

# 2019-2020 Annual Report



COMMUNITY LIVING  
Brant



## COMMUNITY LIVING BRANT

ENVISIONS A  
WELCOMING,  
INCLUSIVE  
COMMUNITY WHERE  
ALL ARE  
ENCOURAGED TO  
REACH THEIR FULL  
POTENTIAL.



## COMMUNITY LIVING BRANT

IS COMMITTED TO  
PROVIDING  
SUPPORTS AND  
SERVICES TO  
MEET THE  
DIVERSE  
DEVELOPMENTAL  
NEEDS OF PEOPLE  
WITHIN THE  
COMMUNITY.

Dignity · Full Citizenship · Inclusion · Community Engagement · Partnerships  
Collaboration · Leadership · Excellence · Integrity · Accountability

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			We’re All In This Together

# Report from the Board of Directors



**Pamela Papez**  
President



**Darlene Manzer-Hall**  
Vice-President



**Scott Hawthorn**  
Treasurer



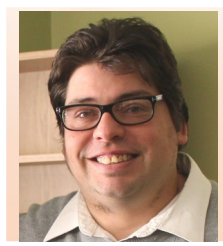
**Debi Pickering**  
Secretary



**Rebecca Chapple**  
Director



**Daniel Custodio**  
Director



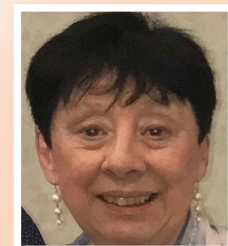
**Bruce Jones**  
Director



**Philip Scott**  
Director



**Cate Breaugh**  
President Resigned  
January 6, 2020



**Marylou Chatland**  
Outgoing Past-President  
March 23, 2020

## ACTIVITIES

- Shifting services to more individualized support teams
- Continued Asset-Based Community Development enhancement
- Expansion of Passport Individualized Funding
- Enhanced community profile and partnerships
- Governance/Fiduciary/By-law Responsibilities, including approval of By-law changes on March 23, 2020
- MCCSS Multi-Year Residential Planning

- West Region Service System Planning Table, includes local and regional priorities and goals for adult developmental service providers
- Review of Basic Assurances work plans in preparation for CQL Person-Centered Excellence Accreditation
- Implementation of new enhanced Serious Occurrence Guidelines
- Ongoing monitoring of the Facility Class Action Lawsuit Settlements

## PRESENTERS



**Nick Maisey**  
*Befriend, Perth, Australia*



**Shaun Wood**  
*Washington Initiative for Supported Employment*



**Full Management Team Presentations**

**David Pitonyak**  
*Importance of Relationships and Belonging*



**Duncan Ross**  
*Cowan Insurance*



**Joe Erpenbeck**  
*Looking Back - Looking Forward - ABCD*



## Committee Memberships:

### Nominating Committee

Chair/Past-President; Board Member; and General Member

### Audit Committee

Chair/Treasurer; President; and Two General Members

### Negotiations Committee

President, Past-President, and Vice-President



## A Message from the President and Executive Director



**Pamela Papez**  
**President**

*It has been a year of many changes and many firsts for the organization, the Board, staff and people we support.*

We have experienced some exciting new adventures and are facing the complex day-to-day challenges living in a world faced with a pandemic. Community Living Brant is proud to have a team of staff who demonstrate commitment, creativity, and a positive approach to their day-to-day supports to people and maintaining people's relationships in a time that requires much

of what we do to look different. The pandemic has provided challenges, but it has also provided an opportunity to focus on people's gifts and assets in the community, like local businesses that we can support, and citizen groups and other agencies that we can partner with. People we provide service to have shown how resilient they are and have jumped at opportunities to find new ways to be connected and contribute to their community and networks.

On behalf of Community Living Brant's Board of Directors, we continue to be amazed and impressed by all the staff of Community Living Brant who are innovating, working on and accomplishing so much. The changes we have experienced during this pandemic have only made you stronger and more creative in supporting the people of our community. Community Living Brant will continue to be a leader in the development of community in community into the future.



