



**CORBROOK 2008-2009 ANNUAL REPORT**



## Change does not necessarily assure progress, but progress implacably requires change.

~ Henry Steele Commager

*It has been a year of transition and change that has touched everyone at Corbrook. While it takes courage to release the familiar and to embrace the new, we have emerged a stronger, leaner organization with a new clarity of purpose.*

*We have refocused and restated our mission:*

**“Corbrook develops and provides opportunities for meaningful work and personal development for persons with high levels of disability.”**

*And we have distilled our Vision into two simple but powerful words:*

**“Awakening Abilities”**

*In the year ahead we will build on our success, seize new opportunities and explore fresh possibilities. And we will continue to be inspired, every day, by the courage of the individuals we serve. We invite you to take a few moments to meet just a few of them within the pages of this report.*



# Work Program – a ‘win-win’ enterprise

*Frank Critili was just out of school when he joined Corbrook’s on-site Work Program in 1993. Born with Cerebral Palsy – a condition affecting body movement and muscle coordination – the quiet, shy young man had few work skills and very little self-confidence.*

With the guidance of Corbrook’s vocational counselors and program instructors, Work Program participants like Frank are able to develop and improve their skills and build their work experience while earning a modest incentive allowance. In the past year, the Program has provided work opportunities and supports to 107 individuals from locations across the GTA. “We focus on helping individuals to discover their abilities and then we assist them to find some aspect of the job that matches their skill level,” says Paulette Cross, Job Coach. “For example, over time, Frank has significantly improved the quality of his work, and, although his disability limits him from tackling some tasks, he is highly motivated and always willing to try something new. His self-confidence has grown, he has developed a quick sense of humour and he is much



**Eson Nagara, Learning Instructor, hands over some supplies to Frank, who is working on packaging washers for an automotive component kit**

more outgoing. He can always be counted on to help others – especially newcomers to the Program. “Over the years I have opened up and learned how to talk to people,” he says. “I like my work at Corbrook because it keeps me busy and I have made friends here.”



**Rolf Horvat-Marakovic, Owner, Empire Trading, consults with Jigar, a Work Program participant and Joe Paiva, Production Coordinator about packaging and labeling of a shipment of herbs and spices**

## Competent work and fair pricing

*Empire Trading* is a family-run business that creates, designs and manufactures co-ordinated collections of food spices, body, bath and gift products for well-known retail outlets in Canada and the United States. Owner Rolf Horvat-Marakovic brought his first packaging project – a Father’s Day novelty gift item – to Corbrook just over a year ago. “I needed to have 12,000 wine bottles filled with golf tees, sealed and labelled in time for Father’s Day,” he recalls. The Work Program participants rose to the challenge and the job was done in time.

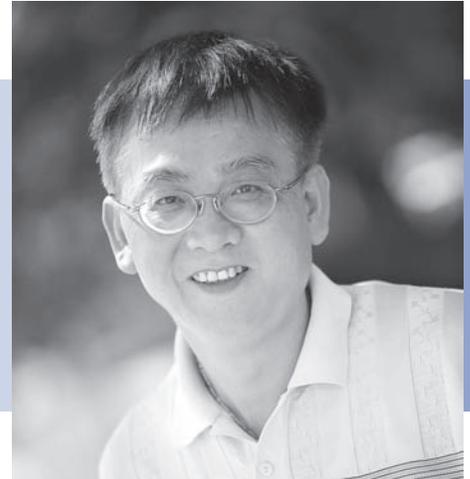
Rolf has since brought several more packaging projects to Corbrook. When his company launched a line of herbs and spices last fall, Work Program participants filled, sealed and labelled thousands of jars and tins ready for shipment. In addition to the quality ingredients, it’s important to Rolf that his product looks good on store shelves. “I need a packaging service that pays attention to details,” he says. “I like using Corbrook because the work is competent and the pricing is fair. I also like being able to help out by bringing them business. It’s a win-win situation for both of us.”

