



Children's  
Centre  
THUNDER BAY

Improving lives together.

# Annual Report 2022-2023

Strategic Plan Pillars – The Work We Are Doing



## Mission and Values

### Our Mission

Our purpose is to improve the quality of life for infants, children\* and adolescents within their family\*\* and community environments serving the people living in the City and District of Thunder Bay.

We provide quality services and take actions that:

- Improve children's mental health.
- Strengthen and support children's developmental potential.
- Strengthen and support the family's capacity to parent children.
- Build our diverse community's capacity to positively support the health and well-being of children and families.

\* the word *children* includes infants, children, youth, adolescents and young adults age birth to 21

\*\* the word *family* is diverse and includes what a person would call or define as their family

### Our Values

Furthermore, we will:

- Be respectful, honest, compassionate and fair.
- Stand up for diversity, equity, inclusion and justice.
- Collaborate relentlessly.
- Be responsible and accountable to ourselves and our community.
- Pursue continuous learning and excellence.
- Lead with courage in the service of others.

Children's Centre Thunder Bay, the Boards, staff, students and volunteers, acknowledge that we are on the traditional lands and territory of the Anishinabe, home to Fort William First Nation, signatory to the Robinson Superior Treaty of 1850. From time immemorial, this region was and continues to be a special gathering place for Anishinabek from all directions who gathered for ceremony, trade and kinship.



## Board Chair and CEO's Message



Sitting down to write something meaningful in an annual report to staff and community is an important reflective exercise for the CEO and Board Chair. This past year has been contextualized by a waning global pandemic and the gradual return to “normal”; a growing human resources crisis where an organization’s ability to provide goods and services depends on the availability of human talent as much as it does on money; a focus on climate change, global unrest and inflation; and a marked increase in biopsychosocial struggles for children, youth and families.

Within this challenging context the Children’s Centre has continued to move forward in key areas that align with our Mission, Values and Strategic Plan. More specifically we,

- Advanced our Commitment to Indigenous People through our partnership with St. Joseph’s Care Group and more specifically the N’doo’owe Binesi, Indigenous Health Team.
- Completed our first year of our Strategic Alliance with Thunder Bay Counselling. One of the outcomes was a review of the current “covid” model of Walk-in Counselling and a reset back to previous in-person model, trying to combine the best of both worlds.
- Completed important work in the Equity, Diversity and Inclusion space with ongoing training at the team, organizational and governance level; the review and revision of key policies using an equity lens; and the start of our work to identify and address equity-based barriers to service.
- Advanced Continuous Quality Improvement with further improvements in LEAN through the Green Belt Community of Practice; and the review of internal processes such as annual policy review, client complaints, and clinical templates.
- Improved the usability of our data and information through real-time data dashboards that both staff and managers can use to track, understand, and improve the quality of services.
- Increased the uptake of our Near Miss program, tripling the number of reports and allowing us to proactively identify and mitigate potential risks as they arise.
- Moved forward at both the Governance and Senior Leadership level with a succession planning and management program, which looks to identify, grow and manage our internal talent to address the future needs of the Centre.
- Invested energy in advocacy for younger children whereby the Board met with elected politicians to communicate a common message that children’s health matters and that upstream treatment prevents downstream chronic illnesses.
- Developed new parenting programs, redesigned our Intensive Live-in Treatment Program, operated Infant Hearing Clinics in the District Communities, completed more Autism assessments in partnership with Thunder Bay Paediatrics, and improved the flow in outpatient mental health services to lower wait-times.

Thank you to everyone – staff, board, students, community partners – who, together, have contributed to the work and improving the quality of life for infants, children, youth, and families. It has been a busy, productive, and exciting year.

