the weather did little to dampen spirits. Instead, it fueled the determination of the

cyclists as they pedaled through the crisp air.

This year's event surpassed all expectations, raising an extraordinary \$144,840—more than doubling the original goal of \$60,000. The impressive efforts of 38 cyclists, bolstered by the unwavering support of their donors, along with the corporate match from WhiteCap Resources Inc., were key to the event's success.

After the ride, the clouds parted, and participants—Team Aisha, the Brain Injury Warriors, Bow Valley Stroke Support Group: Ride for Bud, and the Miles Support Team—gathered at The Lodge in Banff to recharge, savor a variety of snacks, and share stories and laughter.

**Record  
BREAKER!**  
**\$144,840**

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*Brain Injury Warriors - Choucair Family & Friends*

CycleTherapy is more than just a fundraiser; it's a celebration of camaraderie. Cyclists unite for a common purpose—raising funds to support brain injury and stroke survivors. While the joy of cycling is at the event's core, the impact of this fundraiser is far-reaching, bringing hope and support to individuals and families navigating the challenges of

brain injury recovery, thanks to ARBI's programs and services.

The difference made in survivors' lives is profound. Each pedal stroke held meaning, as participants bonded over shared experiences — whether discussing their favorite bike setups or traversing scenic mountain paths. The event was as much about community as it was about cycling, fostering friendships and connections through a shared passion for making a lasting difference.

Special recognition goes to Whitecap Resources Inc., Banff Cycle & Sport, the Choucair family, Grey Eagle Resort and Casino, and The Relaxing Wellness Company Inc. all of whom contributed significantly to making the day truly memorable.



*Bow Valley Stroke Support Group - Ride for Bud*



*Janet (ARBI Board Director) & Glen, third time riding for ARBI!*



## STAFF SPOTLIGHT

Eight years ago, TJ made a life-changing decision. He left his career as a physiotherapist in the Philippines and moved to Canada with his wife and two children. Driven by a strong desire to help others, his passion led him to ARBI, where he has spent over five years working as a recreation program assistant. In this role, TJ is dedicated to creating meaningful experiences for individuals on their recovery journeys.

At ARBI, TJ and the recreation team have developed a vibrant, community-based recreation program. This program offers a variety of activities, including golfing at Lakeview Golf Course, seated exercises at Killarney Recreation Facility, and a walking program at the MNP Center. Each activity is carefully chosen to support the individual's physical and emotional recovery while also fostering a sense of community.

When asked how the team selects these activities, TJ explains that the decision is based on the individual interests and what will best support their recovery. "We tailor our programs to align with what people enjoy and what will be most beneficial for their journey," TJ shares. This client-centered approach is essential to the program's success.

Over the past five years, the recreation programs at ARBI have evolved significantly. Reflecting on his time at ARBI, TJ fondly recalls a standout moment: "The most memorable moment for me was when one of the clients achieved a hole-in-one. I've never seen that before." Instances like this highlight the impact of the recreation team's efforts and the joy these programs bring to the clients.

Building connections among individuals with similar interests is central to the work of TJ and the recreation team. For clients transitioning from the structured environment



*TJ leading a Fitness and Mobility Exercise (FAME) group at ARBI.*

of on-site Rehabilitation to greater independence, these programs serve as an essential bridge. They provide support, foster community, and offer opportunities for clients to continue their recovery in a meaningful way.

## Small Steps Lead to Big Strides on Tracy's Path to Recovery

In the face of overwhelming challenges, some individuals show an incredible strength of spirit that seems almost impossible. Tracy Duerr is a true example of this resilience—her journey has been shaped by not just one, but multiple life-changing battles.

In 2010, Tracy bravely underwent surgery to remove a brain tumor, and although she had been cancer-free for 14 years, the aftermath of a second surgery brought an unimaginable new challenge—a stroke in December 2023. For the first 45 days of her hospitalization, she couldn't move a single toe or finger and remained silent, enduring a difficult 100-day stay. With the support from her loved ones and a relentless drive, she applied the same dedication that once fueled her law career to her recovery, ultimately earning an early discharge from the hospital—a testament to her unyielding will and resilience. A few months later, she entered programs at ARBI, where she impressed the staff working beside her with her commitment and determination.