# Helen Walton Awards Go to... Michael and Michael

*The Helen Walton Award honours the memory of one of the founders of Corbrook. It is given to program participants who have been nominated by their peers as showing “a special degree of generosity and helpfulness to others.”*

## *Michael Lai...*

divides his time between the Trethewey and Progress locations, attending the REVEL program on Tuesdays and Thursdays and participating in the Work Program on the other weekdays. When nominating him for the Helen Walton Award, Michael’s peers noted how helpful he is. “Michael makes sure everyone around him is situated before he sits down for himself,” wrote one person. “Michael helps me with my lunch and takes the cup out of the cupboard for me,” wrote another. Several others commented that Michael has a great sense of humor, great smile, and is always friendly. REVEL program staff also praise Michael for his “wonderful, peaceful presence, his patience and cooperation.”



## *Michael Russell...*



is an experienced participant in Corbrook’s Work Program and is well liked by his fellow workers and staff. “Very helpful” are the words most often used by Michael’s peers to describe him. They also say that he can be counted on to assist in lifting heavy boxes, warm up lunches for others and to volunteer for the Tim Horton’s coffee run. Michael has recently also volunteered to be responsible for cleaning the facility’s lunch room and washroom. His positive attitude, willingness to take on new responsibilities, and natural inclination to help both staff and peers make Michael very deserving of this award.

## *Thank you for choosing Corbrook*

*We’d like to thank the following organizations for choosing Corbrook to fill their packaging and assembly business needs over this past year.*

Art Gallery of Ontario (AGO)  
Centura Floor and Wall Fashions  
Cascades Enviropac  
DEBCO Bag Distributors Ltd  
DOM Sports  
Elte L. Carpets  
Empire Trading

Fenwick Automotive Products  
ICOM Information & Communication Inc  
Kluane’s Creations  
Labelad  
Northcott Silk Inc  
Pitch-In Canada  
Rose E Dee

Salga Associates  
Simpson Strong-Tie Canada  
SKF Canada Ltd  
Tradewinds International  
WSIB (Workplace Safety  
& Insurance Board)  
Xerox Canada Ltd

# RONA Recognized as Corporate Role Model

*In a society that places a great deal of importance on employment and independence, people with complex physical or developmental disabilities often struggle to find work that meets both their practical needs and their aspirations.*

By providing these individuals with job trial and employment opportunities, enlightened employers like RONA – well-known Canadian distributor and retailer of hardware, home renovation and gardening products – can make an enormous difference in their lives.

Corbrook recently honoured Martin D’Souza, Assistant Manager at RONA’s McNicoll Avenue, store in Scarborough. “Martin and RONA have been very supportive of our employment services program,” says Edberg Mendez, Job Coach. “They have given several of our

clients job trials and even when a job trial doesn’t work out, they continue to provide opportunities. RONA is a real corporate role model.”

“We simply want to give people equal opportunity,” says D’Souza. “Disability doesn’t matter if the individual can do the job.” Lingham Thambiah is a good example. He had been out of work for a year when he came to Corbrook for help. With very little function in one arm, he needed a job that would accommodate his disability. D’Souza agreed to give him a job trial and subsequently hired him as a lot attendant. “Lingham’s job is to help customers and keep the front of the store clean, tidy and ready for business,” says D’Souza. Lingham is treated the same as any other RONA employee and is enrolled in every training opportunity that relates to his customer service role. “It’s all about giving someone a chance,” says D’Souza. “We’re happy to be able to do that.”



left to right: Edberg Mendez, Job Coach, Corbrook; Lingham Thambiah, a lot attendant at RONA’s McNicoll Avenue location; and Martin D’Souza, the store’s Assistant Manager.

## ODSP/Employment Supports

While Corbrook made the strategic decision to reorganize and reduce the size of our ODSP-Employment Supports program this past year, we successfully served 41 ODSP clients with a wide variety of disabilities. The clients’ average length of time in the program ranged from two weeks to ten months. We supported them to find employment that ranged from data entry and warehouse support to grocery clerk, bank teller and maintenance work.

