



# Annual Report 2018-2019



**Quality and Equity Through Innovation**



# Mission and Values

## Our Mission

Serving communities within the District of Thunder Bay, our purpose is to improve the quality of life for children and youth within their family and community environments.

We provide services that:

- Improve child and youth mental health.
- Address children's developmental, social, and behavioural needs.
- Strengthen the family's capacity to parent children.
- Build the community's capacity to support children, youth and families.

## Our Values

In our work with the people we serve, our community and each other, Children's Centre Thunder Bay will:

- Be respectful, honest, compassionate and fair.
- Embrace diversity and support inclusion.
- Collaborate and build partnerships.
- Take responsibility and be accountable.
- Strive for learning, growth and excellence.
- Lead, serve and say thank you!

**Children's Centre Thunder Bay, its staff, students, volunteers and Boards want to formally acknowledge that we are in the Robinson-Superior treaty territory of 1850 and the land on which we work, live and serve our children, youth and families is the traditional territory of the Anishinaabek.**





# Message from the CEO and Chair

Children’s Centre exists to improve the lives of children and families living in the City and District of Thunder Bay. We do this by supporting our employees to provide exceptional value-added service for our clients. Our current Strategic Plan compels us to act upon 3 key interconnected priorities:

## QUALITY ~ INNOVATION ~ EQUITY

As leaders of this progressive organization, we believe that innovation in all of its forms and iterations is the staple ingredient for both quality and equity. It is through innovative practices and activities that we are able to continuously improve our ability to provide safe, effective, efficient client-centred service.

Admittedly, this year has been a year of innovation, improvement and change, as Children’s Centre positions itself for the new and exciting future of health care and service in this community. Influenced by our new political reality, our Strategic Plan, the Auditor General’s Report, our upcoming Accreditation and of course our adoption of the Lean quality improvement system, CCTB has embarked on multiple small and large scale projects to strengthen organizational capacity, engage and support staff and ultimately improve the quality of our service. A few examples for this year include:

1. The Board’s work creating a Governance Quality Dashboard, creating a standardized approach for measuring quality of services.
2. The First Connection and While You Wait services which are intended to improve access and provide timely support to those waiting.
3. The implementation of our new Human Resources Management System, an extension of Kronos, which digitally assists us with hiring, training, orientation, performance appraisals and policy review.
4. The Short Term Assessment Program Review which sought to engage staff and stakeholders in improving effectiveness, efficiencies and client engagement in the program.
5. The elimination of the Crisis Schedule freeing up 35 clinical hours per week to be available for clients.
6. The development of Website Portals to streamline the process of receiving external information such as 3rd Party Referrals, Coordinated Service Planning Referrals, and Client Complaints.
7. The Lean Green Belt projects aimed at improving the process of writing assessments in Speech and Language, Psychology and Child and Youth Mental Health.
8. The new and enhanced Employee Assistance program with direct access to support, education and counselling.
9. The Board’s work on Generative Governance, asking the hard questions about what quality is, what family-centred means, and what diversity and inclusion look like.

In closing, it is important to note that innovation does not come without substantial investment. This year there were three key areas of investments that support our theme of innovation. First, is our record breaking investment in staff development and clinical training with CCTB almost doubling what we have spent in previous years; second, is our ongoing investment in data and information technology to better support decision making, quality and accountability; and third, is our incredible people who invest their time and passion in everything we do – whether that is in the board room, the main office, the residences, our schools or out in the District... it is our people who make the difference.

With respect and gratitude,

Diane Walker  
Chief Executive Officer

Nancy Chamberlain  
Board Chair

## BOARD OF DIRECTORS

**Nancy Chamberlain, Chair**

**Tara Gauld, Vice Chair**

**Kate Leroux, Secretary-Treasurer**

**Sandra Beaulieu, Director**

**Clayton Browne, Director**

**Aiden Kivisto, Director**

**Jim Lees, Director**

**Carolyn Leroux, Director**

**Tricia Murdoch, Director**

**Carol Rusak, Director**



# Child and Youth Mental Health

Children’s Centre continues to lead and partner in the planning and provision of high quality child and youth mental health services in the City and District of Thunder Bay.

## Our Core Services:

- Targeted Prevention
- Brief Services
- Counselling and Therapy
- Intensive Services
- Specialized Consultation and Assessment
- Family Capacity Building and Support



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## 3rd Party Referrals

**GOAL:** To standardize the quality of information provided in a 3rd party referral as well as the manner they are received, decrease the processing time and level staff workloads to improve efficiencies.