Discharged from Rehabilitation services at ARBI in November 2024, Tracy continues to attend speech-language and exercise programs. Her ongoing dedication to her recovery has led her to make extraordinary strides, including regaining her ability to walk, now even able to take short hikes—something she didn't think possible in 2022. Her commitment to daily tasks, such as strengthening her right-hand function, has been key to her progress. As a naturally ambitious person, Tracy is determined to keep moving forward, using the occupational and physiotherapy routines she learned at ARBI to "keep a steady march" in her recovery process.

One of Tracy's long-held passions has been playing the piano. While she continues to play with her left hand, she has recently added scales with her right hand to her practice. It's a profound testament to her progress, especially when you consider that when she was in the hospital, she couldn't even hold a paintbrush. Her love for painting, gardening, and other creative activities have helped her regain strength and confidence. In fact, over the holidays, Tracy baked 1500 cookies—a monumental feat that symbolizes her resilience.

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*"Her motivation is incredible to watch, she is always looking forward and living the best she can...her drive, perseverance, and never giving up are truly inspiring."*

*Greg D., Tracy's spouse*

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The therapies at ARBI have been instrumental in helping Tracy return to the activities she loves most. "They helped me get back to doing the things I enjoy," Tracy shares.

"Her motivation is incredible to watch," says her husband, Greg. "She is always looking forward and living the best she can under the circumstances. Her drive, perseverance, and never giving up are truly inspiring."

Tracy continues to embody an indomitable will to recover, with a spirit that never falters. Her story is one of resilience, perseverance, and the unwavering belief that light can be found even in the darkest of tunnels.

***Appreciating  
the  
appreciation!***

*Thank you, ARBI, for all you do!*

*In loving memory of Audrey Morrice*

*Thank you for helping my sister with her recovery.*

*In Aisha's honor*

*Keep up the amazing work you do for the clients! 😊*

MAKING LIFE BETTER

# ENSURING SUSTAINABILITY

## TREASURER'S REPORT

Prepared by Orson Ross, Treasurer, this overview presents highlights of ARBI's audited financial statements. The independent auditor has reported that the statements present fairly in all material respects the financial position of ARBI in accordance with Canadian accounting standards for not-for-profit organizations.

In ARBI's transition to sustainability, the Board approved a final year of planned deficits from operations of \$57,240 before amortization for a total projected deficit of \$88,833 for fiscal 2025 with the goal to ensure balanced budgets in fiscal 2026 and beyond. ARBI has successfully navigated changes with two major funding agreements this year with prudent management decisions resulted in ARBI being slightly under the planned deficit.

### Income Statement Summary

	2025	2024
Revenue	2,278,965	2,288,822
Expenses	2,364,888	2,391,520
<b>Surplus / (Deficit)</b>	<b>(85,923)</b>	<b>(102,698)</b>

### Balance Sheet Summary

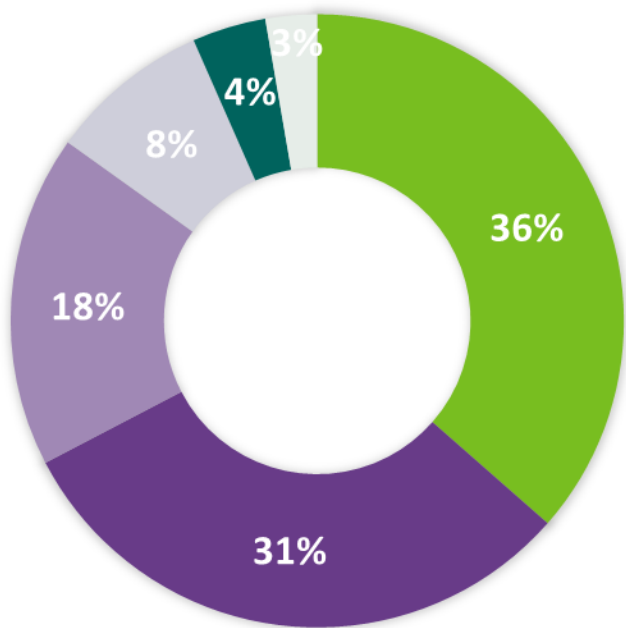
Assets	928,849	1,092,312
Liabilities	118,194	195,734
<b>Net Assets</b>	<b>810,665</b>	<b>896,578</b>

To read the fully audited financials, please visit our website: [www.arbi.ca](http://www.arbi.ca)

It is important to note that all funding contracts cover front-line services with additional funding (8-15%) to cover additional administrative expenses. Some of these agreements have been in place for many years with limited increases for inflation or other cost increases. These factors put increasing pressure on cost-cutting measures and reliance on community support through donations and grants to maintain the programs and level of care that ARBI is known for.

