



A Meaningful and Satisfying Life



Photo by Stacy Socholotuk, June 25, 2021 at KACL 4<sup>th</sup> Annual Heart Garden Reflection

# 2021 Annual Report

29 June 2021

# KACL Annual General Meeting Agenda

June 29th, 2021

By Teams

1. **Call the Meeting to Order**
2. **Reading of KACL Vision, Mission, and Board Signature Gift Statement**
3. **Approval of Agenda**
4. **Approval of Minutes 2020 Annual General Meeting**
5. **Approval 2020 Financial Statements -Presented by BDO Dunwoody**
6. **Approval of 2020-2021 LHIN Annual Reconciliation Report - Presented by BDO Dunwoody**
7. **Appointment of the Auditor for 2021**
8. **Annual Reports**
9. **Ratification of Board Activities**
10. **Report of the Nominating Committee**
11. **Adjournment**

## KACL Board of Directors Signature Gift Statement

Our signature gift is advocating for change. We bring it by being progressive, empathetic, honest, and transparent about the risks we take.

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## Land Acknowledgement

On behalf of the Board and Employees of KACL, I gratefully acknowledge that we live, work, and play on the traditional territory of the Anishinaabe people of Treaty 3, and on the traditional homeland of the Metis Nation of Ontario.

Within KACL, approximately 67% of the people we serve define themselves as First Nation or Metis. This is significantly higher than the population of Aboriginal people in Kenora, which is calculated at approximately 20%. This is consistent with what we know – that Aboriginal people are overrepresented in our developmental, justice, rehabilitative and mental health services because of the cumulative impact of the history of colonization, and the resulting trauma that each aboriginal person, and every aboriginal community, carries within them.

To redress the legacy of residential schools and advance reconciliation, in its final report the Truth and Reconciliation Commission of Canada called on governments, educational and religious institutions, civil society groups and all Canadians to take action on the 94 Calls to Action it identified.

Additionally, as citizens, the Commissioners call on us to “learn how to live together in a good way...through sharing stories and practicing reconciliation in our everyday lives.” *TRC, 2015, p 17*. We are called on take personal action, to get to know each other, to learn how to speak to each other respectfully, and to learn the hard truths of our shared history.

As the Chief Executive Officer, and representing the staff of KACL, it is clear that we too must commit to practice reconciliation through thoughtful consideration of our assumptions, actions, practices and the spaces we create to truly be of service to those we serve who are Aboriginal.

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KACL's own history includes a building named after Charlie McLeod, an aboriginal man whose full story is lost to most of us who now work here. We began our organizational work of reconciliation in 2015 by looking for that story, and restoring Charlie's artwork so that it could once again hang in our office space. At this time, we still do not know all the details of Charlie's life, or why his death had significance for the early leaders of KACL, but we recognize that this man has a place in our story, and we have a duty to know his part in our history.

The Truth and Reconciliation report calls for a social transformation through the actions of both Aboriginal and non-Aboriginal peoples so that "our children and grandchildren can live together in dignity, peace and prosperity" <sup>TRC p 7</sup>. This aspiration is completely consistent with KACL's Mission of belonging and social justice, and the goals we have for a healthy and revitalized community. As we have done with our programs and services, we will approach our work ahead by believing and respecting the strengths within each aboriginal person, and the strengths within their communities. As the TRC reports attests, despite the ravages of colonialism, every Indigenous nation across the country, has kept intact, their traditions and cultural practices.

And so, the staff of KACL will continue to work to create the conditions for belonging and social justice for those we serve, so that each person can live fully in the unique identity that matters



Original oil on canvas by Charlie McLeod, circa 1965

to him or her, in a community that accepts and welcomes. We recognize that our work must be in the service of Reconciliation. Our work must be at the level of the individual and the community, so that our collective identity as a community lives up to the values Canadians want for themselves and their children. A community where freedom, equity, peace, and respect for cultural differences are respected and nourished; and a community that acknowledges that the early Anisahinaabe people of this land saw we were strangers, welcomed us as guests, and invited us to stay as neighbours.

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## Mission Statement



Photo by Kim Humphrey, Art Installation at Arts Hub, Celebrating National Indigenous Day 2021

To welcome each person's gifts and individuality through meaningful relationships in resilient, connected communities where we all belong.

### Our Vision

A Meaningful and Satisfying Life for All.