*Thank you, Merci and Miigwech*  
**Tara and Diane**





## Staff Service Recognition

### 35 Years

Debbie Gignac

### 30 Years

Tuula Miettinen-Daigle

### 25 Years

Elizabeth Lemieux

Elizabeth Skea

Janis Farrish

### 20 Years

Deena Curtis

Nikki Williams

### 15 Years

Terra Lofts

Patricia Myllymaa

Kathryn Bates

Suzanne Ventrudo

### 10 Years

Karen Longridge

Darrell Mozell

Amanda Allan

### Retirees

Barb Fediuk

Angela Hill

## Board of Directors

Tara Gauld, *Chair*

Tricia Murdoch, *Vice Chair*

Carolyne Leroux, *Secretary-Treasurer*

Allane Danchuk, *Director*

Crystal Edwards, *Director*

Denise Baxter, *Director*

Ike Peprah, *Director*

Jordyn Howie, *Director*

Karen Hagman, *Director*

Marie-Claude Deagazio, *Director*

Monica Hemeon, *Director*

Wes Bova, *Director*



## 1 **For the People We Serve** (clients, customers)

### MAKING SERVICE OUR FIRST PRIORITY

- Be child-focused and family-centred
- Advance equity and inclusion through creating culturally safe inclusive spaces
- Generate positive outcomes through high quality evidence-informed interventions
- Improve access, reduce wait times and eliminate barriers
- Increase our outreach and improve transitions
- Prioritize interventions earlier in children's lives
- Support the adults who care for and parent children

## 2 **For the People Who Work for Us** (employees, students and Board)

### DEVELOPING AND SUPPORTING OUR PEOPLE

- Have the right people for the right job
- Increase our diversity through equity and inclusion
- Actively engage in succession planning for today and tomorrow
- Develop our people's skills, knowledge, talent and capacity
- Create safe, accessible and respectful spaces to work and learn within

## 3 **For Our Organization** (culture, practices, processes, policies and assets)

### PURSUING EXCELLENCE

- Deepen continuous quality improvement practices
- Engage meaningfully and communicate effectively
- Mitigate and manage organizational risk
- Leverage information & technology to improve processes
- Integrate an equity and inclusion lens into problem solving & decision making
- Utilize our resources wisely in the service of our mission

## 4 **For Our Community** (the shared space and places we live in)

### ADVANCING COLLECTIVE ACTION

- Build more responsive client-friendly systems of care
- Improve access, outcomes, equity and inclusion
- Assertively champion anti-racism, anti-oppression and social justice
- Support positive community change through collaboration and shared leadership
- Address identified service gaps at the local, district and regional level



## For the People We Serve: Making Service Our First Priority

### Be Child-Focused and Family-Centred

**Preschool Speech & Language** program has developed a work group to provide leadership regarding literature, training and best practices to support neurodivergent clients and setting neuro-affirmative goals. The program is also embarking on training related to Gestalt Language Processing.

**Live-In-Treatment (LIT)**'s new model has increased family involvement. Treatment is developed collaboratively to meet the needs of every family to match their unique culture and identity.

### Advancing Equity and Inclusion Through Creating Culturally Safe, Inclusive Spaces

**Partnering with N'doo'owe Binesi** to offer group programming at LIT and Day Treatment, offering traditional healing to children, youth and families, and cultural training for staff.

57 visits with Oshkiniikijig Miikanens | 52 visits with Day Treatment | 29 visits with LIT | 1 visit with New Mentality

This partnership *“has given our clientele a chance to learn about the environment surrounding Thunder Bay and how it was or could be used. For example, how the drums are made, stories about how nature and humans interacted with each other, how clothes, toys and tools were made and still are using animal hides, bones feathers etc. Through the land-based teaching the kids have a chance to learn in a different manner, by learning from stories and having significant objects to touch and try. It is also a good break from screens. It is so important because it is not something we can teach, and it is building our understanding for future clients and their heritage.”*

**Oshkiniikidjig Miikanens: Youth Path of Life** has provided increased group programming opportunities in partnership with St. Joseph's Care Group and has created community connections with other Indigenous Youth Groups, such as at the Thunder Bay Indigenous Friendship Centre.

**The Other 10%** continued to provide a safe space for 2SLGBTQ+ youth to connect, learn and improve wellness.

**Live-In-Treatment (LIT)** has an established work plan to enhance staff training on EDI principles and practices, including program consultation with established resources such the Traditional Health Program and our EDI consultant.

### Generate Positive Outcomes Through High Quality Evidence-Informed Interventions

**Preschool Speech & Language** has developed a process to gather program data through the implementation of an electronic outcome measures process. This innovative new process will allow us to gather a more fulsome picture of a family's service journey and provide helpful data to better understand the needs of our clients.

**DBT skills group** has removed barriers to service by moving to a condensed model, increasing group retention and the ability to offer more groups throughout the year.