# FUNDING FOUNDATIONS

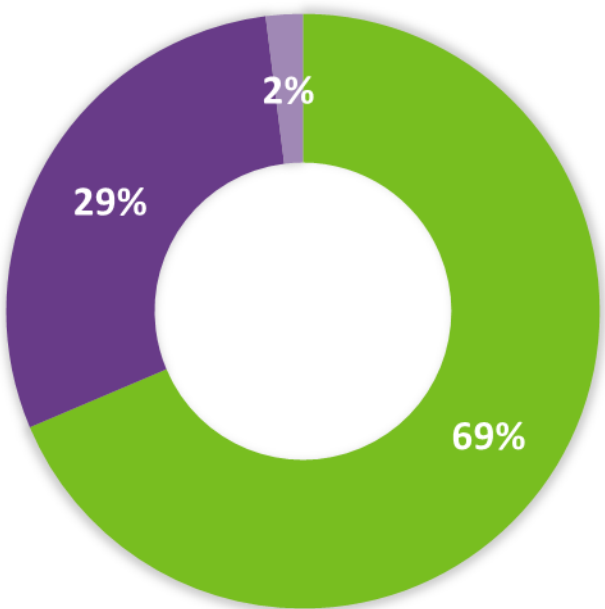
## Empowering Recovery



Donations & Fundraising	\$831,208
Government of Alberta	\$703,388
AHS	\$400,000
City of Calgary	\$193,836
Service Revenue	\$88,657
Other	\$61,876

# INVESTING IN IMPACT

## Your Support in Action



Program Delivery	\$1,622,766
Facilities & Administration	\$694,512
Fundraising	\$47,610

# STRATEGIC PARTNERSHIPS & ADVOCACY

## ADVOCACY IN ACTION

**Brain Injury Alberta Initiative:** In June of 2024, ARBI and SABIS launched the Brain Injury Alberta website and data portal. A joint project funded through the Government of Canada's Community Service Recovery Fund. This initiative creates a means to collaborate and better understand the needs of individuals and families across Alberta.

**Brain Injury Canada Initiative:** Over the past few years ARBI has kept our contacts updated on Brain Injury Canada's efforts to advance Bill C-277 a national strategy on brain injuries. That bill had reached the strategy passed consideration by the Standing Committee on Health in October 2024. Progress was stalled with the recent election call. We will keep you informed with further updates as this moves forward.

**Canadian Stroke Congress:** Held in Calgary in November presented an opportunity for learning as well as raising awareness for ARBI's programs and services.

**International Day for Persons with Disabilities:** Each year ARBI takes part in IDPD, a day to promote understanding of disability issues and raise support for the dignity, rights and well-being of persons with disabilities. ARBI takes part to support that cause and raise awareness for the impact and lifelong disability resulting from brain injury.

## A TRUSTED ADVISOR

ARBI was invited to present its Rehabilitation model at the **Battle River Arts, Innovation and Neuroscience Conference** in Camrose in October 2024. The conference welcomed academics, community members, and survivors from across Alberta for engaging conversations about research and collaborative opportunities.

In March 2025, ARBI was invited to present to the **Premier's Council on the Status of Persons with Disabilities**. An group that provides advice about opportunities for persons with disabilities to participate equally and fully in society. The presentation focused on services provided by ARBI and areas where gaps in supports for families who care for family members at home, as well as limitations on access to services that are available for PDD funded individuals but not ABII funded individuals. We were also able to highlight the success we see when individuals are supported longer through rehabilitation (typically supported by WCB and private insurance companies).

# A VISION FOR SUSTAINABILITY

ARBI's success in ensuring the sustainability of the organization amid the increasing need for service, rising delivery costs, and government funding limitations.

While the majority of ARBI's programs are funded through provincial and municipal governments, ARBI receives many requests from individuals who are not eligible for this funding. This is where community support makes all the difference. On average, fundraising contributes to 35% of ARBI's annual revenue, illustrating a significant level of vulnerability and potentially jeopardizing the future of our programs.