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# Minutes of the KACL Annual Meeting

Held  
5:00 Tuesday September 28, 2020  
Meeting held Virtually through Bluejeans

## Present:

Grant Vanasse, Deb Cruikshank, Mike Dean, Lindsay Kinger, Leanne Wheatstone, Bob Bernie

*Staff:* Deborah Everley, David Dutka, Angela Breed, Sandy Warner

*Regrets:* Robert Gordon

*Guests:* Jen Pyzer (BDO Canada LLP)

## Agenda:

1. Deborah Cruikshank - President, called the meeting to order at 5:08 PM.
2. Asking for moment of silence as we remember those lost this past year.
3. The Vision and Mission Statement of KACL was read.
4. Approval of Agenda
5. Approval of 2019 Annual General Meeting Minutes

Motion to approve the 2019 Annual Meeting Minutes, as presented:

Moved: Leanne Wheatstone

Seconded: Grant Vanasse

**Carried unanimously**

6. Presentation of Financial Statements and Appointment of the Auditor.

Motion to approve the Audited Financial Statements for the year ended March 31, 2020 to be approved as presented:

Moved: Grant Vanasse

Seconded: Leanne Wheatstone

**Carried unanimously**

Motion to appoint BDO Canada LLP as independent auditor for 2020-2021:

Moved: Bob Bernie

Seconded: Mike Dean

**Carried unanimously**

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7. Presentation of Annual Reports

Motion to approve CEO and President's Reports'

Moved: Grant Vanasse

Seconded: Leanne Wheatstone

**Carried unanimously**

8. Ratification of Board Activities

Motion to ratify the acts, contracts, and commitments of the Board of Directors:

Moved: Grant Vanasse

Seconded: Bob Bernie

**Carried unanimously**

9. Report of the Nominating Committee

Motion to approve the Report of the Nominating Committee, including a motion to amend general by-law 4.3 to read as "managed by a board of 7 directors".

Moved: Grant Vanasse

Seconded: Leanne Wheatstone

**Carried unanimously**

Vacancy after tonight as Leanne Wheatstone retiring.

10. Adjournment at 5:37 PM

Motion to adjourn by: Leanne Wheatstone

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Deborah Cruikshank, President

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Deborah Everley, Chief Executive Officer

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## 2021 President's Message

**THESE ARE THE FACES OF CARING**



**THESE ARE THE FACES OF RESPECT**

On behalf of KACL's Board of Directors, I would like to honor and recognize the caring, respect and courage of our devoted staff, at all levels and in all programs, in an historic time of adversity.

*Deborah Cruikshank, Board President*

As I reflect on the past year, I am finding it really hard to believe that we have reached our AGM once again. In some ways, it feels like I just wrote this address for the last AGM. In other ways, it feels like an eternity has passed with all that we have accomplished, overcome and sorted through. The overall theme remains to be true. KACL has once again proven to be resilient in the most extreme circumstances and provide continuous care and support for the people we serve in the face of adversity.

Another theme has been emerging throughout the years and that is the support and care of our staff and organizational values and goals. The professionalism, dedication and commitment of

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our management teams to keep on pace with our strategic plans, for best employer and best service provider, has really been at the forefront of this pandemic. It always amazes me how KACL can intuitively be at least one step ahead in almost any scenario. Even more amazing than that, is a board that understands the importance of this ingenuity.

Often, I think we forget to celebrate our role and contribution to the big picture and the workings of the organization. Just to recap, for those of us plagued with the fatigue of this pandemic, here is a list of events and accomplishments that played out this year as a board.

1. We adopted our gift culture at the board level and unified the organization with this process

\*\*\*Our signature gift is advocating for change. We bring it by being progressive, empathetic, honest, and transparent about the risks we take.\*\*\*

2. We filmed our first video to celebrate and honor staff.
3. We gained a new director, Dr. Jonny Grek.
4. We figured out how to meet virtually and made this style of business, usual.
5. We continued to honor our role through ceremony with our fall and spring feasts.
6. We supported and built our first tiny home.
7. We provided ongoing food security for our community.
8. We adapted a work from home platform for our staff
9. We invested into all staff and the future of KACL with cross training in multiple programs.
10. We honored staff on time this year by being creative and supporting our local inclusive businesses
11. We stepped up as ANHP partners; Co- chairing the direction of the next 2 years and managing the Waterview Inn Housing project.
12. We put our FACES out into the community to spread HOPE and COURAGE.

