



**Child & Community**  
**Resources**

**Real**  
**People**  
**doing**  
**Exceptional**  
**things.**

**Special 20<sup>th</sup> Anniversary**  
**Annual Report**

**C**hild & Community Resources (formerly Child Care Resources) began January 1992 with the goal of supporting non-profit childcare programs, developing new non-profit centres and supporting integration. With the dedication of our staff and partners who make up the CCR team and through our support network, we strive to continue delivering and improving the services and programs we offer throughout the North Region of Ontario. With a new name, and new logo, we are celebrating our 20<sup>th</sup> anniversary by embarking on a new and affective way to connect with our communities.

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## Message from the Board President

**2012** has been another very exciting year for the Board of Directors at Child & Community Resources.

We have had a very busy year focused on strengthening our governance practices, director orientation and training, and furthering our strategic plan implementation with a focus in 5 key areas: Organizational Health, Enhancing Service Delivery, Strengthening Communication (internally and externally), Stabilizing Funding and Nurturing Partnerships with like-minded Children's Services. While the Board continues to work at a governance level we are impressed with CCR's Executive Leadership Team and their ability to put the strategic plan into action.

We continue to strive to work in partnership with parents, schools, child care centres and children's service professionals **to help all children across northern Ontario achieve success and develop to their fullest potential.** Key examples of this collaborative work include the Best Start Hubs that have been established to offer children and their families a place to meet, to learn and to grow together, and the partnership work being done in the ABA program.

We are very proud of CCR and the work we do and would like to extend a heart-felt thank you to all the staff at CCR. Our accomplishments are largely due to the hard work of all the CCR staff and we sincerely thank each and every one of you for your ongoing dedication and professionalism.

As we celebrate CCR and 20 years of quality service in our communities - the phrase "We've come a long way baby" comes to mind. We can be extremely proud of our accomplishments and where we are today. We believe we have everything in place to carry us forward in the future – solid governance, innovative leadership, an

integrated model of service delivery, qualified staff and a philosophy of service that puts children, parents and families first.

As we move forward we will continue to adapt our programs and services and look for new and innovative strategies – always focused on the goal of improving the quality of child care and meeting the needs of parents and families within our communities.

We hope you enjoy this report and gain a good sense of CCR's history and the numerous program highlights and successes that make us the world-class organization we are today.

*"Unless someone like you cares a whole awful lot, nothing is going to get better. It's not."*

- Dr. Seuss, The Lorax



**Shelley Westhaver**

Board Chair - on behalf of the CCR Board of Directors

# Message from the Executive Director

**Well,** here we are 20 years later! CCR, who knew? We have become a pan northern multi-million dollar organization with a staff of more than 160, and we service hundreds of children and families in a comprehensive continuum of services.

I am overwhelmed with emotion as I attempt to write this, my 20<sup>th</sup> report for our AGM. It has long been my belief that if you surround yourself with smart people, you will appear smart - well it worked! I am proud to be the ED of the CCR team who embrace change, who are resourceful, dedicated, and talented but above all, want to make our part of the world a better place for children and their families.

I have said this many times (well, at least 19), however it bears repeating again - Striving to quality seamless services is what we do! We do it together with each other and by collaborating with many partners. We are led by a Board (our current one and the previous Boards) who also embrace the belief that all children and their families should have access to the highest quality of supports and services.

So, for making me look smart and for making Northern Ontario a better place, my most sincere Thank you!

It is the strength of working our collaborations and partnerships that make us who and what we are at CCR. Throughout this report you will have a chance to see what we have accomplished over this last year and indeed over the last 20 years.

I really can't add anything else except to say my beloved CCR has grown up!