**Debbie Cavers**  
**Executive Director**

## Our Impact By The Numbers

**383** *People Supported*

**267** *Staff*



**34** Supported in *Group Living*



**151** Supported in *Supported Living and Community Participation*



**20** Supported in *LifeShare*



**90** Supported in *Young Adults in Transition*



**146** Accessed *Employment Supports*



**97** Received supports in *ODSP Employment Supports*



**86** Received *Respite at Colborne and Bell Lane*



**27** Received *Respite through Ministry of Health "Aging At Home"*



**168** Purchased our services in *Passport Individualized Funding*



**10** *University and College Student Placements*

# Report of the Person-Centered Excellence Committee



*“Bringing Our Vision Into Focus”*

The Person-Centered Excellence Committee (*previously the Quality Enhancement Committee*) oversees the Accreditation process. In 2019/2020, we have been working diligently preparing for our Re-Accreditation with The Council on Quality and Leadership.

## Fun Fast Facts:

- Accreditation Week tentatively has been re-scheduled for September 22-25, 2020.
- We created a Leadership Group and several working groups to plan the Accreditation Week, determine the theme, and outline a calendar for the week of Accreditation.
- We held 4 meetings with our 9 Basic Assurances Groups.
- The Groups updated all 9 Basic Assurances Evidence Binders, created their 30-minute presentation and presented to our Person-Centered Excellence Committee.

Reflecting on Community Living Brant’s connection to our community, this year the Committee has brought on several new members. Joining **Marylou Chatland**, **Paul Wilson**, **Bruce Jones**, Supervisors - **Donna Blackmore** and **Steve Csordas** are: **Zile Ozols**, the Manager of Brantford Public Library’s Partnerships; **Sylvia Collins**, President of the Homedale Association,



who wears many hats and offers many talents to our community; **Liz Brown**, an Administration Professional in the Office of the President for Wilfred Laurier University, who brings the gift of years of experience in governance and communication; and **Miranda Costie**, who works for the Brant County Health Unit, and brings her gifts of advocacy for food and folks.

## Highlights from the Basic Assurances Groups

### Factor 1: Rights Protection and Promotion

- Hosted the “2019 International Day for People with Disabilities” with other community partners. The reception included speakers and an information display. We shared our Rights Presentation.
- Conducted focus groups to gather updated evidence and information. They were held in the community downtown to ensure accessibility for folks we support.
- In partnership with Wilfred Laurier’s Social Work Placement Students, updated the Rights resources, PowerPoint and binder.

### Factor 2: Dignity and Respect

- In January, we created a video to illustrate the importance of privacy and people having their own space.
- In February, we completed a new “Respect” video filmed with self-advocates in partnership with our Wilfred Laurier Media Placement Student
- Conducted a Satisfaction Survey to gather service learnings and achievements and created a report.
- Using technology to help people complete their own personal care independently.

## Report of the Person-Centered Excellence Committee ..Continued

### Factor 3: Natural Supports Networks

- Created the Sibling Network, which has hosted educational sessions, started a social media page and joined a larger National Network that leverages the power and knowledge of people and their brothers and sisters.
- Sharing stories and videos of families and natural support networks doing what they do best, celebrating the people who are important in their lives and walking with them on their journey.



### Factor 4: Protection from Abuse, Neglect, Mistreatment and Exploitation

- Updated Quality Assurance Measures "Abuse" booklet for people we support.
- New training for staff on "Sex Trafficking" where staff learned the signs and how we can help those who are facing this kind of exploitation.
- Podcasts will share stories that show how we support people to acknowledge, address and move forward after experiencing abuse.
- Virtual training environments are key to how we are doing our training currently. "Advocates Against Abuse" have embraced the virtual setting and are working on providing training and engagement through our new Zoom meeting technology.

### Factor 5: Best Possible Health

- Partnership with Nipissing University's "Bridging Nurses Program" has brought a team of nurses to CL Brant each year for the last 3 years. They help us to create updated health tools for people we support. They have updated our Medication policy and Quality Assurance Measures Compliance Checklists in regards to new best practices with medications.
- Shared how we walked the path of Best Possible Health for people we support during this year, whether supporting someone through a new or recurring cancer diagnosis or supporting a person during gender transition.

### Factor 6: Safe Environment

- Continued our work in regards to how technology can enhance someone's life by increasing safety and independence.
- Created a Summoning Assistance Plan unique to each team. They follow our values while keeping people and staff safe.
- Created a "Bed Bug Kit" for staff to use with people we support to help them through getting their home treated for bed bugs while keeping everyone and their environments safe.