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13. We made the decision to invest into our strategic planning and unify our process as a whole organization to move forward together for the next 3 years.

Forgive me if I have missed something. There is a lot of amazing work going on all around us. Feel free to add to the list and remind me and all of us of anything that feels amazing to you as a director.

I think we all know that the coming year is going to have challenges related to the pandemic. I wish I could say those days are in the past and I look forward to that address when the time comes but for now, I remain hopeful. I can be honest and secure in that hope because of the great people that sit at the table with me. Each of you are unique in your contributions and the gifts you bring to the board and it takes courage to be here in these times.

Today, let's celebrate US. Let's celebrate change.

Thank you for being progressive, empathetic, honest and transparent individuals and for taking risks for a better world. Congratulations on another great year.

*Deborah Cruikshank, Board President*

*June 2021*

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## 2021 CEO Report

It is unbelievable to me that as we gather for this AGM, that we are once again required to mark this important time in our calendar in this new and less than satisfying virtual way. Who could have imagined we would still be here ... fifteen months from the first terrifying early days of this pandemic. We have so much to be grateful for in the availability and effectiveness of vaccines, and we have so much to be hopeful about as we look forward being together again with the people we care about in the ways that have so much joy and meaning for us. Now we have an emerging way out. Science has given us the gift of vaccines, but only love will help us accept it. After all, it is love for our families, our communities, ourselves and the world that has motivated us over these past many long months. And, it is love that has the power to move us today as we face the challenges of coming back together to a community that is calling for all of its citizens to heal together, to learn from each other, to reconcile our hearts with genuine actions so that we can all feel the warmth of belonging as we find new ways to celebrate the abundance that surrounds us.



As I write this I am conscious of the many conversations about change that are going on, from the DS Reform Agenda on a provincial level, to the breathtakingly aspirational vision for the transformation of health and human services in our community that is the work of the All Nations Health Partners. Whether these conversations are about the need for change; our inability to change things; how naïve one must be to believe positive change is possible; or how cynical and self-interested those are who make sure change never happens;

how having a good change management plan can get the job of change done, and how those were the days - back in the good old days...there is a lot of talk about change in our culture.



Farewell gathering at Rhizome, Sept 29, 2020

Even before COVID, our community was changing. Who we provide support to is changing. The services and supports people and families are asking for, is changing. The way we provide support is changing. Where we

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provide support is changing. The funding available for purchasing supports and services is changing. The technology we use is changing. Our workforce is changing. And, our funders are changing the way they do business.

Our response is that KACL will lead. As we have before.

KACL closed its sheltered workshop 23 years ago. We led the province that is only now, embarking on an ambitious project to close the remaining workshops that still dominate the employment model offered in the DS sector. This week alone we celebrated 6 new employment on how we support people in employment has resulted in new opportunities for people with intellectual disabilities, and new partnerships with schools and other employment providers so that the message of the importance of employment for all, with real pay for real work, is reinforced in every workplace in our community.

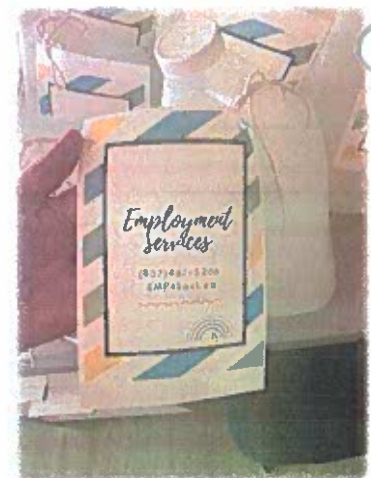
At a time when funders are looking at integrated service models KACL points to its history of over 35 years of being an integrated service organization – offering a wide variety and integrated services to

children, youth and adults, and maintaining a productive, successful working relationship with multiple different funders. At a time when positive productive relationships with community partners is a non-negotiable demand of funders, KACL continues to demonstrate willingness to be engaged through our work, and leadership through our involvement with the All Nations Health Partners in our role as co-chair. The confidence the community has in our quiet competence was evident when they asked that we lead the Waterview Inn Housing Project,



Photo by Kim Humphrey

Vegetable garden at Waterview, a KACL Endowment Fund project, June 2021



Photos by Kim Humphrey

Donation of Hand Sanitizer to Inclusive Employers (and local organizations in need) May 2021.