The following strategy has been implemented to secure ARBI's path to sustainability:

- With services funded by the government, we will maximize our capacity within the support provided, ensuring we continue to meet our contract requirements and deliver the quality personalized treatment that ARBI is known for.
- For services requested outside of government programs, ARBI has introduced sustainable support options including services fees, and subsidies for those in financial need through a donor-supported bursary program.
- The key to sustainability and success with this service model will rely on raising the funds first before we commit to providing services.

In the coming year we will continue to focus on three priorities: providing a community for those impacted by acquired brain injury, strengthening our people, and taking a collaborative leadership role in the sector.

We will continue our work to make things better for brain injury survivors with a hope built on many years of experience supporting remarkable recoveries through the generosity of our community. Supporting survivors to rebuild a purposeful life and experience meaningful connections and change throughout their recovery.

ARBI welcomes the opportunity to work with all community or corporate partners to advocate for more inclusive opportunities for people with brain injuries.



# THANK YOU TO ALL OUR SUPPORTERS

The team at ARBI would like to extend a heartfelt thank you to all of our generous donors. The donor list below represents supporters who contributed \$100 or more between April 1, 2024, and March 31, 2025.



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Aqueduct Foundation  
ARBI Endowment Fund (Calgary Foundation)  
Bears paw Benevolent Foundation  
B'Nai Brith Calgary Lodge 816  
Calgary Community Living Society Fund (Calgary Foundation)  
Calgary Foundation  
Cenovus Employees Foundation  
Charities Aid Foundation Canada  
Fall Line Initiatives Fund (Calgary Foundation)



Gerald Yeung Fund (Calgary Foundation)  
Goresht Community Fund (Jewish Community Foundation of Calgary)  
James D. Tocher Fund (Calgary Foundation)  
Parks Foundation Calgary  
Petro-Canada Caremakers Foundations  
Shultz Family Fund (Calgary Foundation)  
Tan Ho & Buu Van Foundation  
Ted & Enid Jansen Fund (Calgary Foundation)  
The Ed Stelmach Community Foundation  
The Gale Family Charitable Foundation (Gift Funds Canada)  
TREC Dental Foundation

### OTHER GOVERNMENT SUPPORT

City of Calgary Ward Community Event Fund  
Young Canada Works, Employment and Social Development Canada

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Cosmopolitan International Club  
Hugh Farthing Memorial TVS Branch No 52 – Royal Canadian Legion  
Kinsmen Club of Stampede City  
Mitacs  
Students' Union – University of Calgary  
Unite for Change

*We all know that a brain injury can happen in the blink of an eye, turning lives upside down in an instant.*

*Thanks to all who supported ARBI allowing us to provide the precious time needed for recovery - time to heal, to regain hope, and to feel that sense of belonging once again.*

MAKING LIFE BETTER

# GET INVOLVED

## MAKE A DIFFERENCE

**Volunteer:** Give the gift of time and make a direct impact in the life of a survivor.

**Donate:** Join a community of donors making it possible for survivors to access care.

**Partner:** Collaborate with us to create greater impact through strategic partnerships.

## GET CONNECTED

### FOLLOW US

Facebook: [ARBlyyc](#)  
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### CONTACT US

General Inquiries: [info@arbi.ca](mailto:info@arbi.ca)  
Volunteer: [volunteer@arbi.ca](mailto:volunteer@arbi.ca)  
Donations & Funding: [donations@arbi.ca](mailto:donations@arbi.ca)

For more details and to get involved, visit our website:

[www.arbi.ca/support-survivors](http://www.arbi.ca/support-survivors)

## A message from Aiko, TBI Survivor

*"A message I would like to share about recovering from a brain injury is that you really need to surround yourself with people who will support you and will drive two hours every weekend to see you. Because even if you have a brain injury, people love you and want to see you recover, and that's exactly what my parents did!"*

Read more  
online about  
Aiko's  
Adventures:





**ACCIDENTS HAPPEN,  
PLEASE DO YOUR PART TO PROTECT YOURSELF  
AND THOSE YOU LOVE.**



MAKING LIFE BETTER



***Empowering Stroke & Brain Injury Recovery  
for nearly 50 years!***



For nearly 50 years, ARBI has been a pillar of hope for individuals impacted by all forms of acquired brain injury. Our comprehensive neurorehabilitation, life skills, recreation and wellness services empower survivors to rebuild their lives with dignity and optimism.



403.242.2117



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