**LIT** has newly incorporated screens to measure family motivation toward treatment, family and youth functioning and outcomes tied to their treatment. Evidence based treatment methodologies have been incorporated to promote unique, focused and intensive treatment experiences for families to optimize treatment gains.

*“Thank you doesn't adequately express our gratitude for the experience we had with our SLP through Children's Centre. Over the years, she always went above and beyond her job to help our son by spending so much time tailoring each session with fun activities, based on his likes and interests. She was the first person to get our son engaged over the phone via virtual sessions. Every session was so fun and informative. We truly looked forward to going each week. I've gained so much knowledge about speech and language through our SLP and in return I have been able to apply it at home to help both my children communicate. My son has autism and at the very beginning he was nonverbal, now his speech is exploding.” - Preschool Speech and Language Client*





## Improve Access, Reduce Wait Times and Eliminate Barriers

**Paediatric Autism Assessment Clinic**, a partnership between Children's Centre Thunder Bay and Dilico Anishinabek Family Care, has been developed to address the high demand for Autism assessments in our community. Clients who match for the program can access the assessment clinic, which ultimately means improved access and reduced wait times for families. As of March 31st, 13 clients have accessed this innovative assessment pathway.

**Walk-In Counselling Clinic** has partnered with Our Kids Count to provide community-based counselling services two half-days per week at OKC sites. This partnership allows us to reach more people, reduce wait times and improve mental health care for people in Thunder Bay.

## Increase Our Outreach and Improve Transitions

**Autism Diagnostic Work Group** focuses on collaboration, information sharing, training, and standardizing the confirmation of diagnosis letters provided to families and community partners. The workgroup is comprised of service providers and school boards, who formalize pathways for families seeking an Autism assessment, and support connecting families to appropriate services. This collaborative response also included a recruitment campaign promoting the benefits of working and living in the City and District of Thunder Bay.

**Strategic Alliance Pathways project**, designed to improve transitions for clients between youth services in the community, and increasing access for parents, caregivers, and adults.

**LIT** has improved transitions in and out of the program with the addition of a comprehensive pre-treatment process, intensive parenting and family treatment and a robust and strategic discharge planning process that follows a step-down approach to support sustainability in treatment gains.

## Support the Adults Who Care For and Parent Children

**Parenting Programs** offered through Children's Centre Thunder Bay include the Circle of Security and Triple P. To meet client needs, consideration was given to how the programs were offered, allowing participants to choose the format and time frame best suited to their needs. The 8-week versions of the Triple P Groups were condensed and offered in a 1-day and 3 session formats. Triple P Fear-Less was launched for caregivers of children and youth who struggle with anxiety. Through collaboration across internal programs, Mindful Parenting was born out of several evidence-based practices. The group targets caregivers of children and youth that struggle with significant emotion dysregulation. To enhance service provider collaboration and remove barriers for caregivers to access parenting programs, 5 community partners are in the initial stages of developing a parents' network to identify parenting programs across the city and district.

*"Before accessing services at Children's Centre Thunder Bay, we weren't really able to listen to each other as much as we wanted to. We both love each other a lot however, we didn't have the tools to express ourselves without getting into a fight. My daughter is strong and independent, and as a parent you want them to be that. However, at first when a disagreement starts, you think that they just want to argue with you. Learning about brain development and teenage behaviour you come to understand that they just want to be heard. Counselling services helped us open our minds. We don't think alike but me and my dad have the same goals. We both learned to pause and reflect before reacting. We still disagree at times however we do not get into arguments like we used to." - Parenting Program Client*