### Factor 7: Staff Resources and Supports

- Increased staff knowledge and access to resources with commitment to Trauma Informed Practice training.
- Staff received training on understanding and using audio-visual entrainment equipment and the importance of mindfulness for staff.
- Created a "Mindfulness Support Guide" and tools for Supervisors that focus on positive psychology and other resources.
- Our Social Work students from Wilfred Laurier University updated Mindfulness training for new staff orientation.
- Sent weekly Mindfulness Wednesday Emails to help staff by reminding them of the importance of their own mental wellbeing.



### Factor 8: Positive Services and Support

- To build our ability to help people have a meaningful life, we practiced strategies from our spring training with our mentors, such as Trauma Informed Practice with Diane Randall and ABCD with Cormac Russell.
- Created a "Welcome Package" for people who are new to our service.
- To ensure good communication, teams are using new technology, such as the Slack Application, and other tools to make their supports positive through seamless communication tools.
- Created 1-page personal profiles for people in residential settings that share how people prefer to communicate to be if a person went into a hospital or a healthcare setting without a family member or staff present who could support their communication.

### Factor 9: Continuity and Personal Security

- Increased the number of Individualized Teams supporting one person from 1 to 8.
- Increased our individual budgets and utilized Simply Accounting Software to ensure segmented budgets that are clear to track. Budgets are based on individual support needs and allocated funding.
- Utilized new social media tools to augment communication, as well as communication sharing tools, such as the Slack Application, that is now used in addition to AIMS and communication books to ensure real time communication for continuity.
- Created and shared new social stories during the pandemic to ensure everyone had the tools they needed to communicate and understand what was happening.
- Asked people what level of budgeting and financial support they need. Our "Authorization for Financial Assistance Form" is filled out and signed as a way to ensure personal security and clear communication around supports.



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# Report of the Family Group

*For the Family Group, 2019/2020 was not a traditional year.*

- In October, we welcomed Shaun Wood from the Washington Initiative for Supported Employment for a workshop with parents about employment.
- In November, we were able to gather a number of families to speak with Rebecca Pauls from the Planned Lifetime Advocacy Network. Rebecca facilitated family conversations focused on developing natural support networks.



***"Natural support networks are important for people's quality of life, as described below:***

***....people with natural support networks are 2.2 times more likely to exercise their rights compared to people without natural support networks. People with natural support networks are also 3.2 times more likely to perform different social roles when they have natural support networks.***  
[\(https://www.c-q-l.org/resources/newsletters/connecting-to-natural-support\)](https://www.c-q-l.org/resources/newsletters/connecting-to-natural-support)

- In December, our Executive Director met with several family members to provide an update from Community Living Brant.
- In the winter of 2020, several family members met with us to share their family's story for some upcoming podcasts.
- We were pleased to see some families involved in Community Living Brant's Asset Based Community Development (ABCD) initiatives. Some families joined us for the **2<sup>nd</sup> Annual ABCD Symposium**, learning about community projects that facilitate opportunities to gather in community.



COVID-19 has meant pushing off our gathering featuring PooranLaw. This will be rescheduled for when we can gather again. In the meantime, we have been reaching out with phone calls to families to do check-ins during the pandemic and with emails with information that we think they might find useful.

**Anyone looking for information or wanting to be added to the CLBrant Family Group distribution list, please email: Rishia Burke at [rishiaburke@clbrant.com](mailto:rishiaburke@clbrant.com) and we will be happy to add your name.**

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## Report From The New Brant Sibling Network



The Brant Sibling Network launched in September 2019 with a joyful gathering of siblings sharing with one another. The sharing clearly showed the need to continue to connect. The Network was promoted through the Expositor, as well as on Rogers "BrantLife".

Some significant planning had been done for activities for the late winter through summer of 2020. Unfortunately, COVID19 has gotten in the way.

A Facebook group (BrantSibling Network) has been established for sharing online.

**More members are welcome!**

**Anyone looking for information or wanting to join, please email: Rishia Burke at [rishiaburke@clbrant.com](mailto:rishiaburke@clbrant.com).**

Community Living Brant continues to be intentional about an emphasis on Asset-Based Community Development (ABCD) in all aspects of our work, including how we have been shaping our hiring practices, staff training, team conversations, supports and connections with partners in the community.

the Symposium. The fire was kept at Harmony Square, as was the first sacred fire in 100 years on the Haldimand Tract. The work to plan the **3<sup>rd</sup> Annual Symposium** was underway when the pandemic was declared.

