

ANNUAL REPORT

2023-2024



(519) 751-0123

crossingallbridges.ca

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65 Sky Acres Drive, Brantford ON N3R 5W6



OVERVIEW

VISION

To create a welcoming and inclusive community where individuals with varying developmental abilities embrace a love of life, a love of learning and lifelong friendships.

MISSION

Crossing All Bridges Learning Centre exists to create and sustain through compassionate dedicated staff,

- Programs to develop life skills in participants;
- Social and welcoming environments in which meaningful relationships and friendships are developed; and,
- Inclusive community experience

OUR VALUES



COMMUNITY

We believe that by sharing common goals with our participants, families, and partners, a feeling of fellowship and value for each other will grow. When we work in collaboration with our community we can provide seamless and effective programs and services.

INCLUSIVITY

We respect and value diverse life challenges, as we commit to build programs and experiences for all participants.

RESPECT

We demonstrate deep admiration and respect for our participants by treating them with dignity, encouraging their engagement, valuing their diversity and ensuring accessibility.

CHOICE

We create an environment that provides opportunity and empowerment for all. Exploring different and better ways to deliver programming ensures continuous improvement and promotes creativity in a stimulating learning environment.

TEAMWORK

We believe through our combined actions, we will build an effective and efficient community of colleagues, clients, families and partners.

ACCOUNTABILITY

We are accountable to our participants, their families, our donors and sponsors by effectively managing our human, financial and physical resources.

SAFETY

We strive to provide a safe, secure, and stable environment for our participants, staff, and volunteers.

AFFORDABILITY

We strive to provide programs and services at a fair market value while maintaining a fiscally responsible organization.

STRATEGIC PLAN

2022-2025

ENHANCED PROGRAMS

A refreshed, upgraded slate of programs that includes more community involvement.

STRONG ORGANIZATIONAL PROFILE

Families and caregivers with children with varying developmental challenges are aware of the value of CABLC.

FINANCIAL CLARITY

Create financial information and reports that provide a consistent, accurate and transparent view of CABLC financials.

SUSTAINABILITY AND GROWTH

To continue supporting participants and their families, Crossing All Bridges requires financial resources to sustain service and allow for growth.

SOCIAL ENTERPRISE

Increase revenue to sustain Shredding Barriers, research, develop, and launch a second social venture to provide employment to persons with developmental disabilities.

ENHANCED PROGRAMS

We Will:

- Assess and evaluate current programs to support the modification and continuous enhancement of CABLC programs.
- Determine program needs, and financials to support an enhanced slate of programming.
- Develop and implement a methodology for program impact measure to keep CABLC informed
- Evaluate ongoing transportation services to increase inclusive community experiences.
- Design a co-op recruitment and management plan to provide ongoing program support.
- Increase community partnerships to support program enhancement, inclusive activities, and expanded community engagement for our participants.

STRONG ORGANIZATIONAL PROFILE

We Will:

- Create, implement and evaluate a comprehensive marketing and communication plan to reach three key audiences: local school boards, perspective parents, and perspective supporters.
- Maintain the CABLC and SB website and continue to increase our social media presence on various platforms.
- Strengthen relationships and collaborate with local service clubs and organizations to increase, diversity, and inclusion.
- Provide staff opportunities for career development and training, and to improve employee satisfaction and retention.
- Improve Board recruitment and engagement by providing training and Board development opportunities.

SOCIAL ENTERPRISE

We Will:

- Increase Shredding Barriers revenue to support employees and current customers
- Develop a business plan for an identified new social enterprise initiative.
- Source funding to support a new social enterprise initiative.

FINANCIAL CLARITY

We Will:

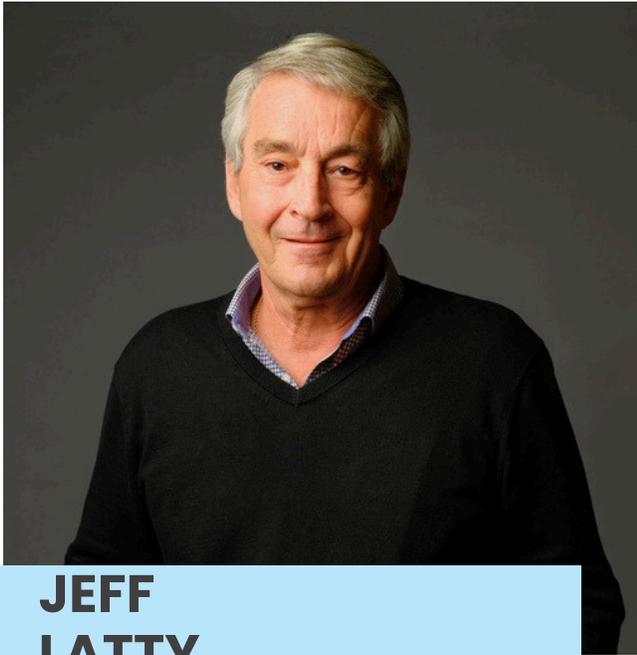
- Streamline financial reporting with financial statements that are succinct, transparent, and easily understood.
- Review, reorganize and work with current staff to streamline workloads to oversee in-house bookkeeping.
- Work in tandem with the Crossing All Bridges Foundation to outline objectives, goals and fundraising initiatives to support current and future needs of CABLC

SUSTAINABILITY AND GROWTH

We Will:

- Assess and evaluate our current fundraising initiatives and goals
- Create a Fund Development Plan that aligns with CABLC's mission and ensures longevity of the organization
- Establish a fundraising goal to increase revenue and support the overall growth and needs of the organization.
- Assess and evaluate current and future spatial needs to support increasing demand.

A MESSAGE FROM OUR LEADERSHIP



**JEFF
LATTY**

Board Chair

The extraordinary team effort of our Executive Director, Michelle Drake, along with our entire staff, co-op students, and volunteers over the past year has brought Crossing All Bridges Learning Centre closer to meeting our strategic objectives. I want to extend the Board's thanks to all those who have contributed to this success.

During the 2023–2024 year, we continued to grow, with participant registrations reaching over 90 (full-time equivalents of 47). Revenue from Shredding Barriers increased by over 9%.

Our focus throughout the year remained on creating leading programs in an inclusive environment where everyone can grow. Significant progress has been made in expanding program offerings and providing our participants with abundant new opportunities to venture out and participate in the surrounding communities.

Recognizing the importance of family and community connections, CABLC celebrated several events, including the CABLC 20th Anniversary, Mother's Day High Tea, Father's Day Cars and Cookout, and the Family Barbecue. Thank you to everyone who attended these events and joined us for the 20th Annual Golf "Fore" Learning and 3rd Annual Witches Night Out.

Organizational changes designed to provide clarity between Participant Programming and Operations were implemented. This, along with more robust Financial and Information Technology (IT) management, has greatly strengthened the CABLC organization.

The capital improvement project for sewer and storm drainage reconstruction was completed, and the contract to replace the entire roof was awarded—both projects were crucial steps toward ensuring a safe and sustainable learning environment.

On behalf of the Board of Directors of CABLC, I wish to extend our gratitude to the entire Crossing All Bridges community—our dedicated staff, co-op students, participants, volunteers, families, caregivers, CABLC Foundation, and supporters. Together, we shape the future of Crossing All Bridges, and we look forward to your guidance and support as we move into the strategic planning process for 2025–2028.

A handwritten signature in black ink that reads "Jeff Latty". The signature is written in a cursive, flowing style.

**JEFF
LATTY**

Board Chair

EXECUTIVE LEADER



*** As we reflect on another remarkable year at Crossing All Bridges, I'm proud and filled with gratitude for the incredible progress we've made and the community we've built together.**

MICHELLE DRAKE

EXECUTIVE DIRECTOR

Twenty years ago, our founders envisioned an organization empowering individuals, fostering lifelong learning, and creating lifelong relationships. Today, our founding mother's values remain at the core of everything we do. We've seen tremendous growth in the past year, from expanding our programs to reaching more people across diverse communities. Our continued success is a testament to the dedication of our staff, volunteers, partners, and donors, who believe in our mission and work tirelessly to make it a reality.

Our focus on empowerment, relationship-building, and continuous learning has allowed us to remain relevant and impactful. We look forward to helping individuals with disabilities overcome barriers and continue to provide them with additional knowledge, tools, and support to thrive in the community.

As we look ahead, I am excited about the opportunities before us. With your ongoing support, we will continue to grow, innovate, and make a meaningful difference in the lives of those we serve. Thank you for being a vital part of our journey. We will continue to cross all bridges and create a brighter, more connected future for all.