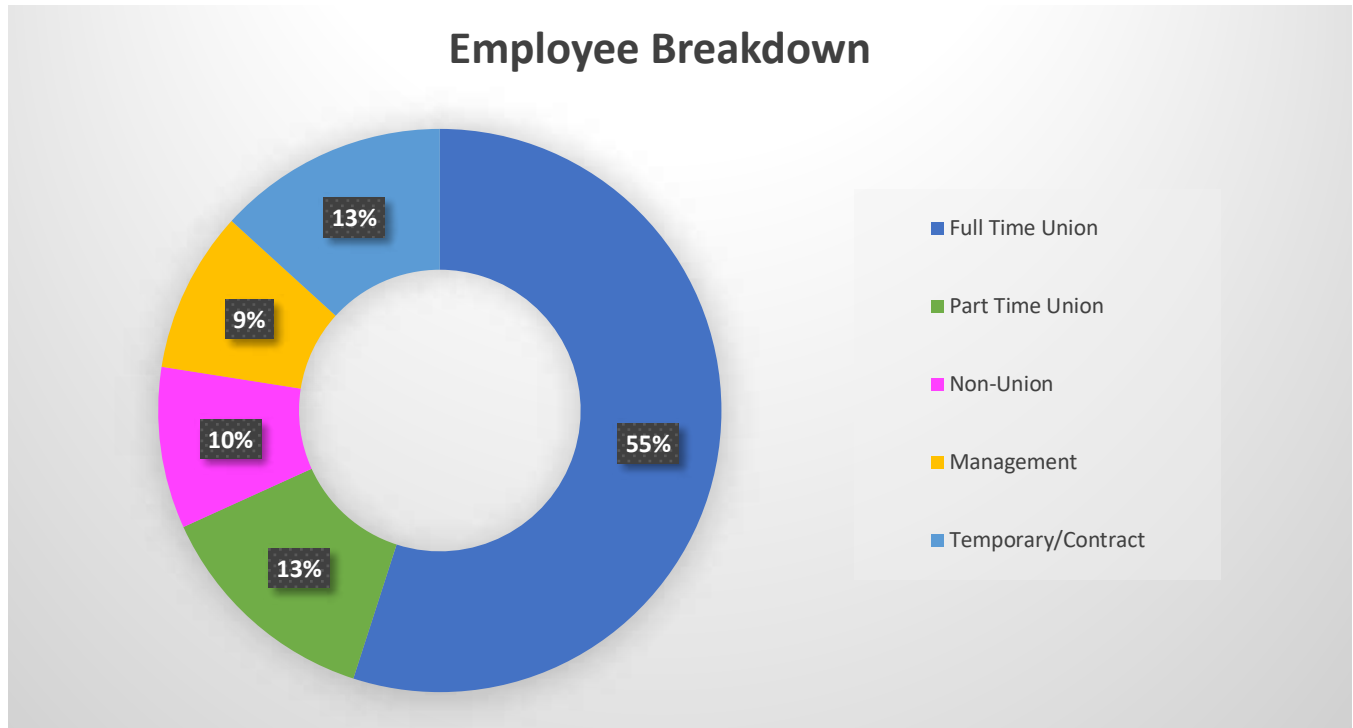




# For the People Who Work for Us: Developing and Supporting Our People

## Have the Right People for the Right Job

While supporting the work and wellbeing of 160 staff and management members, human resources at Children's Centre continues to build upon proactive hiring strategies. Proactive recruitment is focused on sourcing, engaging, and attracting candidates ahead of demand, where possible, including student placements opportunities. Students can gain experience within the Centre, becoming accustomed to our culture prior to potential employment.



## Develop Our People's Skills, Knowledge, Talent, and Capacity

Expanding our knowing on Equity, Diversity and Inclusion includes self-education, organizational leadership and active allyship which are needed to advance an inclusive culture at the Centre.



## Create Safe, Accessible, and Respectful Spaces to Work and Learn Within

The organization has supported staff lead discussion and reflection groups to discuss racism and white supremacy culture. In-service training needs assessments have been conducted with two teams and training is offered monthly. The EDI committee also hosts book clubs throughout the year, inviting staff to read and discuss a book related to diversity or written by authors who represent diverse groups.

It is standard practice to review policies through equity lens, and new EDI-related policies have been written. The Board of Directors is engaged in this work and is revising their own equity policies.