## Share Your Story

Humans of Brant is a community project that is collecting stories about how folks are dealing with Covid-19. We want to celebrate the ways people are learning to do things differently and to staying together while apart. We think this is a really important time to document these stories so we can look back and learn about how we coped both individually and as a community.

**Facebook**  
<https://www.facebook.com/HumansOfBrant/>

**Together Apart story platform**  
<https://kumu.io/mark-u/together-apart>

### How Can I Participate?

1. Answer the questions and share your responses.
2. Make a sign and place it on your lawn or porch, in your window, or somewhere else your neighbours can see it.
3. Encourage your friends, family, coworkers, and neighbours to participate.

## Share Your Story

1. What have you learned about yourself?
2. What has been the hardest thing about physically distancing?
3. What or who has helped you the most?
4. What has been your favourite isolation activity?
5. If you could pick one thing that you will continue, what would it be?
6. Is there anything you would like to share with others?

**@HumansOfBrant**  
**#TogetherApart**



Since *Jane's Walk* was scheduled for a time that fell during the pandemic, the volunteers developed four virtual walks that celebrated Brantford's past and present. Those following the Jane's Walk Facebook page were welcomed to share their physical distancing walks. Those stories and pictures were then posted for others' inspiration. Although all virtual, it was a great weekend of sharing stories about Brantford neighbourhoods.

In 2019/2020, we had the pleasure and benefit of hosting training sessions with ABCD experts Nick Maisey, Joe Erpenbeck, and Cormac Russell.

The CLBrant community has been tapping into gifts, as well, with regular community chats happening over Zoom



four to five times a week. These chats are keeping us connected and have generated ideas for how people can reach out to others in the community.

**This has been our mantra throughout this unprecedented time. Although we have been challenged by the pandemic, we are grateful for what we have been learning about the real meaning of citizenship, the importance of relationships and how a crisis can sharpen our gifts allowing us to give to others.**



## From Presence to Citizenship Community: “Mine, Yours, Ours Learning Exchange 2020”



In early March, Community Living Brant staff were able to join hundreds of others from the Developmental Services sector to hear from a number of well-known speakers on Asset Based Community Development (ABCD). We were pleased to be able to host a table to share some of our materials, reports and videos with other attendees, giving them a glimpse into our ABCD journey over the past several years. Rishia Burke also had the opportunity to sit on an expert panel with Cormac Russell and Joe Erpenbeck sharing some examples of how we have taken an ABCD approach in our work and its benefits to communities and people we support.

## Report on Health and Safety

**Community Living Brant promotes a positive, healthy and safe work environment for all employees and people who receive service. We work towards improving our health and safety programs and training to develop a positive health and safety culture.**



- Celebrated our last year as an **Advantage Group** member in the WSIB Safety Group Program and received a rebate for successfully completing the 2019 program. Community Living Brant participated in the program for 15 years.
- Community Living Brant has joined the new WSIB **Excellence Program**.
- **Training** was provided to all employees on various health and safety topics, including Occupational Health and Safety, Emergency Preparedness, Safety Engineered Medical Sharps, and Violence in the Workplace.
- Senior Management, Supervisors and the Multi-Site Joint Health and Safety Committee worked diligently putting safeguards in place to promote the health and well-being of people we support and staff during the **COVID-19 Pandemic**. Community Living Brant worked alongside the Brant County Health Unit to gather the most current information and direction.

**"Safety doesn't happen by accident."**  
- Author Unknown

“

### Approval Of Grant From The Ontario Trillium Foundation

Imagine a regular opportunity to gather with other folks who share the same interests or passion as you. Just like you, they can talk endlessly about that one subject that everyone in your family is tired of hearing about! You have this group to look forward to — it's a bright light in your week. You find friends fast in this group and you feel like you belong with these people.

**Belonging Brant** is an adaptation of Befriend, a model from Australia, which connects people through social groups based on common interests building social networks, which are backbones for a caring and resilient community. Belonging Brant will provide support and training for citizens that take on the role of hosts for a group and facilitate the connections for groups to form. The three-year project funded through an Ontario Trillium Grant will also include storytelling about connections and citizenship, as well as events to celebrate friendship, people's gifts, and associational life that leads to a caring community.

Community Living Brant is thrilled to be embarking on this journey with partners, such as the Brant County Health Unit, the Brantford Public Library, the Grand River Community Health Centre and Community Legal Clinic—Brant, Haldimand, Norfolk (LEAD program), and neighbourhood associations.