OUR TEAM

(Left to Right): Michelle Carpenter, Natasha Efner, Debbie Maxworth, Alvaro Saluta, Haidee Scheers, Robin Finney-Archer, Rachel Bhual, Meghan Chambers, Kim Emery, Jill Pye, Alyssa Smith, Vinny Ly, Jenny Garmatz, Ashley Ramdhan.



OUR BOARD

Jeff Latty - Chair

Randy Cain - Vice Chair

Ignacio Villalobos - Treasurer

Vanessa Heath - Secretary

Courtney Boyd - Director

Debbie Dignan - Director

Patti Mitchell - Director

Jeff Noble - Director



The Board of Directors is a vital and inspiring group that guides CAB toward a bright and sustainable future.

CELEBRATING 20 YEARS

A MILESTONE OF GROWTH, COMMUNITY, AND ACHIEVEMENT



As we mark a monumental milestone—our 20th anniversary—Crossing All Bridges reflects on two decades of dedication, growth, and impact. Founded by four visionary women, Debbie Brown, Carol Cain, Nancy Gowing and Nancy Tew-Seberras, this non-profit organization set out with a mission to empower individuals, build lasting relationships, and foster continuous learning in our community. Their passion, commitment, and collaborative spirit laid the foundation for what has become a thriving network of support and development.

From the very beginning, the core values of Crossing All Bridges have been centered around empowerment, growth, and community. Our four founding mothers envisioned a space where individuals could transcend barriers, bridge gaps, and create opportunities for a better future. Over the years, this vision has blossomed into a well-respected organization that has touched countless lives and created a ripple effect of positive change in the community.

We are looking forward to crossing more bridges together in the future. Thank you to everyone who has been and continues to be part of our story.



CAB CORE DAY PROGRAMS

A YEAR OF SUCCESS AND GROWTH

COMMUNITY, CULTURE, AND ME



Highlights of the Year

Participants embraced global cultures with immersive activities, exploring traditions from Africa, India, and the Philippines. A key moment was adopting Lucky and Ricky, an endangered elephant and her calf, symbolizing our commitment to global wildlife conservation. Locally, the program's dedication to giving back shone through initiatives like volunteering at Habitat for Humanity, Mission Thrift Store, and the Brantford Public Library.

Family BBQ: Building Community Together

Each year, CABLC hosts our annual Family BBQ to show thanks for the amazing support from the families that we service. A generous thank you to Brian Witteveen from Strodes BBQ & Deli for providing food! The Family BBQ provides opportunities for new families to connect and build new relationships.

Mother's Day

Debbie Maxworth and CCM hosted and organized the 3rd Annual Mother's Day Tea, a beautifully crafted event celebrating Mothers and family!



VOLUNTEER POWER, FUNDRAISING MAGIC, AND COMMUNITY JOY!

150+

Volunteering
Over 150 hours dedicated to community service

\$2,300

Fundraising Success
Raised \$2,300 for the WWF and cultural projects

20+

Social Outings
More than 20 community outings and countless smiles



EXPRESSIVE ARTS

Expressive Arts brought creativity to life with the production and premiere of CAB Glee: The Movie, where participants explored acting and filmmaking in a fun and collaborative environment. The theme "Art Reflects Nature" inspired breathtaking landscape paintings, wildlife drawings, and even edible art, blending artistic expression with a celebration of the natural world. Fine arts projects drew inspiration from literature, while musical numbers were edited and refined for memorable performances. Community involvement was a key focus, with Dance Fit classes and community drumming sessions fostering connection and encouraging participation in local arts initiatives.




\$800+

EVENT SUCCESS:
 Raised \$891 during the Wine Glass Paint Night



100+

CAB GLEE MOVIE:
 Participants dedicated over 100 hours to learning scripts, rehearsing songs, and filming scenes for CAB Glee!

DIGITAL INNOVATION

Innovations and Achievements

This year, participants thrived in our tech-savvy environment, developing skills in photography, digital design, and trivia creation. The launch of CABLC’s first yearbook was a major highlight, showcasing their creativity and collaboration. For Earth Week this year, participants held a successful electronics recycling drive, learning about sustainability.



Tech Upgrades

Thanks to generous donations, new iPads and SMART Boards revolutionized learning.