*Thanks... We would like to thank the following organizations for choosing to hire our clients over the past fiscal year.*

Bass Pro  
BMO  
Burger King  
Canlands Ice Sports  
Celestica  
Chuck e Cheeses  
COTA  
Designer Depot

Dollarama  
Dominion  
F.G.L.  
Forever XX1  
IKON  
IQR  
Loblaws  
No Frills

O.R.M.H.A  
Pickle Barrel  
Pizza Pizza  
Price Chopper  
Professional Warehouse Demonstrators  
RBC  
Rogers Video

RONA  
Ryerson University  
Swiss Chalet  
United Parcel Services  
Value Village Stores Ltd.  
Wal-Mart Canada Corporation  
Wendy’s Restaurants of Canada Inc.

# Carole Bergin earns Jim Raymer Award for courage



*Carole Bergin has dealt with serious health challenges for much of her life.*

She demonstrated her own kind of courage when, with Corbrook's support and encouragement, she tried out for a part-time job with Professional Warehouse Demonstrators (PWD) – an exclusive demonstration company for Costco Wholesale. Carole works at Costco's Newmarket location where she cooks, portions and serves up all kinds of food samples and demonstrates a variety of non-food products to Costco's customers. She has been doing the job successfully for two-and-a-half years.

Alice Barbor, PWD Assistant Manager at the Newmarket Costco, sings Carole's praises. "She's outgoing, exceptionally polite and always punctual." On occasions when Carol is having a health-related "bad day", her employer is



Carole serves up a snack sample to a Costco customer

understanding and allows her to take more frequent breaks or time off work to recover.

Carole says that her past experience as a nursing aide and day care assistant have come in handy in this job. "People can get a little cranky on an especially busy day," she observes, "Particularly if I'm cooking something and it's not quite ready! On the whole, though, customers are very nice."

When she learned that she is to be honoured with the Jim Raymer Award Carole was thrilled. "It's great. It makes me feel wonderful. I feel that I've come a long way!"

Indeed you have Carole. Congratulations.

*This award "for exceptional achievement" honours the memory of a man who was a conscientious participant at Corbrook for 33 years, before having the courage, at age 52, to make the leap to a job in the community.*



## Parting thoughts from Paul Sayer

CORBROOK'S RECENTLY-RETIRED EXECUTIVE DIRECTOR

*Simply put, it was a privilege for me to be part of Corbrook and to enjoy the many friendships formed during my years with the organization.*

From the beginning I took pride in the vision and dedication of the founders; they recognized that provision of the right opportunities can nourish many abilities.

Through the years there were always Board Members and staff whose special skills and qualities stood out, and program advances that brought new and exciting possibilities.

Yet the most valuable contribution came from the many exceptional participants in Corbrook's programs. They were role models for many others, each in their own way: an exemplary work ethic, or creativity, or unmatched fortitude

in dealing with disability; in others, the contagious ability to live life with joy and enthusiasm, or the drive to seize every opportunity that Corbrook offered.

Consider the example of Jim Raymer, who joined Corbrook's program at age 18. He was a diligent participant for 33 years, and then had the courage to make the leap to a job in the community at age 52. He was our pioneer in Corbrook's Supported Employment program.

Many Corbrook participants attend almost daily. Everyday conversations about our lives, our interests, our celebrations and our worries have led to many friendships – friendships that I shall always hold special.

