

Annual Report 2024–2025



Child & Community Resources

**Ressources pour l'Enfance
et la Communauté**



Reflecting on Our Year:

Progress, Partnership, and Promise

This past year has been one of growth, collaboration, and meaningful impact at CCR. Through the dedication of our staff, the support of our families and partners, and the guidance of our Board of Directors, we have continued to strengthen our foundation and expand the reach of our services.

Our organization has remained focused on delivering quality programs and fostering connections that empower the individuals and communities we serve. This report highlights the strides we've made from operational achievements and program innovations to financial stewardship and strategic planning.

As we share these accomplishments, we also renew our commitment to innovation, inclusion, and excellence. We are deeply grateful for everyone who has played a part in our journey and look forward to building on this momentum in the year ahead.

Letter from

Board Chair and Executive Director

It has been a busy and exciting time for Child & Community Resources (CCR), a year marked by growth, transition, and deepened impact across Northern Ontario.

The Board of Directors has played a pivotal role in preparing for the upcoming retirement of our long-serving Executive Director, successfully recruiting a new Chief Executive Officer, strengthening governance practices, and collaborating with the CCR team to complete our strategic plan. These milestones reflect our shared commitment to CCR's mission and long-term sustainability. Alongside these efforts, our operational team has worked diligently to further enhance program models for Early ON, Entry to School, and Inclusion Support Programs, ensuring that services remain responsive, inclusive, and family-centred.

We are deeply grateful for the hard work and dedication of our staff and Board, whose passion and perseverance continue to drive meaningful change. We also extend our sincere thanks to our community partners, parents, and families your collaboration and trust are the foundation of our success. CCR remains a vital advocate for early intervention and autism services, working to ensure diagnostic, caregiver-mediated, school support, respite, and foundational family services are accessible throughout the north region. We are proud to share our growing partnership with research institutions across Ontario, which help facilitate the inclusion and engagement of families in northern Ontario and strengthen the evidence base for our work.

Looking ahead, we remain committed to the values and practices that have guided CCR for over thirty years, while embracing new opportunities, partnerships, and innovations. Adapting to change is essential as we respond to the evolving needs of families and communities, and we are ready.

We look forward to what is to come!



Patty MacDonald
Chair



Sherry Fournier
Executive Director



Board of Directors:

PATTY MACDONALD
Chair

MEREDITH COULAS
Secretary

KOURTNEY LAINO
Director

KEVIN COOPER
Vice Chair

JENNIFER BAILEY
Director

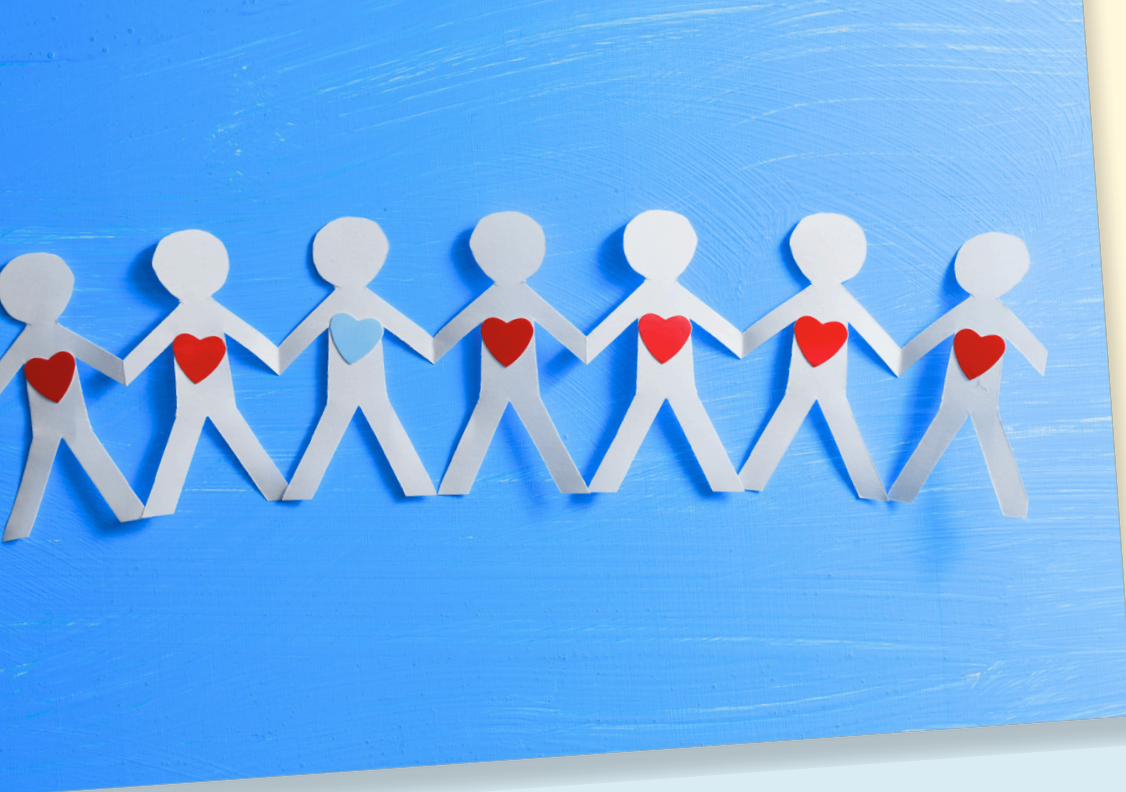
DHWANI BHATIA
Director

Celebrating Employee Milestones:



This year, we proudly celebrate one of our staff members who has reached an incredible 30-year milestone with CCR. Their dedication, loyalty, and contributions over the past three decades have greatly enriched our organization, and we are deeply grateful for their continued service.





Our Service Providers: Partners in Making a Difference

At CCR, collaboration is key to our success. We are proud to work alongside a diverse group of dedicated service providers who bring expertise, passion, and resources to help deliver high-quality programs across our community.

Each of our partners plays a vital role in supporting the unique needs of the individuals and families we serve. Below, you will find an overview of the key organizations and providers we work with, organized by program area.

SERVING THE NORTH REGION

School Support Program

Sudbury Manitoulin

- Conseil Scolaire Catholique Nouvelon
- Conseil Scolaire de Grand Nord
- Rainbow District School Board
- Sudbury Catholic School Board

Algoma

- THRIVE Child Development Centre & Local School Boards

Kenora/Rainy River

- FIREFLY and Local School Boards

Thunder Bay

- George Jeffrey Children's Centre and Local School Boards

Diagnostic Hubs

- Children's Centre Thunder Bay
- Dilico Anishinabek Family Care
- FIREFLY
- HANDS The Family Network
- Cochrane Temiskaming Children's Treatment Centre
- Mushkegowuk Health Governance and Authority
- One Kids Place
- THRIVE Child Development Centre
- NEOKids

Caregiver Mediated Early Years Service

- THRIVE Child Development Centre
- FIREFLY
- George Jeffrey Children's Centre
- ABA Northern Services & Training Inc.
- One Kids Place

Foundation Family Services

- ABA Northern Services & Training Inc.
- Behaviour Analysis North
- Breakthrough Speech & Language Therapy
- Bright Spot Therapy Service Ltd.
- Creative Therapy Autism Centre
- Ignite Behaviour Consulting Inc.
- Mariani and Associates
- FIREFLY
- Northern Outreach & Clinical Services Inc.
- Roots & Wings Psychology
- Superior Life Skills
- George Jeffrey Children's Centre
- THRIVE Child Development Centre
- MNDFL Collective
- Flourish Behavioural Health & Education