**LEAN RESULTS:** Established an online template and portal for referrals in an effort to standardize the content and the method of receivership; and implemented a staff hand-off to decrease processing time by 72 hours per referral.

## STATISTICS

Service	# of People Served Per Program
Walk In Clinic.....	800
Counselling & Therapy.....	633
Psychology Assessments.....	80
Rural Psychology Assessments.....	33
School Social Work .....	646
Francophone School Social Work .....	70
Day Treatment .....	39
Live-in Treatment (STAT).....	29
Parenting Groups.....	293

## Psychology Assessments

**GOAL:** To efficiently utilize staff time and resources while completing psychology assessments and reports.

**LEAN RESULTS:** Established standard work by using templates to decrease duplication and unnecessary detail, and reduced waste by centralizing testing materials and implementing an inventory monitoring process. These small changes have the potential to save \$82,500 or increase client service by 55 people annually.

## Review of Child and Family Assessment (CFA) Documentation

**GOAL:** To enhance the value of the CFA to clients, decrease writing time for staff, and to increase the accuracy of the content included in the document.

**LEAN RESULTS:** Established a simplified template for the CFA. Value to the client was increased by an average of 13% and decreased completion time by 1 hour, equating to approximately 250 additional hours of client service.

# Developmental Services



The Preschool Speech & Language program supports communication development through assessments, therapy, and education in a variety of settings.

## STATISTICS

Service	# of People Served Per Program
Initial Assessments.....	328
Communicating Kids.....	45
Talking with Toddlers .....	16
Young Speech & Language .....	42
It's My Turn .....	23
Reassessment.....	133
Weekly Therapy .....	244
Monthly Therapy .....	58
Child Care Centres .....	175
District Service.....	157

### Autism Services

86 children, youth and families were involved with the Autism Services team this year. 21 children were assessed by the Autism Diagnostic Team. Our clients were supported through a range of services to meet their needs, including screenings; consultations with families, community partners, and service providers; collaboration with school and child care communities; linking families to services; system navigation; and support across the lifespan.



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### Fetal Alcohol Spectrum Disorder (FASD) Program

With the launch of the FASD program, CCTB was able to provide services for 48 children, youth and their families. Program consultations, focus groups and partnerships with community stakeholders aided in development of FASD-informed materials and service delivery models. Our FASD Worker, Judy Kay, has been identified as a leader in the field of FASD and spoke at a provincial FASD conference.

### Speech & Language Progress Reports

**GOAL:** To decrease staff time spent on writing progress reports and increase time spent on direct service.

**LEAN RESULTS:** A standard work process for contact notes was applied and progress reports were only provided when requested. This equalled a time savings of 79 minutes per client and a cost savings of \$1,800 in the first 30 days of implementation.

“ Children’s Centre has been extremely helpful and has been child-focused without fail. The services and recommendations have helped my child tremendously. ”

Client Family Member



# Parenting

Families are the key to positive mental health for children and youth. Children’s Centre offers an array of evidence informed parenting programs that are intended to improve parent – child relationships, increase parent confidence, enhance attachment and strengthen family capacity to support children and youth who are experiencing mental health issues. These include Triple P, Circle of Security, and Family Connections.

## What did you like best about the program?

***“Hearing from and meeting other parents in similar situations”***

***“Videos helped me understand more about my child’s needs and feelings”***

***“Simple, yet effective strategies”***

***“I learned how to meet the different needs of my children individually and together”***

***“Facilitators were excellent and explained the content so well”***



## STATISTICS

Service	# of People Served Per Program
Circle of Security.....	41
Triple P.....	28
Family Connections .....	4

## Full Day Triple P

Full Day Triple P is an exciting new version of our Triple P program, incorporating the strategies and skills into one full day. The focus is on understanding skills, building confidence as a parent, and exploring parenting concepts in a group environment. Clients also receive follow up calls for support in practicing skills and ask questions. It has been well received and we are thrilled to find new, innovative ways to support children and families!