10+

Skill Development

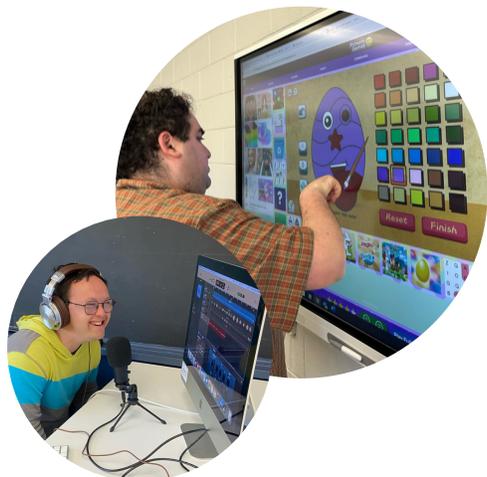
Participants engaged in 10+ tech-based workshops, ranging from American Sign Language to employability kits.

Yearbook Creation:

Participants collaborated to design and publish CABLC’s first-ever yearbook. This project provided opportunities for participants to showcase their creativity and digital skills.

Smart Board:

Each program at CABLC is equipped with state-of-the-art SMART Board technology to enhance interactive learning. Through the SMART Board, participants explored topics like the five senses and utilized digital tools to support goal setting, making learning both engaging and effective.



RECREATION AND WELLNESS

“ACTIVE BODIES, HAPPY MINDS”

Keeping Fit and Having Fun

Participants explored a wide range of physical activities, including yoga, aerobic exercise, and target games like bocce and cornhole. The mini Special Olympics and dodgeball tournament brought friendly competition and teamwork to the forefront. Stress management crafts and mindfulness sessions rounded out a holistic approach to overall well-being.



With over 120 hours of physical activities and a focus on building both physical and social skills, the Recreation and Wellness program was a standout success this year.



FITNESS AND SPORTS ACTIVITIES:

45+

Hosted 45+ fitness sessions, including yoga, aerobic exercise, and walking club outings

30

Participated in the Mini Special Olympics, where 30 participants competed in bocce ball, bowling, and group sports

15

Hosted 15 outings, including trips to local parks, bowling alleys, and community fitness classes

50+

Celebrated National Dance Week with 50+ participants, choreographing and showcasing unique routines

CULINARY

COOKING UP CONNECTIONS

A Year of Flavourful Growth

With the completion of our Phase One Culinary redesign, participants have enjoyed exciting new opportunities. The updated kitchen has allowed them to engage in hands-on cooking with seasonal themes, such as Easter candy grams and Thanksgiving lunches, while also developing employability skills in the busy CAB coffee shop. A major highlight is the ongoing redesign of both the kitchen and tuck shop. Thanks to generous donations and sponsorships, the kitchen is receiving a fresh new look, including an updated tuck shop where participants will continue to gain



APPLE PICKING AT BRANTWOOD FARMS

Participants from the Culinary program headed to the orchard at Brantwood Farms to pick fresh apples. **15+ apple recipes** were made following the Brantwood Farms outing!



COOKING WORKSHOPS AND EVENTS:

- **Spaghetti Night:** A hands-on workshop where participants prepared and enjoyed a group meal.
- **Wholesome Wednesdays:** Weekly grocery trips focused on cost-effective ingredient sourcing for recipes.

Thanksgiving Lunch: Participants collaborated on a hot meal to celebrate the season together

CHEF OF THE WEEK & CANDY APPLES!



ENRICHMENT AND SOCIAL OPPORTUNITIES

CABLC SOCIAL CLUB

The CABLC Social Club has become a vibrant hub of connection, gathering participants bi-weekly for evenings filled with laughter and creativity. By allowing participants to select the events and activities, the club fosters a sense of ownership and pride in shaping their own experiences.



SOCIAL CLUBS EVENTS!

- Build a Summer Basket
- Beach-Themed BBQ and Potluck
- Karaoke Lip Sync and Talent Show
- Bingo and Game Show Night
- Bowling at Echo Bowl



AFTER HOURS PROGRAMMING

After-Hours Programming provided participants with lively, engaging events that extended the fun beyond regular programming. From movie nights to themed dances, these evenings were all about peer to peer relationships, exploring interested based activities, and expanding community engagement.

In an effort to enhance our program offerings and reach more individuals, CABLC was thrilled to offer evening programs online.