SERVING SUDBURY MANITOULIN

Autism Clinical Services - ISNC

- NEOKids

EarlyON

- Delivered at multiple locations throughout the city in collaboration with multiple Early Years providers

Entry to School

- Delivered throughout Sudbury Manitoulin District in collaboration with Local School Boards

Early Learning & Child Care Services

- Le Carrefour Francophone
- Sudbury Christian Academy
- Discovery Early Learning and Care
- Jubilee Heritage Family Resources
- Larch Street Kids Child Care Centre
- Laurentian Child & Family Centre
- Learning Hearts Day Care
- Magic Triangle Magique
- Maple Tree Preschool
- Minnow Lake Nursery School
- Montessori School of Sudbury
- Our Children Our Future
- Phoenix Early Learning Centre
- Garderie Touche-À-Tout
- Walden Day Care Centre
- YMCA of Northeastern Ontario, Child, Youth & Family Development

Youth In Transition

- Children's Community Network

Respite Services

- Children's Community Network

PROGRAMS OVERVIEW

Over the past year, our programs have continued to grow and adapt to meet the evolving needs of the individuals and families we serve. Each program has played a vital role in delivering meaningful supports, fostering stronger connections, and creating positive outcomes in our community. This section highlights the key initiatives, activities, and achievements across our programs, showcasing both the impact of our work and the dedication of our staff, service partners and Board of Directors.

EarlyON:

Over the past year, the EarlyON team has made significant investments in new program offerings and has also established an annual calendar to better support families. These efforts have included forming new partnerships, engaging with families to ensure high-quality programs, and demonstrating flexibility in adapting to unexpected changes in delivery locations. The team has focused on professional development, including Infant Mental Health Training and Community of Practice EarlyON events. Also, the EarlyON Model was reviewed and updated to include the Image of a Practitioner, a Family Handbook, and other core documents that highlight the team's professionalism. With the support of the CCR Corporate team, the EarlyON team has leveraged internal resources such as technology-focused support, ultimately leaning out the non-direct work of the team and increasing direct program hours.

"Thank you for the amazing program. Your hard work, preparation and organization of the activities did not go unnoticed. We are so appreciative!" - EARLY ON"



Entry to School, (ETS):

Over the past year, the ETS Team has strengthened its program model by introducing two cohorts annually, beginning in March and September. This opportunity provides families with options and includes both morning and afternoon group times. ETS has also revised their direct delivery approach with a teacher-led and therapist-prompted model. These changes have positively impacted children's learning with positive family feedback and strengthened collaboration with community schools and specialized services. The team celebrates its strengths by building internal connections, showing expertise across teams, and continuing to prioritize quality programming for children and families.

**"Overall, very helpful. My child had much success in the ETS Program and would not have been ready for school without it. Thank you so much."
- ENTRY TO SCHOOL**

Inclusion Support Program (ISP):

The Inclusion Support Team has undergone significant transformation following an extensive review of the delivery model. This process began over a year and a half ago with a formal and collaborative review by CCR and the early learning and childcare sector. The team's new vision focuses on providing support for all children, maintaining a daily presence in their assigned programs to assist with planning for all early learning and childcare teams, and ensuring consistency across programs.

A key aspect of this shift is the partnership with programs, the implementation of all-inclusive team planning, and two foundational community trainings from McMaster CanChild F-Words and Inclusive Experience, Becoming Anti-ableist. We are excited to reflect on the lessons learned through the soft launch and to build momentum towards our long-term vision of collaborative partnerships that will enhance the quality of programming for all children over the next five years.





Corporate Services:

This year, Corporate Services focused on strengthening supports for our staff team and ensuring we continue to be an employer of choice. A key achievement was the successful launch of the Healthcare of Ontario Pension Plan (HOOPP), providing employees with access to a secure and sustainable retirement savings program. This initiative reflects our commitment to investing in our people, recognizing their contributions, and supporting their long-term financial well-being. Alongside this, Corporate Services continues to provide the essential operational support of our organization, ensuring both staff and service providers have the tools and systems needed to deliver high-quality programs and services to the community.