## Participant Comments:

***“Although it was a lot of information, it was welcoming and comfortable, nice to be able to complete a program in a day and not have to commit to 8 weeks with my busy schedule”***

***“It was easy to attend. I enjoyed it being all inclusive (with a meal), lots of examples and descriptions”***

***“It was nice that there was time for discussion and to hear other people’s aspects”***



# Community



## Coordinated Service Planning (CSP)

CSP was developed to ensure that services are coordinated, family-centred, timely, safe, effective, efficient, and equitable. In the last year CSP:

- Received 130 referrals for services within the City and District of Thunder Bay
- Serviced 94 children/youth and their families, including 7 in the District
- Trained over 20 Single Plan of Care Coordinators within the City and District of Thunder Bay
- Launched the CSP website; [www.cspthunderbay.ca](http://www.cspthunderbay.ca) and corresponding promotional materials
- Provided 40 Measure of Process of Care to families to determine program's family-centeredness

## Preschool Assessment and Consultation Program (PACP)

PACP was designed to assist licensed childcare programs in supporting children with significant and complex developmental and behavioural difficulties. In the last year, PACP:

- Completed a program review within child care programs and updated the service delivery model
- Reduced the average time in service for program consultations by 50%
- Completed 17 program consultations, including 3 Circle of Security trainings and 2 district consultations
- Completed 15 individual consultations

## Special Needs Resource Program (SNRP)

SNRP works in partnership with 46 licensed child care programs in the City and District of Thunder Bay to ensure all children, regardless of need, can participate in a child care setting. In the last year, SNRP:

- Served over 195 children within the child care setting, including 29 within the District
- Provided Second Step Programming to 8 child care programs

- Led a pilot project at Shkoday Abinojiiwak Obimiwedoon: Aboriginal Head Start
- Presented to school boards and organizations about the utilization of the Ages and Stages Questionnaire.
- Provided funding for over 25 support partners to promote inclusion within the child care setting.
- Completed bi-annual Quality Assurance Tool for the DSSAB



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## Early Development Screenings

**GOAL:** To implement an accurate, timely, and useful screening process to identify children's needs and to establish a simplified referral process.

## From Hospital to Community Service

**GOAL:** To reduce wait times for service and enhance support for clients transitioning from hospital care to CCTB services.



# Parent Council

Established in 2016, the Parent Council is a valued part of CCTB, helping to identify priorities and opportunities to strengthen services and shape decision-making at both the organizational and systemic levels. The Parent Council has three key areas on which they focus their efforts: collaboration, advocacy and building relationships.



The Parent Council continues to work alongside CCTB through its representation on committees and provision of input on many important agency initiatives, including:

- Quality Assurance
- Policy Review
- Referral Process
- Clinical Documentation
- Psychology Assessments
- Client Complaints Process
- Sharing Information on Wait Times
- While You Wait Services
- CCTB Website

The Parent Council also continues its efforts to voice their concerns about the system of children and youth services in Thunder Bay and Northwestern Ontario through involvement in various projects and activities to raise awareness including:

- Production of the Parent Council video series
- Meetings with CCTB's Board of Directors
- Participation at the Children's Mental Health Ontario Annual Conference and Parent Panel
- Representation on Parents for Children's Mental Health (PCMH)
- Consultation with the Canadian Mental Health Association regarding crisis services
- Involvement with Children's Centre Foundation Thunder Bay
- Meetings with Political Leaders
- Participation at CCTB's Agency Day and Annual General Meeting



## Parent Support Network

The Parent Council is currently working on developing a Parent Support Network for families involved with CCTB or waiting for services. The network will strive to offer parents hope, encouragement, resources and education in a safe, confidential, supportive and non-judgemental environment.





# Youth Message



**Oshkiniikidjig Miikanens group** - translated in Ojibway means “Youth Path of Life”

Ensuring people are aware of the origin of our group name is important to us.

This group has been working hard to raise awareness of what culture means to them, and highlighting why OM group is important to them.

We currently have 15 group members and meet on a weekly basis. You can see us out in the community at events or sharing stories with each other in the sacred space at the Sister Margaret Smith Centre.

One of our youth shares: “OM doesn’t only mean youth path of life; it means family to most of us, especially to me. They were there when I was at my lowest. OM never fails to make me laugh and smile”.

The youth and staff are looking forward to a summer full of cultural activities such as attending local and district powwow’s as well as recreational events in the community.

*“Connection, powwows, love, support and much more. That’s what culture means to me.”*

## Mood Walks

With the contributions of Safeway staff the UTURN program will be running Mood Walks over the Summer.