MONDAY NIGHT DANCE PARTY



ENRICHMENT AND SOCIAL OPPORTUNITIES

FROM DAY TO NIGHT: THE FUN NEVER STOPS!

SUMMER SIZZLE CAMP

Summer Sizzle Camp 2024 was truly amazing, offering participants three weeks of exciting and memorable experiences. To better cater to the diverse needs and interests of families, CABLC introduced two camp options: the Action Packed Group and the Leisure Group, ensuring a personalized experience for everyone.



FATHER'S DAY CARS & COOK-OUT

The Father's Day Cars & Cook-Out was a roaring success, bringing together stunning vehicles, proud dads, and a supportive community. A heartfelt thanks to our neighbour Greg, the Piston Pushers, and the Brantford community for making this event unforgettable!



SHREDDING BARRIERS

BREAKING DOWN BARRIERS IN EMPLOYMENT



This year, Shredding Barriers celebrated incredible milestones and transformations. The program expanded roles, responsibilities, and visibility. The installation of a state-of-the-art dust collector improved safety, and participants embraced new transferable skills such as maintaining equipment and communicating directly with clients. The program's growth was further reflected in an impressive increase in shredding services and continued collaboration with community partners.

MP'S ANNUAL SHRED DAY



NEW EQUIPMENT:

Installation of an industrial dust collector which improved workplace cleanliness and safety.



BREAKING BARRIERS, BUILDING IMPACT!

53%

52.6% rise in residential shredding services, meeting growing demand

118%

118% increase in shredding pickups, expanding the program's impact across the region

24

Grew to 24 employees, including members Carson and Connor, who celebrated 5 years of service.

BIG FUNDRAISING EVENTS

EMPOWERING THROUGH COMMUNITY SUPPORT

3RD ANNUAL WITCHES NIGHT OUT

A Spooktacular Success

The 3rd Annual Witches Night Out, a women's-only event, was a highlight of the year, featuring silent auctions, raffles, and mediums, creating an unforgettable evening of generosity.

- **Participation:** Hundreds of attendees dressed in their best witchy attire!
- **Contributions** went directly toward enhancing programs like Shredding Barriers and Expressive Arts.

Witches Night Out raised an enchanting \$18,200!



20TH ANNUAL GOLF 'FORE' LEARNING TOURNAMENT

Driving Change

Celebrating 20 years of impact, the 20th Annual Golf 'Fore' Learning Tournament blended a passion for golf with a dedication to supporting inclusive programs. Hosted at the Greens of Renton, the event united sponsors, volunteers, and golfers in support of a meaningful cause.

50+ DONATED RAFFLE & SILENT AUCTION PRIZES

OVER \$35,000 FUNDS RAISED

MORE THAN 140 GOLFERS

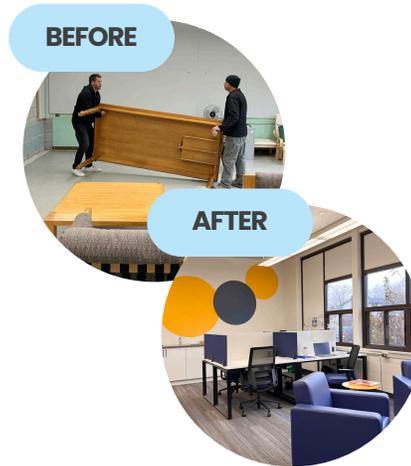


BUILDING UPGRADES

Out with the Old, In with the New:

New Resource Lounge!

Generously donated by SC Johnson, the lounge was fully updated providing a multipurpose functional room serving as a quiet retreat for participants.



Plumbing Upgrade Success!

Matrix General Contracting & Construction helped to oversee the project repairs while Eco Pro Plumbing transformed the centre by replacing outdated cast iron sewage lines with modern P.V.C. systems.



Growing Green: Horticultural Therapy Takes Root!

Thanks to generous support from the Rotary Club of Brantford and TD Friends of the Environment, we introduced a stunning plant wall in the foyer.