CCR Strategic Plan

2022-2025 PROGRESS SUMMARY AT A GLANCE

LEGEND



ACHIEVED AND IN PRACTICE



ACHIEVED AND EVOLVING



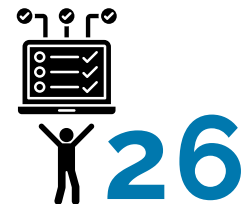
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GOALS



OPPORTUNITIES



DELIVERABLES

CONTINUOUS IMPROVEMENT

All CCR services, policies, and practices are family-centered, current, and evidence-informed.



OPPORTUNITIES

Review:



Operational Effectiveness:



Improve:



Encourage:



Leverage:



DELIVERABLES

Develop survey to determine what is meaningful for families.



Create consistent coaching model that highlights Joy, Journey, Opportunities, You.



Create tracking sheet to keep track of staff training opportunities, dates, synopsis, and rating.



Ensure adequate representation at, and track participation in, local & provincial tables.



Operational workplans are developed and shared to ensure alignment with the strategic plan & future state of the agency.



Evaluation, monitoring, and reporting of program outcomes to ensure funder Return on Investment.



Accountability frameworks are routinely utilized to share successes, identify, mitigate, and manage risk.



CULTURE AND WELL-BEING

CCR team is connected, skilled, and recognized as leaders in the field.

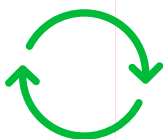


OPPORTUNITIES

Joy:



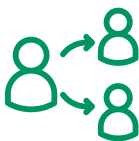
Evolve:



Brave:



Share:



Learn:



DELIVERABLES

Develop agency newsletter and share on new Portal (standard template).



Seek out and engage all staff in reputable Diversity, Equity, and Inclusion (DEI) training opportunities. Integrate DEI within agency policies.



Develop internal survey to determine what is meaningful for staff & encourage sharing of ideas (e.g., wellness, social opportunities, volunteerism, etc.).



Develop internal opportunities for departments/areas of CCR to gain knowledge on each other's work (e.g., quarterly all-staff summary of areas).



Provide opportunities to view or participate in or learn about other CCR programs, outside of individual departments.

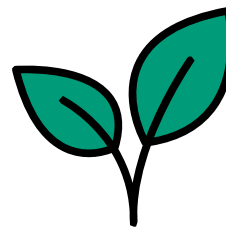


Well-being initiatives (promoting EAP/Homewood health and all the services offered). (Tip emails out to staff), sharing resources.



REFRESH OUR BRAND

Vision, purpose, values are clear. Families and community can count on CCR to connect them to services and supports.



OPPORTUNITIES

Affirm:



Share:



Connect:



Promote:



DELIVERABLES

Create a presentation on structure, mission, vision, values, roles, referral process (develop key statements re: 'who we are' / 'what we do').



New Portal provides seamless and easy access to resources, agency announcements, etc.



Ensure equitable distribution of promoted services on social media.



Ensure website and social media platforms promote accurate information and services.



Redesign email signature to highlight new website mission, vision, values.

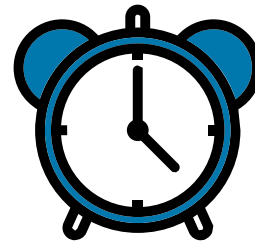


Engage community partners in training about services and referral processes (e.g., Compass, Wordplay, NEOkids).



EARLY INTERVENTION

Families are engaged in inclusive, meaningful, supportive early years services.



OPPORTUNITIES

Inclusive:



Experts:



Reach:



Advocate:



Build:



Improve:



DELIVERABLES

Generate a list of screening tools used, including purpose and languages.



Align Early Years Services with needs of multicultural & diverse populations.