*My best wishes go to everyone at Corbrook.*

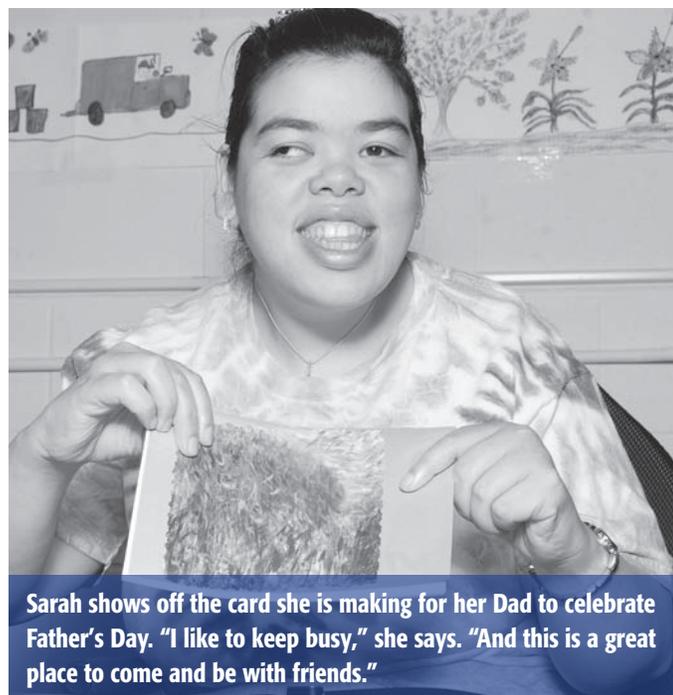
# REVEL program important to Sarah and her family

*Sarah reaches across the table and carefully selects a picture to decorate her Father's Day card. She knows that it will be a nice surprise for her Dad and she wants it to be perfect.*

As she works, she keeps up a steady banter with her friend Samantha and every now and then the pair erupt in laughter. There's an easy camaraderie among the participants in this arts and craft group, but while having a good time is important, there's much more at play here.

The arts and craft activity is just one element of the Corbrook's REVEL day program (Recreation, Exercise, Volunteering, Entertainment and Life Skills) which serves clients with a wide range of physical and developmental disabilities and conditions. The program provides an excellent alternative for individuals like Sarah, who has Cerebral Palsy, and for whom paid employment is not currently a realistic option. Here the focus is on developing individual abilities, self-confidence and self-sufficiency.

The everyday challenges of their disabilities are put aside as each REVEL participant is encouraged to make choices,



**Sarah shows off the card she is making for her Dad to celebrate Father's Day. "I like to keep busy," she says. "And this is a great place to come and be with friends."**



pursue their interests and interact with one another. Last year, sixty-one individuals took part in the program – an increase of almost one-hundred percent over just five years ago. Besides arts and crafts, the program has a popular music club, a wonderful means of expression for clients who are non-verbal, deaf or hard of hearing. There's also a tutorial program for clients who want to learn computer skills; regular exercise and nutrition sessions; a movie club; and regular outings to help clients develop their life skills and live healthy, active and fulfilling lifestyles.

"I love the activities, especially the arts and crafts – and music," says Sarah. "I like to keep busy and this is a great place to come and be with friends."

"Sunny and exuberant" is how the program staff describe Sarah. Although quiet and timid when she first arrived, Phyllis Dwyer, Program Assistant says she has really transformed. "She's a great communicator and is always willing to try new tasks. She also has a good sense of humour and likes to help others. She is a real role model."

Sarah's dad, Larry Reeves, sees the change in his daughter since she joined the REVEL program. She attends Variety Village once a week for swimming and martial art activities, he says, but needs daily activity and a sense of purpose. "Keeping active and having a social life is so important for Sarah. She would be lost without this (Corbrook) program and one of us would have to quit work to be with her. Corbrook is helping Sarah and is also enabling us – her family – to give Sarah the support that she needs."

# MESSAGES FROM THE *President and Executive Director*

## Challenge makes us stronger, more focused

*Corbrook's strength, resilience, and appetite for change have all been tested this year and I am proud to say that we have emerged stronger and more focused than ever.*

One of the most difficult challenges we faced was the sustainability of our Ontario Disability Support Program – Employment Supports (ODSP-ES). Government funding for our work with ODSP clients is contingent upon the client completing thirteen consecutive weeks of successful employment. Since many of our clients have very complex needs and cannot meet this time requirement, Corbrook often does not receive payment for service to these individuals or that payment is significantly delayed. In the interests of maintaining the overall fiscal good health of Corbrook, we had to concede that the status quo was simply not viable. However, as one of very few organizations providing service to 'high-needs' clients we were deeply concerned about discontinuing the program.