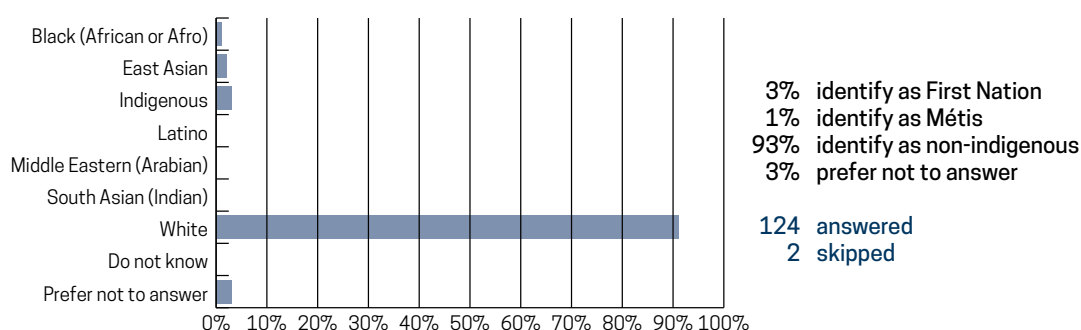


## Increase Our Diversity Through Equity and Inclusion

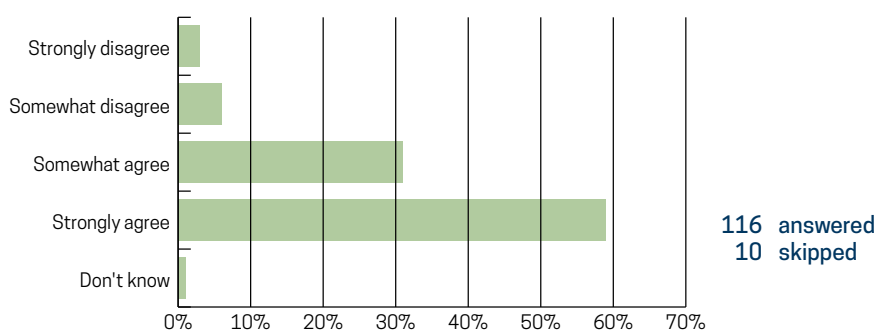
Human Resources supports the Equity, Diversity, and Inclusion (EDI) Committee to promote capacity building, employee engagement and inclusion, and shared ownership of the Centre’s EDI Strategy and Action Plan.

The EDI Action Plan includes expanding the diversity of our staff to better reflect the diversity of our community and service users. In 2021 we began to establish benchmarks within the agency to better understand our current workforce. Our 2021 survey of staff indicated that CCTB is a majority white, cis-gender female, heterosexual dominate organization.

**Which racial group do you identify with? (Please check all that apply)**



**I feel like I can bring my whole self to work everyday and I do not worry that I am looked at as different or “other”.**



The survey also set out to measure inclusion within the organization. Of the respondents, 87% feel the organization does a good job at embedding EDI into the culture and 91% feel they “can bring their whole self” to work.

## Actively Engage in Succession Planning for Today and Tomorrow

The same EDI staff survey will be administered in 2023 to assess any advancements CCTB has made in its diversity and inclusion. Additionally, an EDI self-assessment tool will be implemented as part of new hire orientation and as a reflective action for current staff.

We are seeking to establish partnerships to successfully hire and retain individuals from equity seeking groups. We have collaborated with March of Dimes and Oshki-Pimache-O-Win – The Wenjack Education Institute as a start towards this work.

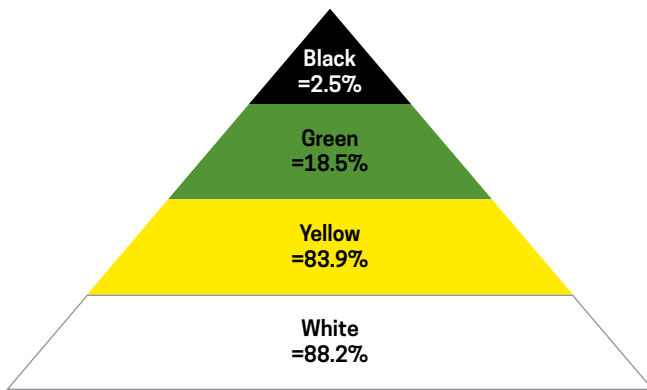


# For Our Organization: Pursuing Excellence

- *Deepen continuous quality improvement practices*
- *Mitigate and manage organizational risk*
- *Leverage information and technology to improve processes*