It has a new name and a new look. I wouldn't be honest if I didn't say it is somewhat bitter sweet - but just as parents shine with pride when their children become successful adults, so do I. I could not be any happier, any prouder than I am of CCR. We have achieved success in many ways - always though with our kids' interest at heart of all we do. Now it's time for us, to get going for the next 20 years. Let's take what we have learned, our new name, our new model of service delivery and combine that with our continued energy, passion for excellence and innovation, and with all of that -

**"Oh the places we'll go!  
And we will succeed?  
Yes, we will indeed!  
98 and ¾ percent guaranteed!"**

- Dr. Seuss



**Lois Mahon**  
Executive Director  
Child & Community Resources



# About CCR

Child & Community Resources (CCR) is a charitable organization that provides many services and community supports to parents, children and professionals to enhance and support the inclusion, integration and well-being of children across the North Region of Ontario.

## Core Values

In pursuing this mission Child & Community Resources will provide services in a manner which is consistent with the following values:

- pursuit of excellence, creativity and innovation
- child and family centred care
- inclusiveness
- adherence to legislation
- fiscal responsibility
- seamless delivery
- community partnerships
- staff recognition

## Vision

A community that values the quality of life of all children and ensures every child belongs.

## Mission

Supporting, partnering, and educating with children, youth, families, and communities across the North.

## Board of Directors 2011-2012



**Shelley Westhaver**  
Chair



**Lynn Desrosiers**



**Michelle Zerwer**  
Vice-Chair



**Melanie Johncox**



**Lee Rysdale**  
Secretary



**Kimberley Gagan**



**Heather McFarlane**



**Michael Gauthier**



**Leslie Dean**



**Rick Grylls**

## Our Catchment Region

CCR provides a range of programs and services for children across the North Region of Ontario including the Sudbury/Manitoulin Districts, Algoma District, Thunder Bay District, and the Kenora/Rainy River Districts.



## Executive Leadership Team (ELT)

The ELT provides strategic leadership, visible and active support, and demonstrates commitment that ensures CCR is on the right path to achieving its vision, mission and goals and continues evolving to provide the highest quality services to the children, youth and families we serve.

### Members of ELT



**Lois Mahon, RECE**  
Executive Director



**Sherry Fournier, MA**  
Associate Executive Director



**Lisa Grimard, BA**  
Director of Services - West



**Dr. Terri Barriault C. Psych.**  
Psychologist & Clinical Director



**Lynne Philion, CHRP**  
Director Central Services



## Celebrating Staff Milestones

Recognizing staff members who have been with CCR for 10, 15, and 20 years.

### 10 years

Melanie Laurin  
Maria Rowsell  
Julie Sirard  
Debbie Howard

### 15 years

Stephanie Coggins

### 20 years

Marilyn Clarini  
Kim Einarson  
Sherry Fournier  
Lois Mahon  
Daniel Gauthier  
Suzanne Shelswell  
Lori Pagnutti

**Thank you for your time and sacrifices.  
Your dedication to CCR has been noticed!**

# A New Image for CCR

Celebrating 20 years of dedicated service to the North

In recognition of our 20<sup>th</sup> year in operation, we wanted to showcase the growth our Agency has achieved and the passion of our dedicated staff, by embarking on some exciting changes in the organization.

We are undertaking an ambitious communications strategy by creating new ways of enhancing communication of our services externally and strengthening our internal communications.

To achieve the best and ensure our message gets out there to where it matters the most, we have joined forces with a communication agency in Sudbury, Ontario, who has helped us tremendously over the past year. Together our teams are working hard to develop and execute a communications strategy that is grassroots and promotes our accessibility in the communities we serve.

**One of the first tasks taken on by the Agency was a naming and re-branding exercise.** To garner feedback, the Agency engaged in focus groups and creative meetings with Board members, ELT, and the newly formed Communications Working Group to act as representative voice for CCR staff.

After many hours spent brainstorming, deliberating, and fine-tuning, the following operating name has been chosen for the organization:

## **Child & Community Resources/ Ressources pour l'enfance et la communauté**

Considering the strong equity the acronym CCR holds in the communities we serve, it was decided not to change the name drastically, but to modernize and evolve it to reflect the organization as it stands today in the North Region of Ontario.