Following an intensive internal review of the program, the Board worked with the Ministry of Community and Social Services to reach a compromise. I am happy to report that, by reducing the size of the ODSP-ES program, we are able to continue offering this valuable service.

### SEARCH FOR SUCCESSOR

Our highly regarded Executive Director, Paul Sayer, retired this past year after 24 years of outstanding service to Corbrook. Paul's departure was marked by a special appreciation dinner. Attendance and appreciative remarks by many politicians, clients and staff, underscore the deep respect and regard that Paul has earned during his tenure with Corbrook.

The Board's Human Resources Committee was charged with finding a suitable successor to Paul and, last December, we welcomed Deepak Soni to Corbrook. Deepak brings many years of experience in working with persons with disabilities in not-for-profit organizations, including senior management positions with New Visions Toronto and the Canadian Paraplegic Association of Ontario. Deepak's particular strengths include strategic planning, program management and delivery and fundraising – all of which will be important to Corbrook's future.



Judy Cooper, President

### PLANNING FOR THE FUTURE

Another highlight of the year was the development of a new strategic plan to guide our work over the coming three years. In itself, the process was tremendously important in bringing board members, staff, clients and other stakeholders together in thoughtful discussion about our strategic priorities for the future. Deepak speaks more fully about the key areas of deliberation and the outcomes to date. I am pleased to see how much progress we have already made in some key areas. We also revised our mission and vision (please see the back cover of this report) to ensure that they remain relevant and in alignment with our strategic priorities. In essence, we have emerged with a redefined mission and vision and a renewed clarity of purpose and direction.

### POLICIES AND PROCEDURES

Part of the Board's ongoing responsibility is to ensure that appropriate policies and procedures are in place to guide the operations of the organization. This year we formalized policies related to anti discrimination and harassment; conflict of interest, criminal reference check; email and internet usage; health and safety; serious occurrences; and procurement.

I would like to close by thanking the Board of Directors for their expertise and commitment. In particular, I thank the Board's Executive for agreeing to serve for an additional year in the interests of providing continuity to the organization at a time of considerable change. On behalf of the Board, I also want to extend deepest appreciation to the management and staff of Corbrook for their leadership and their dedication to "awakening abilities" in the men and women we are honoured to serve.



**Deepak Soni, Executive Director**

*Since arriving at Corbrook a few months ago I have deeply appreciated the support shown by retiring Executive Director Paul Sayer, the Board and Corbrook's management team and staff. This organization does tremendous work in helping often deeply challenged men and women to achieve their personal potential and live fulfilling lives. I look forward to helping lead and contribute to that work.*

### STRATEGIC PRIORITIES

Changing needs and funding priorities make forward planning critical for any organization. Last summer Corbrook's Board and staff came together to review our operations and consider our future direction. They agreed on four strategic priorities, the most immediate being to determine Corbrook's service priorities in terms of their alignment with Corbrook's mission, the benefit they bring to clients, and their financial viability. Our Board Chair, Judy Cooper speaks to the difficult but necessary decision that came out of these deliberations with respect to our ODSP-Employment Supports service.

The second strategic priority is to work towards realizing Corbrook's potential as a leader in providing opportunities for meaningful work and personal development for persons with high levels of disability. The third priority is to increase awareness of Corbrook within the community service sector, the business community, with prospective funders and supporters and the general public. The final priority focuses on strengthening Corbrook's infrastructure, ensuring that our organizational structure, expertise, physical facilities and communication technologies serve our needs and equip us for success.

### OUR PROGRESS

We have already made significant progress on our priorities. For example, at the service level, we have implemented a more efficient intake process for our ODSP clients. For improved day-to-day functionality, we have upgraded our I.T. structure with the purchase of a new server. In terms of physical facilities, we have moved our Scarborough facilities to a much more functional, accessible, and cost-efficient building just a short distance away.