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providing safety and belonging to 20 of Kenora's citizens who did not have housing security during the cold winter months of COVID.

In 1986 KACL quietly invited children who did not have a disability into our special needs nursery program, and thus offered the first integrated child care program in our community. Our childcare programs were the first affected by COVID, when they were gathered up in the school closures that came in advance the rest of us having to close down as well. Our staff provided emergency child care, and continue to do so at this time, so that the essential workforce that keeps all of us safe and having some semblance of normalcy in our lives, can continue go to work knowing their children are well cared for.



Photo by Stacey Socholotuk KidsZone children planting in Heart Garden, June 25, 2021

KACL completely embraced the deinstitutionalization demands of self-advocates. By the mid 1990's we welcomed 46 people back home, many of whom were so-called 'citizens of the

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world', people who had no family or community holding their stories, and for whom there was little optimism that they could ever live in the community. We made each of them a part of our story. We closed our large group home, then our small ones, and we helped people find each other, live together, and we called it lifesharing. To date over 85 people have been supported to live life on their own terms with their lifesharing families. Likewise we listened to the voices of survivors with serious mental illnesses. We helped get them out of long term psychiatric wards, into small group homes and then into their own homes in the community; and for those for whom housing security was an issue because of poverty we pioneered the innovative use of housing subsidies to ensure that homelessness did not confine their dreams or compromise their recovery and wellness.

Today we continue to change our models of service delivery in response to the changing expectations of those we support. Whether at the Waterview Inn, in our tiny home technology pilot project, in new partnerships with private developers who want to be part of a more compassionate Kenora or with KDSB in their vision to end homelessness – we have committed to the Transformational Goal of "A Home of my Own". In doing so we recognize we need to keep our staff safe and optimistic in these models that, on the service, seem like a retreat from



Photo by Keric Funk, May 2021. "A Home of my Own" pilot project.

our vision of 30 years ago, of people living safely in homes they choose and with those they choose to call family. Today we find that we must commit harder to our core values so that we do not become what a frightened or angry community would demand of us whilst at the same time having the confidence that our core values will serve, be exemplified and allow us to celebrate and be proud of them even as we once again create homes that are also places of work for our employees. But there is danger here, and so we must listen deeply to those we support and our employees who serve so that we avoid the mistakes of the past.

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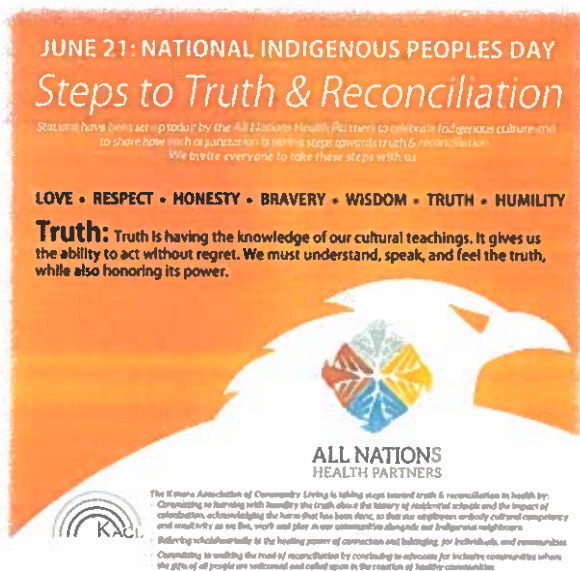
All this to say that change and providing leadership during times of change is nothing new to us. With change comes unpredictability and stress. But as Socrates wrote, “the secret of change is to focus all of your energy not on fighting the old, but on building the new”.

It is time to build the new.

KACL has had a strong vision of a meaningful and satisfying life for those we serve for 37 years. We need to ensure that it holds for our employees as well as those served.

KACL commits to be a heart centered organization that recognizes that our employees cannot create belonging for others if they do not feel it themselves. We must do things differently with each other if we are to meet our strategic objective of being the employer of choice in the City of Kenora. KACL’s Transformation Plan outlines the work we have begun, and that we are committed to, as we work in good faith to have the support and loyalty of our employees, so that they can continue to deliver compassionate service in all its many forms within KACL.