**Child & Community Resources**  
**Ressources pour l'Enfance  
et la Communauté**

## **Concept**

The concept represents our strength in collaborating as a team, while working together we offer programs that focus on individual service plans for children that are prepared and maintained by our highly skilled and dedicated staff. The formation of the shoulders develops a circle, which represents collaboration, innovative programming and a continuum of service for our clients.

## **Colours**

The colours represent the four districts that we serve, Sudbury/Manitoulin Districts, Algoma District, Thunder Bay District, and Kenora/Rainy River Districts. The colours are strong, and symbolic of the primary colours often associated with children. The four distinct colours give each district an equal voice to form a unified operation.

**Moving forward into our 20<sup>th</sup> year of operation, we welcome our new name and brand identity with enthusiasm and eagerness to connect with the communities we serve in a more visually appealing and functional way than we ever have before.**

**Throughout the next year we will be introducing our new name and brand identity to community partners, clients, and the general public by updating our stationery, signage, website, and various marketing materials.**

# CCR's 20-Year Timeline

## 1992

- **The organization is officially incorporated as Child Care Resources Sudbury/Manitoulin District / Ressources sur la garde d'enfants**
- Agency sets up shop at 1130 Lorne St. with Toy Library on site , supports to child care include Supervisor, Educator, Cook and Board Network

## 1993-1995

- **First Annual General Meeting, Mary Lou Coffey Board Chair**
- Marie Desmarais-Santi becomes the Board Chair and leads Board to adopting Carver Governance model with its own Governance Policies
- CCR grows and moves to 319 Lasalle Blvd
- CCR opens a child care in St Albert's Adult learning centre
- Government funding cuts reduces CCR budget and CCR is forced to downsize.

## 1996-1998

- CCR receives French Language Services Designation
- **Many partnerships /protocols set up with other service providers**
- Jane Bauer becomes Board Chair, 97'
- CCR assumes responsibility for case management for children with PDD/DH.
- Bev Baxter becomes Board Chair, 98'

## 1999

- Downloading of Child Care to municipal governments affect CCR funding and programs
- **CCR becomes founding member of new Children's Cooperative and is now collocated with CAS and CFC**
- CCR and partners, Developmental Clinical Services and the Catholic School Board, establish a Section 19 Classroom for children with PDD/Autism.

## 2000

- CCR becomes the central intake point for children with PDD/DH
- CCR proposal for Regional IBI program is accepted and partnerships with Community Living Algoma, Children's Centre Thunder Bay, Integrated Services Northwest are set up. In keeping with regional services mandate (Sudbury east to Manitoba border) legal name change is made dropping Sudbury Manitoulin for the new Regional Autism Centre. Dr. Tom Managhan is appointed Clinical Director
- **CCR becomes the lead for delivery of Out-of-Home Respite Services in Sudbury-Manitoulin**

# CCR's 20-Year Timeline

## 2001

- **CCR becomes direct service provider for IBI in Kenora/Rainy River district**
- CCR is selected as the lead for the new Ontario Early Years Centre (OEYC) for the Sudbury Riding
- CCR takes on Cybermoms program, later to be renamed Cyberparents
- CCR transfers St. Albert's childcare program to the Jubilee Heritage Family Resources

## 2002

- Pauline Dietrich becomes Board Chair
- CCR, with Early Years Challenge Funding, opens a paediatric assessment Five paediatricians commit to provide one day per month at a clinic at 319 Lasalle
- **CCR vision and mission are changed to reflect expanded mandate. The age of children served would be changed to 0-18 to better reflect the mandate of CCR funders.**

## 2003

- CCR pulls out of the Children's Cooperative; The Co-op is dissolved and replaced by a new not-for-profit agency for central access to children's services – The Children's Community Network.
- **CCR develops a residential program to fill a gap for children with ASD with complex needs.**

## 2004

- **CCR selected as the lead agency for the Northern Region for the Autism School Support Program.**
- Regional Autism Program has expanded with a budget of over \$2 million
- CCR is affected by MCYS implementation of Best Start Initiative.