With respect to building networks, accessing vital information and funding opportunities, we were recently invited by the Ministry of Community and Social Services to become a member of Developmental Services Toronto (DSTO). We are now linked with 32 other service agencies that serve individuals with developmental and physical disabilities. We also joined OASIS (Ontario Agencies Supporting Individuals with Special Needs), a provincial voluntary organization that facilitates information-sharing among members and liaises with government on their behalf. We also joined the Packaging Association of Canada (PAC). We hope to establish relationships with other PAC members in packaging-related industries and identify new

opportunities for our Work Program, so that we can reduce dependence on a single income stream and provide more varied work experience for program participants.

### THREE-YEAR AGREEMENT WITH OPSEU

Following respectful, collaborative negotiations, we were very pleased to sign a three-year Collective Agreement with the OPSEU this year. We look forward to continuing our positive working relationship.

### LOOKING AHEAD

Our strategic planning exercise has given us new clarity of purpose and direction and the year ahead holds tremendous potential for our growth and success. A strong area of focus will be pursuance of new funding opportunities to allow us to enhance or supplement some program and service areas – particularly those with a vocational focus. We also plan to work with the Ministry of Community and Social Services to expand our REVEL program. There are very few programs of this kind in the Greater Toronto Area and formal funding would allow us to serve many more individuals.

### THANK YOU

I thank our Board of Directors for their skilled guidance and strong commitment to Corbrook; our management team, for their leadership and integrity; and our staff for their expertise and dedication. Thanks, too, to the volunteers and donors who contribute to this organization in so many ways. Finally, I want to acknowledge our clients, whose courage, enthusiasm and hard work provides us with daily inspiration for our work. I firmly believe that the extensive transition and restructuring Corbrook has achieved throughout this year will help us emerge stronger, ready to face the challenges of the future.

## RELOCATION – “a good move”

*Corbrook’s new east location is a short distance but huge departure from its previous home.*



Phyllis Dwyer, Program Assistant, greets client Kelly Dafoe in the bright lobby of Corbrook’s new east location



Marian Gulban, Community Support Worker, provides a warm welcome

The new facility has been retrofitted to make it fully accessible and highly functional. There is space for all the REVEL program activities, a good-sized kitchen and lunch room, barrier-free washrooms, and lots of storage. Staff and clients describe it as “A bright, happy space” that “feels like home”.

Executive Director, Deepak Soni notes “This facility is not only more cost-efficient, but is much more suitable and functional for the clients we serve and the programs that we offer.”

## Thank you...

*We would like to thank the following organizations and individuals who made especially generous donations – in cash or in kind – over the past year.*

### ORGANIZATIONS

Alpha Chi Omega Alumnae  
Beaver Bible Class  
Canadian National Exhibition  
CHUM City Christmas Wish  
CN Tower  
Keg Restaurants Ltd.  
M & M Meatshops  
Ontario Place Corporation

### INDIVIDUALS

Mr. & Mrs. Nora Flaherty  
Mrs. Margaret Groom  
Mrs. Eleanor A. McKittrick  
Mrs. Irene Whitney  
Ms. Helena Sin Yan Wong

## BOARD OF DIRECTORS

Ms. Judy Cooper – *President*  
 Mr. Ian Mang – *Vice President*  
 Mr. Stephen Somerville – *Treasurer*  
 Mr. Ken Williamson – *Past President*  
 Mr. Christopher Lindsay  
 Mr. Peter Lindsay  
 Pastor Granville McKenzie  
 Ms. Susan O’Hara  
 Ms. Linda Sauer

## HONORARY DIRECTORS

Mr. Don Archer  
 Mrs. Audrey Baird  
 Mrs. Lois Black  
 Mrs. June Hesse  
 Mrs. Gloria LeGrow  
 Mrs. Corinne McLuhan  
 Mr. Ed Ralph  
 Ms. Nabila Yousef