”

## Report from the Rights Committee

The Rights Committee is an external committee responsible for reviewing rights limitations and restrictions that have been imposed on people who receive service through Community Living Brant.

Currently, the Committee has 5 active members: **Patrice Burke**, Chair; **Jason Richardson**, Self-Advocate; **Jamie Hitchon**, Community Member; **Sandra St. Louis**, Parent; and in January, the Committee welcomed **Mahdi Khanafer** to the Committee. Mahdi is a Pharmacist with Remedy's Rx Pharmacy in Brantford. **Cristin Ladner** is the Director on the Committee. The Committee meets approximately five times each year.



The following represents the restrictions brought forward for approval in the past year.

TYPES OF RESTRICTIONS	
Locked doors, closets, and cleaning supplies	
Limited access to money, medication, cleaning supplies and personal possessions	
Psychotropic medication and PRN protocol	
Diets or restrictions on access to certain foods/amounts of food	
ANNUAL STATISTICS	
People with approved restrictions	41 (26 for only psychotropic meds)
New people with approved restrictions	2
New restrictions	1
Extensions of existing restrictions	50 (26 were psychotropic meds)
End reports of restrictions	4

# Report from R.E.A.C.H. OUT Self-Advocates Group

**R.E.A.C.H. OUT continues its commitment to empowering people who receive services with Community Living Brant through education, advocacy and leadership roles.**

## MEMBER INVOLVEMENT THIS YEAR:

As committee members, we continue to develop leadership skills both within Community Living Brant and within our community:



- Hiring Committee – playing a role in the interview process to hire new staff
- Board of Directors
- Person-Centered Excellence Committee
- External Rights Committee
- New Staff Orientation Presentation
- Advocates Against Abuse Trainers
- Self-Advocates on each of the Basic Assurances Groups preparing for Accreditation

## EVENTS AND ACTIVITIES THIS YEAR:

- School Presentations, including education around the “R” word, stigma, inclusion and success stories to Grade 10 students at North Park, Caledonia and Cayuga High Schools.
- Video presentations regarding employment, “Core Gifts”, and positive contributions to the community.
- Updated and redesigned a new R.E.A.C.H. OUT Brochure.
- Preparation and hosting of a seminar regarding internet and media safety awareness.
- “Make and Take Planter” night with the proceeds donated to Habitat for Humanity Brant.
- Development of R.E.A.C.H. OUT power-point presentation to assist with New Staff Orientation.
- Self-Advocates attended and participated in an ABCD training seminar with Cormac Russell.

## LOOKING AHEAD:

- Hosting more information sessions with other community advocacy groups, i.e. Brant Family Counselling Centre – now taking into consideration social distancing guidelines.
- Continue to encourage new membership.
- Partner with other advocacy groups for information sharing.
- Continue to provide education about the “R” word and stigma, and also share success stories and contributions to the community.







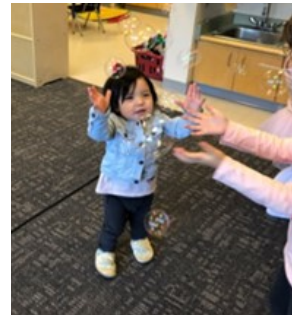
The EarlyON Child and Family Centre (previously Ontario Early Years Centre) has been offering programs and services for children under six years of age and their families for eighteen years! We have seen a lot of changes and growth over that time.

In 2019/20, we have offered 33 drop-in play groups at 16 different locations within the City of Brantford and the County of Brant on a weekly basis. EarlyON programming has also included Pop-Ups - programs that happen at times other than our scheduled



play groups and often in non-traditional settings, such as parks or community centres. This year we opened play groups in 2 new locations— Mt. Pleasant Community Centre and Tollgate Technological School. These additions increased our weekly play group opportunities by 9 hours per week. We also added an additional day at Sacred Heart School in Paris.

We continue to work collaboratively with 2 other agencies— Brant FACS and Family Gatherings (Six Nations) to offer EarlyON programming, in partnership with the City of Brantford. We also work with other agencies, such as the Brant County Health Unit, Woodview, Lansdowne, Canada Prenatal Nutrition Program, and Margot's Place to provide services to the families of Brantford and Brant. All of our programs, drop-in and pop-ups encourage our parents and children to explore in ways that may not be familiar to them. We encourage messy play, loose parts play, literacy play and math play.