## 2005

- CCR moves to 662 Falconbridge Rd.
- **The Best Start plan is initiated. CCR closes OEYC sites in partnership with city and other agencies opens 4 of 12 new Hubs in neighborhood schools. CCR's QA report shows that more than 80% of parents are very satisfied with CCR programs, services and staff.**

## 2006

- Sherry Fournier takes a one-year leave of absence to work as a Program Supervisor for MCYS
- **CCR Board hosts a Hospital for Sick Children funded conference for parents**
- A new organizational structure is adopted and Lynne Phillion is chosen as Director of Administrative Services

# CCR's 20-Year Timeline

## 2007

- Eve Kremyr becomes Board Chair
- CCR takes on clinical services for autism, which are divested from Developmental Clinical Services, Northeast Mental Health Centre.
- **CCR integrates its autism services internally**
- CCR increases SNR capacity to enhance services to Francophone centres, Another QA client consultation shows that CCR clients remain highly satisfied

## 2008-2011

- Maxine King becomes Board Chair
- CCR is officially recognized as a charitable organization.
- CCR identifies AIP service pressures to MCYS. MCYS completes a program review of CCR regarding the pressures; funding is augmented but not enough to retain current service levels
- CCR assumes responsibility of the only Children's DS/ PDD group home from Christian Horizon's in Sudbury

## 2008-2011 con't

- OEYC North approached CCR with a plan to amalgamate in Lively
- OHR direct services are enhanced; direct funding program goes over to CCN.
- CCR becomes the regional service provider for ABA Program part of the proposal included a "continuum of services model" which was then utilized across the agency
- Both the vision and mission were revisited and modified to better reflect CCR's true vision
- **CCR restructures its leadership. An office is opened in Thunder Bay to support North West operations. Lisa Grimard is appointed Director North West, Dr. Terri Barriault is appointed Clinical Director and Sherry Fournier is appointed Associate Executive Director**

## 2012

- **Child Care Resources is rebranded as Child and Community Resources.**
- A new visual identity for the organization is created
- Visual standards are created and implemented throughout the organization
- 20th anniversary celebrations in addition to the AGM

# Real People Doing Exceptional Things Award

**CCR is pleased to announce our 'Real People Doing Exceptional Things Award' will have a new face. Each year we will continue to use the award to recognize an individual or group that demonstrates exceptional and measurable commitment to creativity and dedication to children, youth and their families. The award will recognize the actions that promote inclusive quality of life, partnerships, collaboration and advocacy. The new name for the award and this year's recipient will be announced at the AGM.**

# A snapshot of the last operating year

Showcasing excerpts from our new internal newsletter 'CCR Office Newswire' and other important highlights over the past operating year.

The newsletter was developed to keep an open communication between staff and management within the CCR Agency to keep everyone in the loop. The "CCR Office Newswire" is an effective communication tool that is used to share insight and updates about work, life, and health. The newsletter is comprised entirely of staff submissions, making it a fun and engaging piece for staff to participate in and share. **Below are some excerpts.**

## A brand new office in Thunder Bay to strengthen our service in the area.

Submitted by Michelle Murdoch-Gibson (Winter Edition 2012)



"A new office, a new continuum of services and successful partnerships were three good reasons to celebrate at a recent open house in CCR's Thunder Bay Office."

## Fort Frances Open House

Submitted by Tara Lee Montague (Spring 2012)

"It may have taken over a year and a half to get settled into the new Fort Frances Office, but we celebrated our successful transition by hosting an Open House to all Community Partners on March 21, 2012. ....By far the best part of the day was the team camaraderie and togetherness felt across the North West CCR Team as we shared in showcasing the important role we play in our communities. We ended the day with Lois sharing in this quote, something we live by in the North:

*"Life is not about waiting for the storm to pass, it's about learning to dance in the rain."*

## ABA Funding Enhanced

This year we were delighted to receive enhanced funding for our ABA program to assist in dealing with our large geography. With our partners across the north our focus is on reaching out to families who may be isolated by circumstance or by geography.