## MANAGEMENT TEAM

Mr. Paul Sayer – *Executive Director*  
*(to December 2008)*  
 Mr. Deepak Soni – *Executive Director*  
*(as of December 2008)*  
 Ms. Sandi McDonald – *Manager of*  
*Client Services*  
 Ms. Jill Chang – *Controller*  
 Mr. Vahan Palamoudian – *Business*  
*Manager*  
 Mr. Joe Paiva – *Production*  
*Coordinator*

# Corbrook Combined Income Statement

Year Ended March 31, 2009

## WORK CENTRES

| Income                                    | 2009               | 2008               |
|---|--------------------|--------------------|
| Provincial Subsidy                        | \$1,043,361        | \$955,834          |
| Assessment Fees                           | 19,275             | 21,484             |
| Contract Sales                            | 337,013            | 439,295            |
| Property Tax Rebate                       | 39,907             | 33,041             |
| Sundry Revenue                            | 14,951             | 11,688             |
| <b>Total Income</b>                       | <b>\$1,454,507</b> | <b>\$1,461,342</b> |
| <b>Expenditures</b>                       |                    |                    |
| Administrative                            | \$48,393           | \$63,764           |
| Occupancy                                 | 308,468            | 324,422            |
| Program                                   | 1,002,066          | 977,576            |
| Central Administration Costs              | 95,580             | 95,580             |
| <b>Total Expenditures</b>                 | <b>\$1,454,507</b> | <b>\$1,461,342</b> |
| <b>Excess of income over expenditures</b> | <b>\$0</b>         | <b>\$0</b>         |

## O.D.S.P. & Other Employment Services\*

| Income   | 2009             | 2008             |
|--|------------------|------------------|
| Performance Based Income                                     | \$388,723        | \$735,000        |
| Exceptional Work Related Disability Support                  | 6,830            | 2,113            |
| Transitional Funding/Special Project/<br>Innovative Projects | 52,000           | 118,000          |
| Miscellaneous/Offsetting Income                              | 8,623            | 7,638            |
| <b>Total Income</b>  | <b>\$456,176</b> | <b>\$862,751</b> |

## Calculated Expenditures

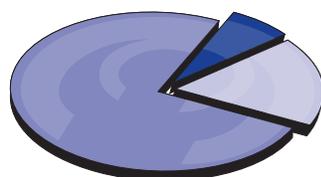
|  |           |           |
|--|-----------|-----------|
| Performance Based Salaries and Related Costs | \$486,690 | \$733,172 |
|--|-----------|-----------|

## On-going, Transitional and one-time expenditures

|                           |                  |                  |
|---------------------------|------------------|------------------|
| Administrative            | 5,458            | 18,071           |
| Occupancy                 | 79,032           | 52,282           |
| Program Development       | 112,961          | 149,934          |
| <b>Total Expenditures</b> | <b>\$684,141</b> | <b>\$953,459</b> |

|   |                    |                   |
|---|--------------------|-------------------|
| <b>Deficiency of income over expenditures</b> | <b>(\$227,965)</b> | <b>(\$90,708)</b> |
|---|--------------------|-------------------|

\*Note: O.D.S.P. results include Toronto & Central East Region



■ Administration (7%)  
 ■ Building Rental and Maintenance (18%)  
 ■ Programs and Services (75%)

UNDERSTANDING POTENTIAL... AWAKENING ABILITIES... CELEBRATING ACHIEVEMENTS



**TRETHEWEY DIVISION**

581 Trethewey Drive  
Toronto, ON M6M 4B8  
Tel: 416-245-5565  
Fax: 416-245-5358

**PROGRESS DIVISION**

931 Progress Avenue, Unit 1 and 2  
Toronto, ON M1G 3V5  
Tel: 416-431-9000  
Fax: 416-431-4227

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*A member of Developmental Services Toronto; JOIN Alliance; Independent Living Service Providers;  
OASIS (Ontario Agencies Supporting Individuals with Special Needs);  
Ontario Federation for Cerebral Palsy; and Ontario Rehabilitation, Work and Community;  
and the Packaging Association of Canada.*