MEMORIAL DONATIONS

IN MEMORY OF

Marlin Usher and George Tucker

TOGETHER WE CAN FUEL CHANGE

DONOR SUPPORT



- Adam Trifunovic
- Alexandra Culley
- Andrea Clendening
- Andrea Smiley
- Angstrom Fiber Brantford
- Barbara Lebrun
- Belinda Benko
- Betty Mackie
- Blyleven Enterprises
- Bonnie Brown
- Canada Helps
- Carol Cain
- Debra Hodge
- Diane Martyniuk
- Diane Welton
- Dianne Edwards
- Donna Hall
- Doug Hunt
- Elena West
- Enterprise Holdings Foundations
- Feika Vermeulen
- Halton Honda
- Halwell Insurance Company
- Harold Knox
- Hisano Coffen
- Jane Gossling
- Jason Little
- Jayne Miller
- Jeff & Patty Latty
- Joanne Hall
- John Usher
- Karen Spadafora
- Kathleen Berney
- Kelly Welch
- Kristine Guthrie
- Larry Struthers
- Leone Schaefer
- Lillian Maus
- Lynn Creeden
- Lynn Martin
- Margaret England
- Maree Loveless
- Maria's
- Marilyn Albin
- Mark Verlinden
- Mary Willson
- Michaela Sleeth
- Mia Rose
- Minotour
- Moira Ferguson
- My Tribute Gift
- Nancy Fazakas
- Nancy Lecours
- Nancy McColeman
- Olivia Edwards
- PayPal Giving Fund Canada
- Rachael Addison
- Reciprocal Opportunities
- Richard Chuli
- Ruth Latty
- Scotiabank
- Shirley Tucker
- Stephanie Azevedo
- Stephanie O'Reilly
- Stephen Smith and Dorothy W.
- Steve Cure
- Susan Henry
- Susan Munshaw
- Susan Pajor
- Tina Cagampan
- Tony Trifunovic
- Vicano
- Waterford Building Centre
- Wendy deVilliers
- Wendy Retkwa
- Zachary Bannerman

As a not-for-profit Crossing All Bridges Learning Centre relies heavily on the support of donors. A special thank you to the individual donors who also contributed to making our work possible this year.

GRANTS



Samuel W. Stedman
Foundation

ENTERPRISE HOLDINGS



TD Friends of the
Environment
Foundation

Community Services
Recovery Fund



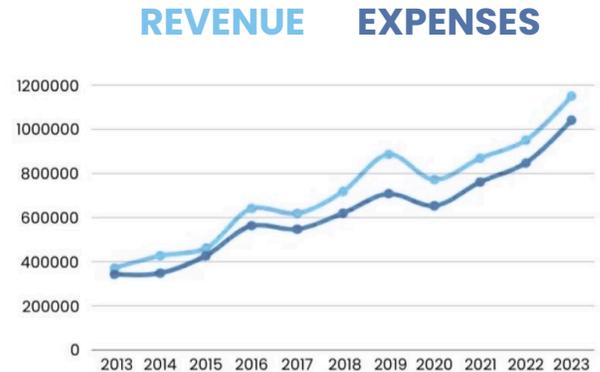
We extend our deepest gratitude for your generous support and for helping us "cross all bridges." Your contributions have made an incredible impact, and we couldn't have achieved this without you. Thank you for believing in our mission and making a difference.