KACL will commit to working with our community, the service partners and others who care, so that a community social service system that lacks compassion, sanity and impact gets better. We will do this through our work as a member of the All Nations Health Partners, and in the conversations, we have at the working groups and tables that our employees contribute to.



KACL will commit to Reconciliation in our actions. Our complicity in the harms of the past will be redressed through our participation in the Calls to Action that engage our work directly and indirectly.

We must answer the call of community, to work together so that a meaningful and satisfying life is possible for all citizens of Kenora.

KACL poster at ANHP Celebration of National Indigenous Day, 2021

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Change is stressful. Consumers and survivors want to know how change will affect their supports. Our staff want to know how these changes will affect their jobs. Our community wants to know how these changes will affect how KACL does business.

The greatest resource we have for managing change is each other. We can prepare for the future, even if we do not know what it will be. We do that by focusing on our relationships, by nourishing a clear, organizational identity, by telling each other our stories, by remembering the meaning of our work as articulated in our mission statement and service delivery principles, and as seen in the faces of the people we work for.

KACL's great strength is that we have a coherent centre – we have clarity about who we are, and because of that we have been able to sustain through turbulent times in the past, and it will help clear the path for us in those times ahead. We find our security in purpose, not plans. The values we work from, and the shared aspirations of what kind of organization we want for the future, these are the things that create our identity. If change takes the known ground out from beneath us, it is our identity that gives us a place to stand. That's true for countries, organizations, and people.

I would like to thank the employees, first line and management, for their work in the past year. I know they remain committed to continue the work to create the conditions for belonging and social justice for those we serve, so that each person can live joyfully, believing fully in their gifts and value, in a community that accepts and welcomes.

*Deborah Everley, Chief Executive Officer*

*June 2021*

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## KACL Transformational Goals

KACL has ended one strategic planning cycle, and with the guidance of Dr. David Chalmers at Nexus Human Capital, we are about to begin our next cycle. During this work we will continue to plan to meet our long term operational goals established in 2019.

Fully implement a service delivery model for the individuals and families we support that ensures excellence in all the services KACL provides.

KACL will be recognized as Kenora's employer of choice for motivated individuals interested in building a career filled with purpose and passion in their work on behalf of the individuals we support.

Transformation Goals identified as needed to meet these Strategic Goals:

Transformation Goal (TG) for Scheduling: **All staff who are scheduled feel that their gifts are seen, valued, respected, and needed to create and deliver a schedule that helps consumers have a meaningful day and live a meaningful life.**

Transformation Goal (TG) for Wellness: **KACL staff and those we serve will have access to resources and opportunities that encourage life-long patterns of health and well-being with reference to body, mind and heart.**

Transformational Goal (TG) Welcoming: **KACL will be a welcoming organization that invites people in through the acknowledgement of, and giving of, their gifts.**

Transformational Goal (TG) Welcoming: **KACL will be a welcoming organization and will create our spaces, policies, and processes to be supportive of this.**

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Transformational Goal (TG) Leadership: **KACL's management team will be the best, most professional management team in the sector.**

Transformational Goal (TG) Organizational: **KACL will put in the place the enabling conditions to support strong teams in the delivery of service excellence.**

Transformational Goal (TG) Organizational: **KACL will have competent corporate and program systems in place to provide the information required by all levels of employees to make decisions about their actions at work.**

Transformation Goal (TG) Legacy: **We will collect, protect, and pass on informal organizational knowledge as part of preparing new leaders for the future.**

Transformational Goal (TG) (Organizational): **We will practice safety, courtesy, teamwork, and service excellence in everything we do.**

Transformational Goal (TG) Organizational: **We will involve first line staff in decisions that impact service delivery and the employee experience.**

Transformational Goal (TG) Gifts: **KACL will invite each employee to discover their Core Gift through a Discovery Process.**

Transformational Goal (TG) Gifts: **KACL will embed gift language in job descriptions, documents, and processes to ensure they become meaningful in the work experience of employees.**

Transformational Goal (TG) Communication: **We need much more communication – everyday, everywhere.**

Transformation goal (TG) Housing: **Is to increase the number of people supported by KACL who have access to appropriate, affordable, and safe housing.**