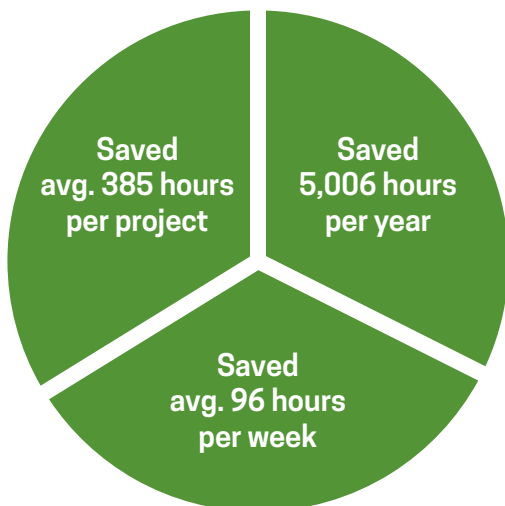
## Staff Skills in Continuous Quality Improvement (CQI)

Furthering our commitment to CQI, we continued to invest in Lean training for staff. The following figure represents the percent of staff trained at each level.



## CQI Cost Savings

Through CQI/Lean activities over the past 4 years (2018-2022), CCTB has completed 28 formal Lean projects and recovered a significant amount of staff time which can be re-directed back to client service or other important organizational activities. See figure below showing total time savings.



## CQI Activities for 2022-2023

The following CQI activities were completed in the past year:

- Program review reports on the following service teams
- Intensive Child and Family Services
- Child Care Support Services
- Child and Family Services
- U-Turn
- Autism
- Initiated Preschool Speech and Language Services team review
- Child and Family Services Service Audit
- Review and enhancement of Identity Data Collection
- OPOC collection
- Two conference presentations of CQI activities at CCTB
- St. Joseph's Care Group Research Conference (February 2023)
- E-QIP provincial conference on quality (April 2023)

## Process Improvement Initiatives

Since April of 2022, there have been a total of 8 Lean Process Improvement Projects completed:

- Creating efficiencies in the Day Treatment paperwork process - Dr. Jen Welsh
- Implementing the OPOC at discharge - Scott McBean
- Reviewing the internal referral process - Leslie Hatton (Lean Green Belt)
- Consent for service improvement - Dr. Fred Schmidt and Laura Meisner
- Examining the scheduling process for STAT and CSN staff - Lisa Joubert
- Space allocation practices - Dave Vilella
- Improving percent service time (%ST) use - Dr. Fred Schmidt
- Examining the flow of clients with FASD through the SDMS - Jaymee Martin (Lean Green Belt)



Furthermore, there are 6 Lean Process Improvement Projects underway that are expected to be completed over the coming year.

- Transitioning assessment reports to case data forms – Susan Coulter
- Improving the integration of CCTB's Enterprise Risk Management (ERM) system – Orlanda DaSilva
- Examining the flow of clinical staff development during their tenure of employment at Children's Centre Thunder Bay - Scott McBean
- Improvement of peer professional development learning groups- Renee Monsma

- CCTB complaint documentation/tracking process improvement – Veronika Manning
- 5S of templates in SharePoint – Kim Bortolin

### Data Culture

Over the past year we have begun to standardize and track requests for data pulls. Between April 1, 2022 and March 31, 2023 there have been 38 requests for data pulls. This information has been used to support Process Improvement Projects, develop board reports, create many internal reports, and inform clinical services.



- **Engage meaningfully and communicate effectively**
- **Integrate an equity and inclusion lens into problem solving and decision making**
- **Utilize our resources wisely in the service of our mission**

**Equity, Diversity and Inclusion Committee** continues to support the Centre's learning by providing many different training initiatives including storytelling, Two-Eyed Seeing, and Repairing the Scared Circle, as well as providing information on over 15 diverse recognition days and an on-line resource repository for staff to access.

*"This partnership (with St. Joseph's Care Group and N'doo'owe Binesi) allows us as clinicians the ability to satisfy a need that previously we have been unable to meet. It is a unique approach that acknowledges that Indigenous people are the experts of their own culture and healing methods. This partnership offers an individualized and flexible approach to meet the needs of the client and at the same time teaches us, as workers, about an individual's cultural identity and how that can fit into our treatment."*

**EDI Systemic Barriers Project**, led by Children's Centre, recognizes the barriers faced by many families who would benefit from mental health services, particularly those families who have experienced oppression, discrimination and racism. CCTB has invested time and resources into a systemic barriers project to explore and better understand the experiences of these families and learn how CCTB can better meet the needs of these families.