FINANCIAL REPORT

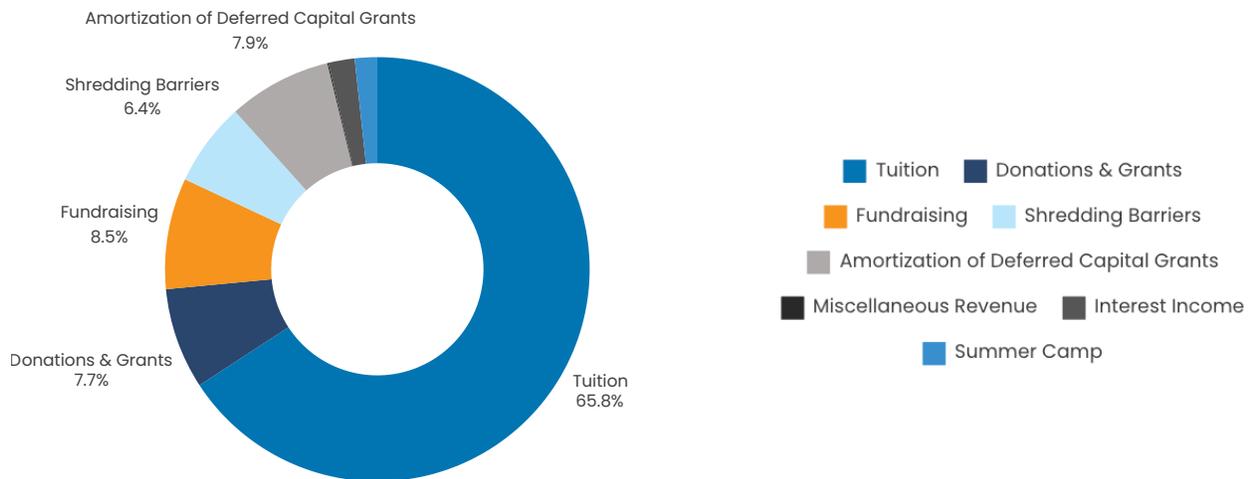
AUGUST 1, 2023 TO JULY 31, 2024

FINANCIAL GROWTH HISTORY

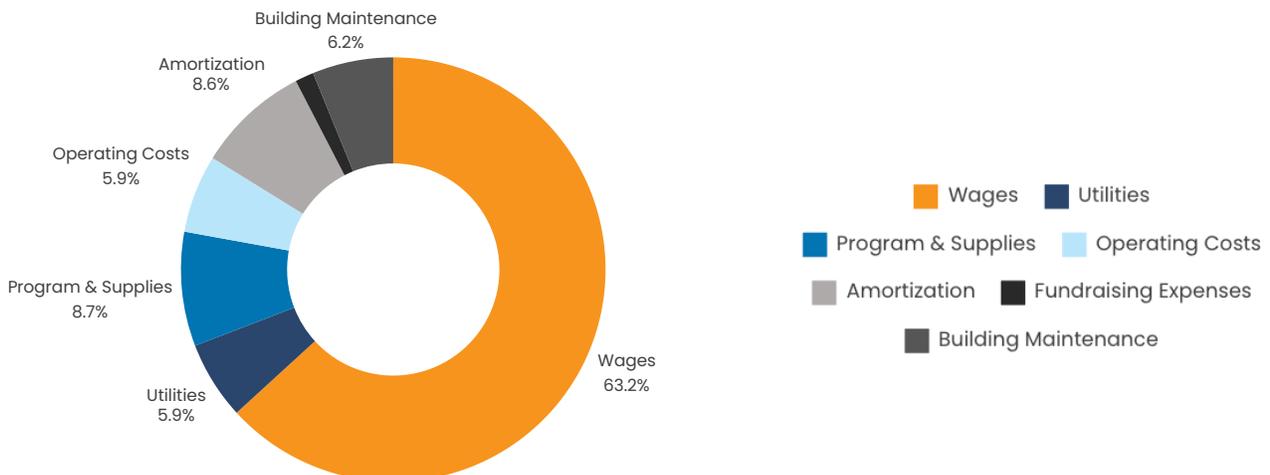
The financial growth chart highlights CABLC's consistent upward trend, reflecting continued success, effective strategies, and increasing revenue and stability.



REVENUE



EXPENSES



FINANCIAL REPORT

AUGUST 1, 2023 TO JULY 31, 2024

REVENUE

Tuition and Lunches	\$792,455
Donations & Grants	\$92,733
Shredding Barriers (Social Enterprise)	\$76,649
Fundraising	\$102,015
Amortization of Deferred Capital Grants	\$94,839
Miscellaneous Revenue	\$1,082
Interest Income	\$24,014
Summer Camp Revenue	\$20,575

Total Revenue **\$1,204,362**

EXPENDITURES

Wages & Benefits	\$727,599
Utilities	\$68,464
Programs & Supplies (Craft, Food, Social Enterprise)	\$100,274
Operating Costs (Insurance, Advertising, Other)	\$68,464
Amortization	\$99,069
Fundraising Expenses	\$16,338
Building Maintenance & Repair	\$70,989

Total Expenditures **\$1,183,006**

Excess (Deficiency) of Revenue Over Expenditures: **\$64,356**

The Crossing All Bridges Learning Centre Audited Financial Statements for the year ending July 31, 2023, prepared by Millards, Chartered Professional Accountants, are available at 65 Sky Acres Drive, Brantford, Ontario N3R 5W6

"BEING INCLUSIVE IS BELIEVING IN THE VALUE OF DIFFERENCES AND SUPPORTING INDIVIDUALS TO LEARN AND REACH THEIR GREATEST POTENTIAL."



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