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Transformation Goal (TG) Case Management: **is to have One Plan** for consumers that results in a **common understanding of the wishes of the focus person across KACL and increase meaningful communication, accountability, and understanding between programs, leading to more effective agency-based support and more meaningful collaboration with the focus person's natural support network. Common language around Person-Centered Planning, connecting to KACL's mission, vision, and values and the Chemistry of Joy framework, will be used in planning, conversations, and documentation.**

Transformation Goal (TG) Role of Supervisors: **is to provide an organizational structure where Supervisors of Service Excellence and Employee Experience have the tools and time to ensure that each team member's gifts, strengths and responsibilities are known and called upon in the delivery of service excellence, and that each team member has clear expectations of their work, has the resources and training necessary to do their work, and is provided feedback and valued recognition for their contribution.**

Transformation Goal (TG) Families: **is to understand that families play a significant role in the lives of the people we support. We will provide an environment that encourages the participation of all people the individual considers to be family. We will respect that families are unique and come with their own life experiences, values, and beliefs. We want families to feel welcome and supported in the level of participation they choose. We will be partners with families so that those we serve have a meaningful and satisfying life.**

New Transformation Goals will emerge as we go through the next phase of Strategic Planning with Nexus Human Capital, scheduled to begin in 2021, and as we hear from employees, consumers and the community how they wish KACL to pursue our Vision and Mission over the next decade. \*

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## Recognition of Employees' Years of Service

The Board of Directors of Kenora Association for Community Living would like to recognize all of its very dedicated employees for their services over the past year. The following employees have achieved these significant milestones.

### 20 Years of Service

Peggy Strate, Community Support Worker      Patricia Brown, Community Support Worker  
Cassandra Moeller, Community Support Worker

### 15 Years of Service

Aimee Foucher, Manager

### 10 Years of Service

Darrick Franz, Community Support Worker      Ernie Smith, Community Support Worker  
Laura Cotton, Community Consultant      Susan Somers, Community Support Worker  
Roberta Giasson, Child Care Educator

### 5 Years of Service

Donna Dryden, Community Case Manager      Erika Lindquist, Registered Early Childhood Educator  
Shannon Struk Manager      Alexis Collum, Childcare Educator  
Tersoo Tsevende, Community Consultant      Brad Findlay, Manager  
Reilly Scott, Community Consultant      Elissa Grynol Community Support Worker  
Justyna Delorme, Community Support Worker      Nicole Chassie, Childcare Educator  
Colleen Van Wallegem, Childcare Educator      Chelsea Wiersna, Community Support Worker

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## Saying Farewell

Our work with Bruce Anderson has taught us the importance of rituals in our personal daily lives, and within our organizations and communities. Rituals paint indelible pictures in our minds and hearts. They occur at special times and in places we make special with our caring and preparation. It has always amazed me how thoughtfulness, caring and kindness in action came together to transform our board rooms and training places into special spaces when we came together during baby showers, potlucks, Christmas parties and Retirement Celebrations.

Our rituals hold us, shape us, sustain us, and connect us. They greet us at birth and follow us throughout our lives, from childhood birthday parties and time for bed rituals, to religious festivals like Easter, and ceremonial practices such as a sweat lodge ceremony. Rituals are important to community identity, cohesion, and wellbeing.

COVID came upon us unexpectedly, relentlessly, and unimagined in 2020. This year, we carry the weight and enormity of unsatisfying and unfinished rituals as we say farewell to people we have worked with and who have made a difference in their work, and to all of us who were able to say we had the privilege of working with them.

Kelly Williams is retiring after a career of 28 years as a Director with KACL in our Children's Services and Kids'Zone childcare programs.

Marlene Kilfoyle is retiring after 31 years of work with Community Mental Health Supports and Services as an Assistant Director.

Suzie Brown is retiring after 16 years as a Community Support Worker.

Roxanne Stribell is retiring 19 years as a Community Support Worker.

Bryan Booth retired his supervisor role a few months shy of meeting the 30 year milestone.

Sue McCallum is leaving after her 24 years in adult developmental services, years spent as a first line community support worker, supervisor, assistant director and most recently as a Director.

They leave us with our best wishes and our gratitude, and they take with them our stories and our history. We are a better organization because they were here with us.

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## In Memorial

This year we mourn the loss of the following people.

Cindy Strachan

Ethan Harper

Merv Williamson

Eric Sakchekapo

Marnie Stout

Valerie Siwak

Harald Bembeneck

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