The Pandemic has had a huge impact on EarlyON programming with all programs cancelled.

We have needed to find creative ways to connect with the families that were using our programs.

Through connections with partners, such as Neighbourhood Associations and Food Banks, the EarlyON team has been providing activity bags to families that they were in contact with.

Along with our EarlyON partners, we have begun making videos that are posted on a regular basis to a YouTube Channel, **EarlyON Brantford Brant**.

Although we miss the children and parents every day and we look forward to re-opening our programs, we are encouraged by partnerships and the opportunity to creatively impact children and families during this difficult time.



# Report on Passport Individualized Funding

Community Living Brant offers a diverse range of supports and services to help individuals get the most out of their Passport Funding. We offer opportunities for people to build connections and meaningful relationships so they can share their gifts with others. The number of people who are purchasing their Passport Services from Community Living Brant continues to climb: 68 in 2017/2018; 130 in 2018/2019; and 181 in 2019/2020.

Here is a snapshot of some of the highlights from this year:



Purchased employment supports to actively seek employment.



Increased their independence by obtaining their driver's license.



Received certifications in First Aid/CPR; WHMIS; Safe Food Handling; Forklift, and more!

Tried some things for the very first time, such as horseback riding, golfing, skating, ballroom dance classes, painting classes, photography workshops



Attended their favorite sports team games, concerts, and other entertainment with friends and family.



Discovered their Core Gift by completing a Core Gift Interview.

Learned to play instruments and continue to build relationships within their community with their gifts.

Explored and practiced Mindfulness and Self-Care by trying out local relaxation venues offering salt caves and yoga lessons.



For More Information:



Jason Clark, Supervisor

Katie Gard, Supervisor

519-756-2662/Ext. 202

519-756-2662/Ext. 225

Email: [passport@clbrant.com](mailto:passport@clbrant.com)

Check out our promotional video:

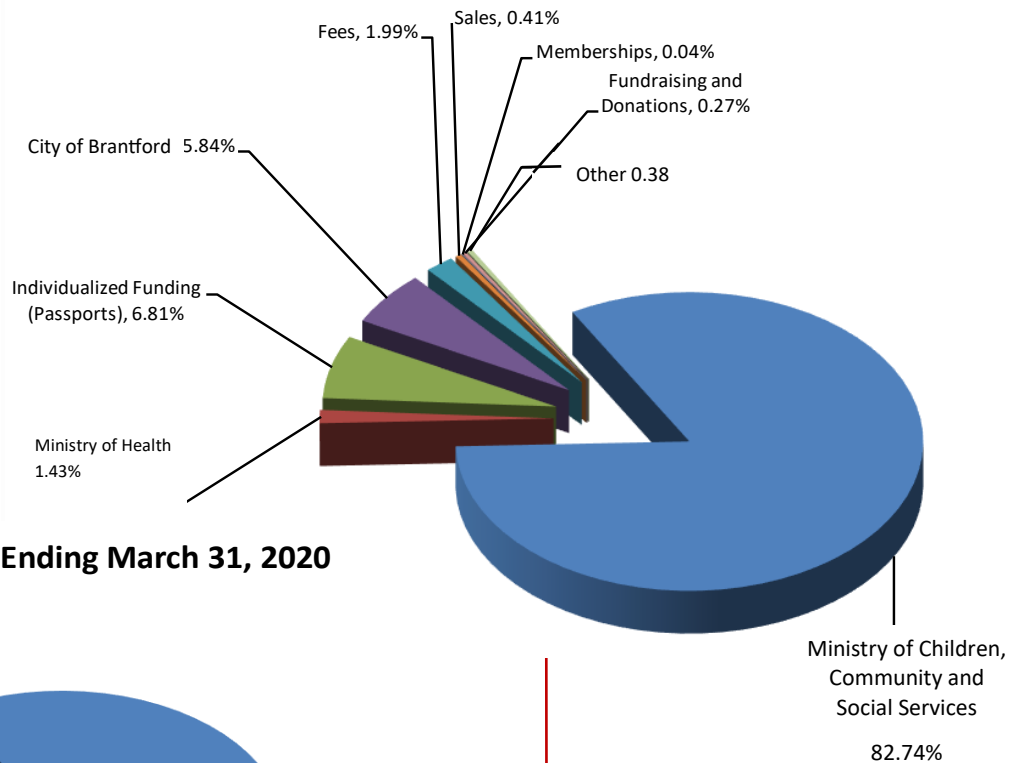
<http://clbrant.com/support-services/passport-funding/>