Mood Walks will allow youth to participate in a walking program, with additional focus on recognizing the benefits of combining physical and mental wellness. The program will run for 8-10 weeks, with 5 easy to moderate walks exploring a different trail within our city and surrounding area. During the walks youth will take

part in a mindfulness exercise, participate in physical activity with exposure to the natural environment; all elements that have proven benefits in promoting mental wellness and recovery from mental illness. Due to this gracious donation from Safeway we will be able to assist youth in attending walks and purchasing items such as socks, shoes or back packs if needed. A final BBQ in September 2019 will celebrate the successes of this fun filled summer activity.

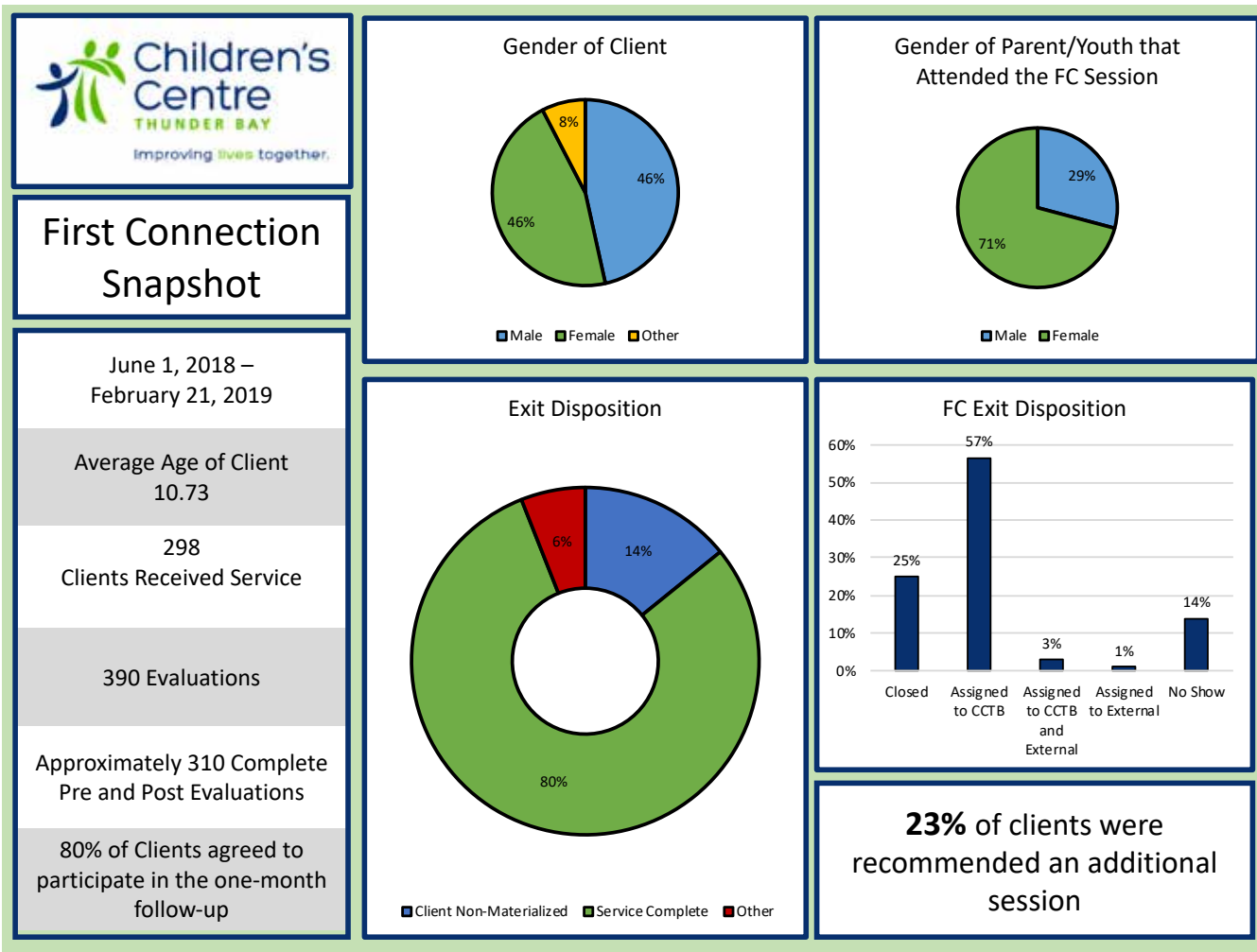
## Youth Life/New Mentality /The Other 10%

These three youth groups continue to meet with the support of Adult Allies and together advocate for change (whether it be big or small) and provide a safe place for youth to participate in meaningful engagement in our city. Although all three groups may have varying purposes and processes all three express the same importance to create a space for youth voice in our community.