## Commitment to quality assurance and program evaluations by ELT and Board brings recognition from the Ontario Centre of Excellence

Submitted by Carolynn Sheehan (Winter 2012)

"We are very happy to present the first annual program evaluation final report for the Therapeutic Residential Home program. This evaluation was supported by a 2010-2011 Evaluation Planning Grant through the Ontario Centre of Excellence for Child and Youth Mental Health. The Program Evaluation Team would like to acknowledge CCR's Executive Leadership Team and Board of Directors who initiated and continue to support the quality assurance and program evaluation programs as a reflection of CCR's commitment to quality and accountability to the children, youth and families we serve. They are the true champions of the pursuit of organization learning, continuous quality improvement and the use of evidence informed practice to provide the highest quality services to our clients. It is through their support that this Evaluation Planning Grant was pursued and sustained within CCR."

## Ten Rainbows Respite House

A restructuring of our respite services to maximize resources and be more responsive to children and families has led to the development of 10 Rainbows Respite House on Windsor Crescent. This home away from home will provide opportunities for children to socialize, gain independence and relax in a home like setting while families get a much needed respite.

We believe that these services will support the family and allow children to continue to live successfully at home.

The House would not be possible without the help of our dear friends and partners at Ten Rainbows Children's Foundation. Everything from bedding, and dishes to furnishings and electronics have been provided by Ten Rainbows. They have also made a commitment to continue to assist us in whatever is needed to ensure we have a safe, healthy and happy home away from home. Our continued thanks to Claudio Clarini and the Ten Rainbows Foundation, from our staff, our board and the kids who will enjoy your thoughtfulness and generosity.

We also would like to take this opportunity to send our thanks to Corriveau Construction. Jacques and Joel have been amazing partners and have helped us out in many ways. Their commitment to our children and our services is commendable and we look forward to many more years of partnership.

## Child Care Centres Leadership Teams

We were both proud and excited to initiate a new method of supporting Child Care Programs, through their own leadership teams. This support builds on the work of Irwin, Lero and Brophy Inclusion the Next Generation that speaks to quality leadership, effective infrastructure and staff training lead to quality programs which lead to successful inclusion. The work we are doing will support individual centres allowing them to take responsibility for development of quality in their own centres. Next steps include plans for new funding of enhanced staff and including Boards in the Leadership teams.

# Sources of Revenue 2011-2012

For the year-ended March 31, 2012

**\$15,171,428**

MCYS .....	<b>\$11,894,343</b>
Ministry of Education.....	<b>95,982</b>
City of Greater Sudbury .....	<b>1,577,135</b>
Fees Earned.....	<b>28,980</b>
Community Projects.....	<b>1,495,116</b>
Interest and Other Income.....	<b>79,872</b>

## Spending by Program

**\$15,171,428**

CGS-Inclusion Support Program.....	<b>\$1,478,066</b>
ABA Services.....	<b>1,100,404</b>
Respite Services.....	<b>563,409</b>
Autism Intervention Program.....	<b>5,117,527</b>
Autism Clinical Services.....	<b>267,833</b>
School Support Program/ASD.....	<b>1,685,540</b>
OEYC/Best Start Program.....	<b>1,616,264</b>
Residential Care.....	<b>2,262,623</b>
Other Programs.....	<b>832,892</b>
Allocated Central Administration.....	<b>246,870</b>

# Statement of Financial Position

March 31, 2012 with comparative figures for 2011.