Create a list of community partners, services offered, & how to access their services.



Implement a peer mentoring program.



Identify learning opportunities and training to ensure professional capacity is enhanced & maintained.



Identify opportunities for CCR to lead in innovative program planning & implementation.



Enhanced promotion of EarlyON sites to ensure all families are aware of services offered (particularly relevant while waiting for childcare space).





Program Stats:

EARLY ON CHILD & FAMILY CENTRES, (JAN 1 TO DEC 31, 2024)

Total Programs:

484

Total Number of Visits:

4938

Total Contacts

560

SCHOOL SUPPORT PROGRAM Number of Unique Children Served	467	DIAGNOSTIC HUBS Number of Assessments Completed	487
AUTISM CLINICAL SERVICES Number of Children Who Received a Diagnostic Assessment	50	CAREGIVER MEDIATED EARLY YEARS SERVICE Number of Unique Children Served	43
YOUTH IN TRANSITION Number of Unique Children Served	42	ENTRY TO SCHOOL PROGRAM Number of Unique Children Served	53
ISNC – ACS Number of Children Who Received a Diagnostic Assessment	5	EARLY LEARNING & CHILD CARE SERVICES (JAN 1 TO DEC 31, 2024) Number of Unique Children Served	TBD
FOUNDATIONAL FAMILY SERVICES Number of Unique Children Served	246	<div>RESPITE SERVICES ASD Out of Home Respite</div> <div><div># OF CHILDREN</div><div>68</div><div># OF HOURS</div><div>6663.85</div></div>	
Total Units of Service	437		

Note: ‘Unique Children Served’ defined as the number of non-duplicated, unique clients who received service in the fiscal year.

FINANCIALS

STATEMENT OF FINANCIAL POSITION

March 31, 2025 with comparative information for 2024

ASSETS	2025	2024
Current Assets:		
Cash	\$5,890,246	\$6,029,829
Accounts Receivable	102,593	167,668
Prepaid expenses	159,640	55,578
	6,152,479	6,253,075
Capital Assets	506,587	470,169
Other Assets	10,968	13,428
	\$ 6,670,034	\$6,736,672
LIABILITIES, CONTRIBUTIONS AND NET ASSETS:	2025	2024
Current Liabilities:		
Accounts payable and accrued liabilities	\$820,648	\$1,133,746
Due to the Ministry of Children, Community and Social Services	4,614,742	4,614,742
	\$5,435,390	\$5,748,488
Deferred contributions	151,051	42,558
Deferred capital contributions	115	143
	\$5,586,556	\$5,791,189
Net Assets:		
Invested in capital assets	506,472	470,026
Unrestricted	577,006	475,457
	\$1,083,478	\$945,483
	\$6,670,034	\$6,736,672

STATEMENT OF OPERATIONS

March 31, 2025, with comparative information for 2024

REVENUES	2025	2024
Ministry of Children, Community and Social Services	\$5,965,887	\$7,629,708
City of Greater Sudbury	3,729,705	3,893,561
Community Projects	36,953	8,157
Interest and other income	271,799	269,758
Amortization of deferred contributions	29	36
	\$10,004,373	\$11,801,220
EXPENSES	2025	2024
Ontario Autism Program	3,712,154	4,925,883
City of Greater Sudbury	3,672,367	3,837,475
School Support Program/ASD	-	1,033,763
Respite Services	156,379	156,379
Clinical Services - Time Limited	1,739,714	1,507,127
Other Programs	310,977	30,032
Autism Clinical Services	274,787	266,487
	\$9,866,378	\$11,757,146
Excess of revenue over expenses	\$137,995	\$44,074

A full set of Financial Statements and accompanying notes are available upon request.



Main Office

662 Falconbridge Road
Sudbury, ON P3A 4S4

Tel: 705-525-0055

Toll Free: 1-877-996-1599

Fax: 705-525-0068

Facebook + Twitter @CCRConnect