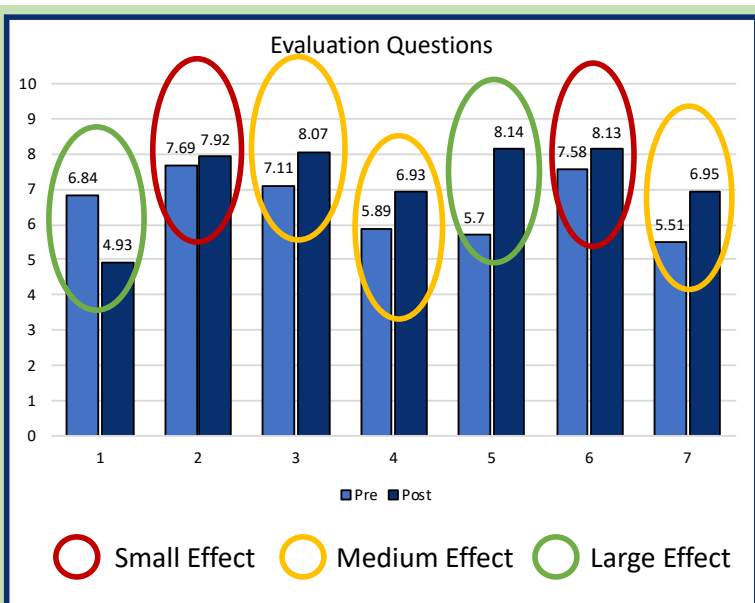


# First Connection Snapshot





Evaluation Questions	
1. At this time, how much distress is the problem(s) causing for you?	None (1) – Too Much (10)
2. How supported do you feel in your relationships (family or friends)?	Poor (1) – 10 (Very Good)
3. Do you understand what is causing the problem(s) for you?	No (1) – Yes (10)
4. How do you feel you are you coping at the moment?	Poor (1) – 10 (Very Good)
5. Do you have strategies or ideas about how to deal with the problem(s) on your own?	No (1) – Yes (10)
6. How hopeful are you that your problem can be resolved?	None (1) – A lot(10)
7. How much confidence do you have to fix or resolve the problem on your own?	None (1) – A lot (10)







# Employees

Our focus on building CCTB's reputation as a leading employer stems from our commitment to providing our clients with a quality experience. Our management team supports the Centre's commitment of building a strong-healthy-sustainable organization. By providing quality HR programs and resources, we're able to attract, support, retain and develop the diverse talent needed to achieve and sustain our core value and goals.

In early 2019 the Centre rolled out a new Employee & Family Assistance Plan through LifeWorks.

LifeWorks is available 24/7 to assist our staff by:

- Recognizing the contributions of colleagues
- Providing access to a wealth of online resources and information to support mental, physical, social, and financial well-being
- Providing expert guidance from professional advisors, any time, about any issue, either work-related or in their personal life
- Giving access to speak with a counsellor if additional support is needed.



**“As staff of Children’s Centre, we are grateful for our support staff, Information Technology, Maintenance, Reception, Housekeepers and Administrative Assistants.”**



## A celebration of our staff receiving long service and retirement awards include:

Matthew Villella	10	Supervised Access Worker
Chris Loud	20	Social Worker
Rita Wellington	20	Accounting Coordinator
Sandee Mannella	20	Supervised Access Worker
Angela Racco	20	Social Worker
Lorrie Peltola	25	Supervisor, Residential Services
Sean Ryan	25	Child & Youth Worker
Kim Santerre	25	Child & Youth Worker
John Friday	30	Vice President
Marnie Kozub	35	Child & Youth Worker
Leanne Mickleburgh	35	Intensive Child & Family Worker



## Retirements:

Chris Loud	Social Worker
John Woronkewych	Director, Data, Information Technology & Communication
Cheryl Richard	Autism Worker
Zohreh Dadgostar	Program Manager, Infant/Child Services







# Risk Management

Children’s Centre Thunder Bay has Risk Management policies which provide the principles and framework for our integrated risk management program. This includes risk identification, assessment, risk mitigation practices, monitoring, and reporting.