	2012	2011
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash	\$1,709,448	\$1,249,429
Accounts Receivable	398,024	529,406
Prepaid Expenses	63,250	-
	<b>2,170,722</b>	<b>1,778,835</b>
Capital Assets	917,148	670,791
Other Assets	160,929	156,108
	<b>\$3,248,799</b>	<b>\$2,605,734</b>
<b>LIABILITIES, DEFERRED CONTRIBUTIONS AND NET ASSETS</b>		
<b>Current Liabilities</b>		
Accounts Payable and Accrued Liabilities	\$1,703,997	\$1,413,548
Payable to MCYS	28,665	131,146
Payable to CGS	33,115	33,115
	<b>1,765,777</b>	<b>1,577,809</b>
Deferred Contributions	376,189	313,481
Deferred Capital Contributions	2,085	2,606
<b>Net Assets:</b>		
Invested in Capital Assets	915,063	668,185
Unrestricted	189,685	43,653
	<b>1,104,748</b>	<b>711,838</b>
<b>Total Liabilities, Deferred Contributions and Net Assets</b>	<b>\$3,248,799</b>	<b>\$2,605,734</b>

# Service Statistics

April 1, 2011 – March 31, 2012

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## Applied Behavioral Analysis Program (Regional)

Number of Children/Youth Served: 240

Number of Instances of Service (Children/Youth may be served more than once): 265

Number of Hours of Service Received by Children/Youth: 3,192

Number of Hours of In-person Service Received by Parents/Caregivers: 1,133

## Autism Clinical Services (Sudbury/Manitoulin)

Number of Children/Youth Served: 71

(42 Assessments, 10 Consultations and 19 Treatment Plans)

## Autism Intervention Program (Regional)

Number of Children who received IBI from Service Provider: 80

Number of Children who received IBI through Direct Funding: 2

## Best Start Hubs (Sudbury/Manitoulin)

Number of Unique Children Served: 2,357

Total Number of Visits to the Hubs by Children: 15,836

Number of Unique Parents/Caregivers Served: 1,892

Total Number of Visits to the Hubs by Parents/Caregivers: 11,432

## Early Literacy Program (Sudbury/Manitoulin)

Number of Parent/Caregivers Served: 99

Number of Professional Served: 721

Total Number of Training/Workshop Hours Delivered: 405

## Inclusion Support Program (Sudbury/Manitoulin)

Number of Child Care Children Served (First Nations): 12

Number of Child Care Children Served (City of Greater Sudbury): 166

## Intensive Treatment and Support Program (Sudbury/Manitoulin)

Number of Children/Youth Served: 3

Number of Hours of Direct Service Provided: 869

## Residential Program (Sudbury/Manitoulin)

Number of Children/Youth Served at Coldstream: 6

Number of Children/Youth Served at Westmount: 3

## Respite Services (Sudbury/Manitoulin)

Center Based Respite: 10 Children/Youth Served for a Total of 1,658 Hours

ASD Out of Home Respite: 28 Children/Youth Served for a Total of 2,761 Hours

Out of Home Respite (non-ASD): 50 Children/Youth Served for a Total of 4,315 Hours

## School Support Program (Regional)

Number of School Board Staff Served: 3,406

Number of Consultation Hours Delivered: 1,744

Number of Training/Workshop Hours Delivered: 514

## Youth in Transition - Supported Employment Program (Sudbury/Manitoulin)

Number of Youth Served: 5



# CCR's Continuum of Service

**Child & Community Resources provides a wide continuum of services that supports a child and family-centred approach to care. Services on the continuum are sensitive to life stage, diagnostic severity, level of functioning, geographic accessibility, and cultural and language diversity.**

**CCR and its partners offer a broad continuum ranging from universal community services accessible to all children (e.g. Best Start Child and Family Centres and support to Early Learning and Child Care), to services for children and youth with Autism Spectrum Disorder (ASD), and/or complex medical and developmental needs including: multidisciplinary diagnostic and assessment services; group and individual ABA Services; specialized clinical services; residential; and highly intensive and clinically supervised services.**

**This broad range of services allows CCR to support the unique needs of each child, youth and family we serve, regardless of where they are located in the North Region of Ontario.**

**The Agency is also supported by a Central Services team that provides seamless quality services to promote innovation and the achievement of organizational goals.**

**CCR works in collaboration with families, referral sources, educators, health care providers, and local community and service providers to help ensure our clients receive the services they need within their own community.**



**ccrconnect.ca**