# Financial Report

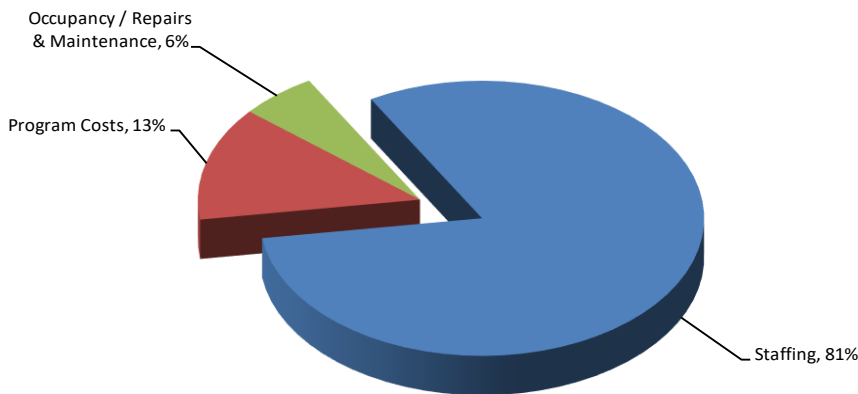
## THANK YOU ...

to our funders, donors, community volunteer fundraising committee members, and all Golf and Curling event participants for their contributions and continued support this year. You are definitely making a difference in people's lives.

## Revenue 2019/2020 %



## Use of Funds Year Ending March 31, 2020



The **32nd Annual Circle of Friends Golf Tournament** was held on August 15, 2019, at the Northridge Golf Course. Funds raised at this tournament are dedi-

cated to the agency's Young Adults in Transition Program—a service that supports young adults with a developmental disability as they transition from secondary school to independent community life.



Thanks to the support of our 117 golfers, all of our sponsors, and our volunteer Golf Committee who made this Tournament a great success again this year!

The **10th Annual "IPC The Davies Moffat Team" Charity Bonspiel** was held on November 30, 2019, at the Brant Curling Club.

Funds raised at this tournament are to provide support for Community Living Brant's Literacy Program.



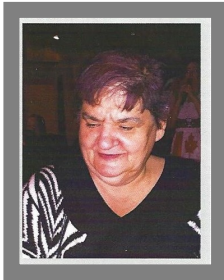
We were able to raise over \$8,000! Everyone's hard work and contributions made this achievement possible!



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## Friends we lost this year

We fondly remember Marguerite Robinson, Marjorie Weaver, Joanne Riddolls, and Patrick Sproul. We also remember additional family, friends, staff and family of staff who passed, and we dedicate this Annual Report to their memory.



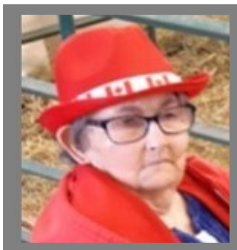
**Marguerite Robinson**

Passed away  
on July 3, 2019  
at the age of 66



**Marjorie Weaver**

Passed away  
on January 25, 2020  
at the age of 68



**Joanne Riddolls**

Passed away  
on March 14, 2020  
at the age of 88



**Patrick Sproul**

Passed away  
on March 29, 2020  
at the age of 49



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## Report of the Core Gift Project



- **Master Facilitators** attended a Core Gift Community of Practice Learning Week as part of a provincial initiative, with ongoing participation in the Provincial Community of Practice (18 months).
- We have scheduled **Certification** for the fall for 12 additional Core Gift Master Facilitators. To help us deepen our community relationships, two Core Gift Master Facilitators will be from our Neighbourhood Association Alliance and from Grand River Health.
- All **direct support staff** have completed a core gift interview.
- 80% of **people supported** have created their Core Gift statement.
- **New staff** complete their own Core Gift Statement 6 months into their employment as best practice.
- Completed **Team Core Gifts** with our Board of Directors, the Brantford Neighbourhood Association, Parkers' Project and other community organizations.

### Core Gift Statement of the Board of Directors

"Our signature Core Gift is improving lives. We do this through having integrity, being forward thinking, having fiscal responsibility and by being engaged and doing more".