## Risk Identification and Assessment

During the year, we developed a Risk Registry which identified a broad range of risks faced by the Centre, and assessed the risks based on the Severity (consequences) and the Likelihood of the risk occurring. In assessing the risks we considered the risk controls, including policies and procedures, management and Board oversight, existing practices, training, etc. Using the Risk Matrix, the vast majority of risks were assessed as being low or medium due to our existing risk controls. Risks assessed as Critical or High will be the focus of our activities for the next year.

**Risk Matrix**

		CONSEQUENCES				
		Marginal	Minor	Moderate	Major	Severe
LIKELIHOOD	Almost Certain	MEDIUM	HIGH	HIGH	CRITICAL	CRITICAL
	Likely	MEDIUM	MEDIUM	HIGH	HIGH	CRITICAL
	Possible	LOW	MEDIUM	MEDIUM	HIGH	CRITICAL
	Unlikely	LOW	MEDIUM	MEDIUM	MEDIUM	HIGH
	Rare	LOW	LOW	MEDIUM	MEDIUM	HIGH

## Near Miss Reporting

Our Near Miss Reporting program was relaunched during the year, resulting in higher awareness and increased reporting. A Near Miss is an unplanned event that has the potential to cause, but does not actually result in injury, damage, or an interruption to service or other event. Near Miss reporting is important because it provides information about opportunities to take corrective action before an accident, injury or other unplanned event occurs.

## Other Risk Management Activities

Other key activities during the course of the past year include:

- Updated operational Policies and Procedures including Safety in Home Visits, On Call System, Clinical Incident Reporting, Psychological First Aid, and many others.
- Implementation of a High Risk Case/Situation System where we track and review weekly any high risk cases, clinical or other situations.
- Monthly Health & Safety inspections and regular meetings of the Health & Safety Committees.
- Risk Management as a standing agenda item for Senior Management, Management Leadership Team, Town Hall, and Team Meetings.
- Computer and Information Services Disaster Recovery plan was updated and tested. Back- up and other system redundancies have been enhanced on-site and off-site.
- Emergency response systems have been expanded to include Blue File emergency for identifying situations where a client or non-client comes to or calls the Centre in crisis.
- A review was conducted of our insurance coverage to ensure all risk areas are appropriately insured.
- We are in the process of preparing for accreditation, ensuring that we comply with all Mandatory CCA standards.
- Balanced budget has been maintained, ensuring financial sustainability.

*“As staff of Children’s Centre Thunder Bay, we are grateful for being a part of our client’s journey.”*



# Performance



Children’s Centre has continued to measure the service outcomes for many different programs over this past year. A particular priority has been single session services offered through Walk-in and First Connection. Each year, roughly 800 Walk-in clients are seen through the Walk-in Counselling Clinic and 500 First Connection clients are seen through Children’s Centre. In addition to quick access for help, both services highlight significant benefits including decreased client distress and improved confidence. Satisfaction was also very high. We are also in the midst of collecting one-month follow up information on First Connection clients so we can better understand the effect of this service over time.

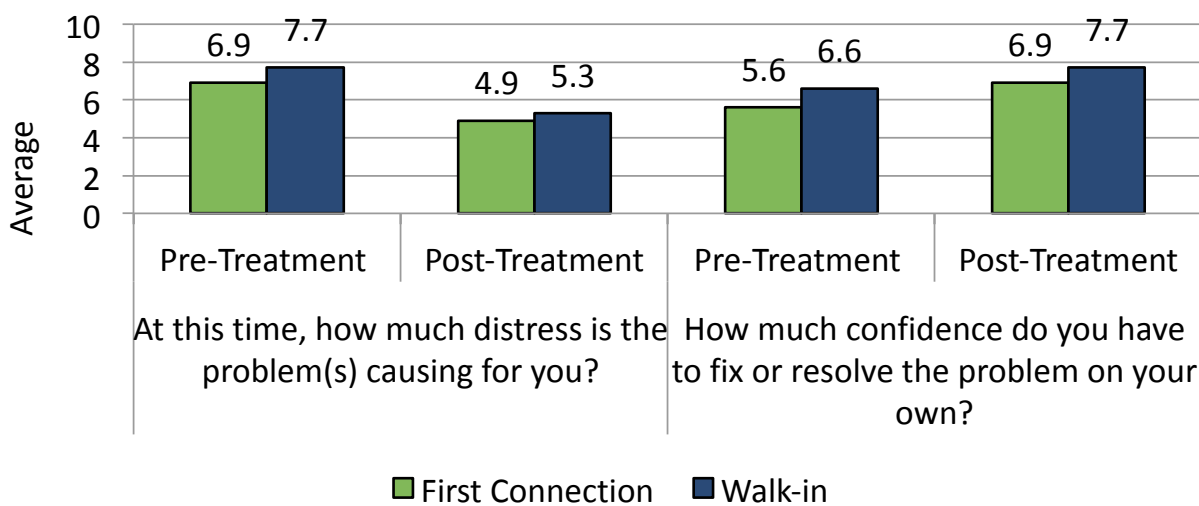
In addition to evaluating outcomes for single session services, effectiveness of the intensive service programs such as STAT and school Day Treatment programs have been collected. As a result of recent qualitative and quantitative data collected on the STAT service, significant enhancements are being introduced. Service