## For Our Community: Advancing Collective Action

- **Assertively champion anti-racism, anti-oppression, and social justice**
- **Support positive community change through collaboration and shared leadership**
- **Address identified service gaps at the local, district, and regional level**

| Table / Network   | Purpose  |
|---|--|
| Case Resolution Table   | Supporting and resolving complex client cases  |
| Child and Youth Mental Health and Addictions Planning Table                                     | Facilitate system wide planning to address priorities identified   |
| Child and Youth Mental Rural District Services  | Enhance equity and access to core CYMH services for people living in Rural District Communities  |
| City and District Ontario Health Team   | Provide oversight and planning of health care systems in the Thunder Bay District  |
| Community Safety and Well Being Steering Committee  | Oversee and implement the community safety and well-being plan   |
| Complex Transition Fund (CTF) Approval Committee  | Assess eligibility for funding for clients seeking or currently receiving live-in treatment services, as per Ministry of Health guidelines.  |
| Coordinated Service Planning (CSP) Provincial Steering Network                                  | Focused on advocacy, standardization, and oversight of the CSP and FASD programs within the province   |
| Coordinated Service Planning Steering Committee   | Local steering committee overseeing the CSP system   |
| Crisis Pathways   | Enhancing service pathways between crisis, hospitals and service providers   |
| Diversity Thunder Bay   | Focused on celebrating diversity and ending racialized discrimination  |
| Healthy Kids Steering Committee   | Enhancing the health of children and families inequitably affected by social determinants of health. Acts as the Child & Youth Action Table as part of the Community & Safety Well Being plan. |
| Infant Hearing/Blind Low Vision Early Intervention Program Provincial Collaborative             | Ministry communication, system planning, information sharing   |
| Lakehead Public Schools Special Education Advisory Committee                                    | Advises on the development and delivery of special education programs and services within the schools  |
| Northern Diagnostic Hub Lead  | Support community partnership to deliver diagnostic services, enhance clinical capacity, and enable research and innovation  |
| Northern Ontario Psychology Internship Consortium Steering Committee                            | Preparing post-doctoral residents for supervised practice in psychology within a variety of environments, including health care, community, private practice and education                     |
| Northwest Regional Centre of Responsibility (Human Services and Justice Coordinating Committee) | Assists in supporting an integrated and coordinated service delivery system for at-risk people, optimizing the mobilization and delivery of community services                                 |
| Northwestern Urgent Response Services Advisory Committee  | Reviewing urgent response service clients within the community to support services and make recommendations  |
| Ontario Autism Capacity Building-Innovation   | Advise on capacity-building initiatives through the Ontario Autism Program   |
| Ontario Autism Program Pathway  | Support service pathways for Autism services   |





| Table / Network  | Purpose   |
|--|---|
| Ontario Network of Special Needs Resourcing Programs                               | System planning and information sharing   |
| Preschool Speech and Language Provincial Collaborative                             | Ministry communication, system planning, information sharing  |
| Sexual Health and Relapse Prevention (SHARP) Committee                             | Community oversight of the SHARP program  |
| Superior North Catholic District School Board Special Education Advisory Committee | Advises on the development and delivery of special education programs and services within the schools                   |
| Thunder Bay and District Mental Health and Addictions Network                      | Coordinates and facilitates system change and execution of priorities   |
| Thunder Bay Infant Response Planning Committee                                     | System planning and coordination to work collaboratively to support children birth to 3 in high-risk situations         |
| Thunder Bay Youth Inclusion Program Steering Committee                             | Neighbourhood-based intervention program to support youth, especially those attending schools from Northern communities |
| Triple P Canada Network  | System wide planning/information sharing  |
| Triple P Ontario Network   | System wide planning/information sharing  |
| Walk-In Counselling Collaboration  | Coordination of free walk-in counselling clinics across the city and district   |
| Youth Tragic Events Response Fan-Out Committee                                     | Tragic events impact prevention   |

- **Build more responsive client-friendly systems of care**
- **Improve access, outcomes, equity, and inclusion**

**Preschool Speech & Language (PSL)**, in partnership with Our Kids Count, has been able to provide assessment and intervention services to families within the community who would otherwise experience transportation challenges when trying to access centre-based services. Since November 2022, 6 clients have received speech-language assessment, intervention, and/or service coordination through this partnership.