outcomes are also being collected or analyzed for Preschool Speech and Language as well as the Special Needs Resource Program.

In the past year, there has been an increased emphasis placed on measuring and tracking client service flow including wait times, amount of service received, and staff time given to client service. This information, collected on a monthly basis, is used by managers to assist them in overseeing their programs and allocating resources as needed.

Being a data-driven organization requires assistance and support from every level of the agency. We would like to acknowledge and thank all those who contributed to the Children’s Centre journey of becoming a data-informed organization.

## Pre- and Post-Treatment Outcomes





# Equity

Children's Centre Thunder Bay prides itself on our role in celebrating diversity, striving for inclusion and creating equity in terms of service provision within the City and District of Thunder Bay. From policy to practice, our Centre's work and efforts aim to address the many forms of oppression that the people in our community experience paying particular attention to inequities that are barriers to service. As an organization we strive to both learn and take thoughtful action to address systemic barriers rooted in racism, classism/poverty, sexism and the many other major forms of oppression. Some examples of our work to date include:

- The active support for enhanced training and education in Indigenous Culture, History and Colonialism to better understand how these forces impact our community today.
- Being a proud Sponsor and Participant in Thunder Pride Celebrations.
- Support for the Rural Children's Service Collaborative that is working to better serve children, youth and families living in the District.
- The Board's generative dialogue on diversity and family centred care and what that means for CCTB.
- Support for the Child and Youth Mental Health Priority aimed at addressing the systemic racism facing our Indigenous children, youth and their families.
- The identification and ongoing support for our Centre to provide Francophone services.
- The reallocation and prioritization of resources to provide Speech and Language Services in the District Communities.
- Our partnership with Dilico and the Lakehead Public Board to provide Preschool Speech and Language Services to a high need school.
- The new Triple P in a Day program that is geared to meet the needs of families who cannot attend on a weekly basis.

***“It is often easier to become outraged by injustice half a world away than by oppression and discrimination half a block from home.”***

**Carl T. Rowan**

- Our support for the Murdered and Missing Indigenous Women Inquiry, Feathers of Hope and other forms of truth telling that raise the voices of Indigenous people.
- Our active participation in the Thunder Bay Situation Table that provides a service pathway for marginalized and disengaged people.
- Our ongoing advocacy and efforts to provide intensive treatment and support service closer to home of children with complex multi-jurisdictional needs.



***“You grow up and recognize that in any educated secular society, there's no excuse for ignorance. You have to recognize in yourself, and challenge yourself, that if you see racism or homophobia or misogyny in a secular society, as a member of that society, you should challenge it. You owe it to the betterment of society.”***

**Hozier**

# Quality



Children's Centre is committed to ensuring the delivery of high quality programs and services. The Quality Assurance Sub-Committee (QASC) assists in this by providing oversight to three main areas:

1. Ensuring programs and services meet compliance to specific requirements through an internal audit process.
2. Assessing the experience of external and internal stakeholders through surveys and engagement opportunities to provide meaningful input and feedback.
3. Enhancing efficiency through a focus on the organization's key processes that have a major impact on clients.



## Lean Training

As part of our commitment to continuous improvement, CCTB has adopted the Lean quality system framework for improving quality, efficiency and effectiveness. We currently have 134 staff trained at various levels of Lean; with the goal of having all staff trained at the white belt level, expanding the number of staff trained at the yellow and green belt levels, and exploring further training at the black belt level within the next year. Through this training so far, a number of Lean projects have been completed creating greater efficiency and less waste within various processes and practices of the organization, including: assessment and report writing, client complaints, 3rd party referrals and the policy review process. Other Lean projects are underway including staff performance appraisals, early developmental screenings and the transition process from hospital to community services.