**Infant Hearing Screening Clinic**, held in Greenstone in collaboration with North of Superior Programs, offered screenings to 16 families. This pilot project aims to reduce the barrier of travel placed on families who would otherwise be required to travel with their newborn to the city for an appointment before they exceed two months of age. Referrals/births are being monitored, with additional clinics to be offered as the pilot continues.

**Shkoday – Aboriginal Head Start** partnered with Children’s Centre’s Child Care Support Services (CCSS) to develop a collaborative workplan to identify program and staff needs. To support the increased needs of Shkoday, CCSS adapted its service delivery to provide enhanced services, staffing and training to the program. The enhanced staffing offered a multidisciplinary approach that worked collaboratively with program staff and families to focus on coaching and modelling social and emotional, early childhood development and parenting strategies and interventions.

This enhanced service delivery helped CCSS respond to the unique needs of the program to promote early intervention, improved access to services and support transitions to other service systems such as schools and other developmental services.



## Summarized Financial Statement

YEAR ENDED MARCH 31, 2023 (WITH COMPARATIVE FIGURES FOR 2022)

| Revenue   | 2022/23                  | 2021/22                  |
|---|--------------------------|--------------------------|
| Advances from MCCSS                                 | \$3,584,929              | \$3,538,744              |
| Ministry of Health                                  | 7,203,467                | 7,307,323                |
| District of Thunder Bay Social Services Admin Board | 1,415,722                | 1,372,451                |
| Ministry of Attorney General                        |                          | 161,609                  |
| Other   | 754,861                  | 1,320,662                |
| Donations   | 80                       | 4,128                    |
| Interest  | 77,278                   | 6,081                    |
| Recoveries  | <u>136,148</u>           | <u>196,430</u>           |
|   | <b><u>13,172,485</u></b> | <b><u>13,907,428</u></b> |
| <b>Expenditures</b>                                 |                          |                          |
| Salaries  | 8,823,990                | 9,283,549                |
| Employee Benefits                                   | 2,265,724                | 2,319,501                |
| Travel  | 96,790                   | 70,299                   |
| Staff Training                                      | 60,805                   | 156,523                  |
| Building Occupancy                                  | 352,588                  | 379,014                  |
| Purchased Services – non-client                     | 142,163                  | 195,819                  |
| Program Expenses                                    | 152,553                  | 183,854                  |
| Professional Fees – Client                          | 565,438                  | 606,805                  |
| Promotion and Publicity                             | 10,707                   | 25,535                   |
| Office Administration                               | 471,136                  | 463,408                  |
| Capital Acquisitions                                | 44,465                   | 43,304                   |
| Other   | <u>137,477</u>           | <u>131,516</u>           |
|   | <b><u>13,123,836</u></b> | <b><u>13,859,127</u></b> |
| Excess of Revenue over Expenditures for Year        | <u>48,649</u>            | <u>48,301</u>            |
| Net Assets, beginning of year                       | 809,058                  | 760,757                  |
| Net Assets, end of year                             | <b><u>\$857,707</u></b>  | <b><u>\$809,058</u></b>  |

Audited financial statements are available upon request.

# Message from the Children's Centre Foundation



The Children's Centre Foundation has three goals: to enrich the lives of children and families in our community, to educate the public about the services offered at the Children's Centre, and to engage our community through fundraising and special events. Because of support from the people of Thunder Bay, we have been successfully working towards all of these goals. The Foundation hosts several events and fundraisers throughout the year, with the two main events being Winesations and Beersations. Not only have these events proven to be fun and meaningful ways to engage with our supporters, they have raised a significant amount of money over the years. This money has supported several Children's Centre services including preschool speech and language across the district, providing school supplies for families, and reducing barriers impacting the most vulnerable members of our community.

It has been said that *"it takes a village to raise a child"*. For many families, the Children's Centre is an integral part of their village. Our hope is that by supporting children and families through the various initiatives and services offered at the Children's Centre we will begin to see a community that is stronger, healthier and more resilient.

*Respectfully,*  
**Monique Gouthro**  
Chair, Children's Centre Foundation Thunder Bay





283 Lisgar Street  
Thunder Bay, ON P7B 6G6  
T: 807.343.5000  
F: 807.345.0444  
[www.childrenscentre.ca](http://www.childrenscentre.ca)



Accredited by  
Canadian Centre  
for Accreditation



Agréé par  
Centre canadien  
de l'agrément