## Clinical File Audit of Child and Youth Mental Health Services

A total of 115 clinical child and youth mental health files were selected for audit over the past year. This was a smaller scale audit than usual as it was limited to only those files opened after the implementation of the new EMHWare data system. Overall results indicated a positive compliance rating in a number of service areas. It also provided an opportunity to examine those areas which resulted in a lower rating using a Lean model with the goal of maximizing compliance and eliminating waste within the current process.

The QASC was also busy developing, implementing and analyzing the results of a number of surveys and feedback mechanisms including:

- Ontario Perception of Care Pilot Project
- Community Partners and Stakeholders Survey
- Employee Pulse Survey
- Employee Suggestion Box Revitalization

All of these quality assurance initiatives have provided a wealth of meaningful information that will be used to improve the quality of services and work environment at Children's Centre Thunder Bay.







# Summarized Financial Statement

Year Ended March 31, 2019 (With Comparative Figures for 2018)

Revenue	2018/19	2017/18
Advances from MCCSS	\$9,796,125	\$9,267,884
Ministry of Health	244,369	215,068
District of Thunder Bay Social Services Admin Board	1,571,893	1,585,839
Ministry of the Attorney General	178,458	175,065
Other	924,037	1,525,048
United Way	52,893	54,318
Donations	19,582	13,928
Interest	27,536	11,120
Recoveries	235,654	178,915
	<b><u>\$13,050,547</u></b>	<b><u>\$13,027,185</u></b>
<b>Expenditures</b>		
Salaries	8,955,583	8,790,764
Employee Benefits	2,161,980	2,080,806
Travel	165,159	153,928
Staff Training	185,878	115,411
Building Occupancy	305,492	384,646
Purchased services-non-client	90,007	98,077
Program expenses	165,894	315,862
Professional fees-Client	546,107	582,022
Office Administration	306,458	338,125
Capital Acquisitions	47,249	36,271
Other	104,881	104,707
	<b><u>\$13,034,688</u></b>	<b><u>\$13,000,619</u></b>
Excess of Revenue over Expenditures for Year	<u>15,859</u>	<u>26,566</u>
Unrestricted Net Assets, beginning of year	<u>635,264</u>	<u>608,698</u>
Unrestricted Net Assets, end of year	<u>\$651,123</u>	<u>\$635,264</u>

Audited financial statements are available upon request.



# Children's Centre Foundation

This past year has been an exciting one for the Children's Centre Foundation Thunder Bay, with our share of change, challenges and growth. In an environment where many are trying to take on more, we have fully transitioned into only doing one thing – fundraising. We are working hard to raise funds in order to decrease barriers and increase access to valuable services for children, youth and their families. It is our goal to ensure services at Children's Centre are equitable for everyone; it should not matter whether you live in Northwood or Armstrong, identify as LGBTQ, Indigenous or Francophone, you have the right to access quality help.

To continue the efforts of supporting accessible and equitable services, a number of our fundraising events have moved in a similar direction. February 2019 brought us to our 10th Annual Charity Run and Walk (formerly known as the Indoor Marathon). This rebrand highlighted an activity that the whole family could partake in – not just your avid marathoner, and as a result saw an increase in youth participants.

We also engaged the youth in our community through the Playhouse Challenge, where students were directly involved in building children's playhouses for a raffle. This repeat fundraiser gave them a very noticeable sense of purpose and pride. We have seen what they can do for their community through this project.

Our fundraising efforts continue to build partnerships within the community; allowing us to work closely with schools, businesses and social groups to bring awareness to the importance of child and youth services.

Raising money has become increasingly more difficult, but we are thankful for these partnerships that encourage us to be creative and innovative in our attempt.

Respectfully,

Joe Salini  
Foundation Board Chair



*“Innovation comes out of great human ingenuity and very personal passions.”*

**Megan Smith**

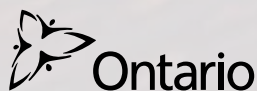
**“Without change there is no innovation, creativity, or incentive for improvement. Those who initiate change will have a better opportunity to manage the change that is inevitable.”**

**William Pollard**

**Thank you to our community partners.**



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Centre canadien  
de l'agrément