



ANNUAL REPORT 2014-2015



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THE CENTRE FOR CHILD DEVELOPMENT OF THE LOWER MAINLAND ANNUAL REPORT (1 April 2014 – 31 March 2015)

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Purpose of the Report

The purpose of this Annual Report is to provide members of the society, funders, donors and the public with an account of The Centre for Child Development of the Lower Mainland’s performance for the period from April 1, 2014 to March 31, 2015.

As the Broadbent Report pointed out, voluntary organizations are self-governing agencies which hold a public trust related to their mission. “This means they are, at minimum, accountable for: Establishing an appropriate mission and/or policy priorities and ensuring their relevance; Sound management of funds received from donors and governments and of expenditures; Effective organizational governance (including structures and processes for managing human resources); And the outcomes, quality and range of their programs and services.”¹

Our mission is: **“helping children with special needs reach their potential”**; Our vision is: **“our children have the best opportunities to succeed in all areas of their lives”**; Our values are **Excellence, Accountability, Caring and Compassion, and Integrity. The well-being, safety and success of our children is the highest priority we have.**

Centre for Child Development Services: Medical Rehabilitation						Sophie’s Place
	Complex Developmental Behavioural Conditions	Congenital Anomalies/ Genetic Syndrome	Developmental Disorders	Neurological Disorders	Orthopedic Diseases	Child Abuse
	e.g. Fetal Alcohol Syndrome, Substance Exposure	e.g. Cleft Palate, Down’s Syndrome, Fragile X Syndrome, Williams Syndrome	e.g. Autism, Asperger, Fine or Gross Motor Delay, Language Disorders, Visual or Hearing Impairment	e.g. Ataxia, Cerebral Palsy, Muscular Dystrophy, Epilepsy, Spina Bifida	e.g. Arthrogryposis, Scoliosis, Club Foot Casting & Splinting	
Casting & Splinting						
Communication Therapy						
Developmental Medicine						
Eating Skills						
Equipment Team						
Family Support Services						
Occupational Therapy						
Physiotherapy						
Preschool Programs						
Psychology						
Recreation Therapy						
Supported Child Care						
RCMP services						

As a result, these organizations are responsible for what they choose to do (as illustrated by our Service Umbrella below with the addition and inclusion of “Sophie’s Place” – see p. 17) and how well they do it.

¹ Ed Broadbent, Panel on Accountability and Governance in the Voluntary Sector, Final Report, “Building on Strength: Improving Governance and Accountability in Canada’s Voluntary Sector” (February 1999), p. 17

Executive Summary:

Successes

Key successes in 2014/2015 were:

- *BSC: Client Youth & Caregiver Services*
- To the full credit of Senior Staff and all Staff Teams, efficiency improved more than 9%; effectiveness improved in most instances against standardized measures AND the average number of children waiting per department per month declined 18.2%. This is especially remarkable given increased active clinical client files, which when combined with non-clinical services brings the total number of children served to approximately 2,700.

Additionally, the expansion of geographic teams, lead by Dr. Alison Laswick and all Senior Staff, advances our multi-disciplinary service provision to families – providing further integration of therapy, care and support all under one umbrella.

- ✓ *Effectiveness Improvement:* Improved effectiveness against standardized measures of effectiveness across several service areas:

Speech Language Pathology: AusTOM - Achieved improvement of 0.64 in Activity Limitation and 0.50 in Participation Restriction domain ratings on effectiveness measure pre-and-post-intervention.

Occupational Therapy: COPM - Demonstrated a change of 3.2 on performance and 3.1 on satisfaction, equal to last fiscal year - a score of 2.0 is considered clinically significant.

Psychology: Behavioral Assessment System for Children, 2nd ed. (BASC-2) - Clients seen in the Psychology department averaged a decrease of 16 points after receiving services from a Centre Psychologist - this indicates a reduction of psychological symptoms after receiving Psychology services at The Centre.

- ✓ *Efficiency Improvements:* The average monthly number of children served per FTE across all programs increased by 9.2%.
- ✓ *Waitlist Reductions:* The average number of children waiting per department per month declined 18.2% as departments continued their efforts to optimize efficiency and effectiveness. This was noteworthy given that demand for services remained strong with 1,734 requests for service during the fiscal period.

- *BSC: Market & Reputation.* The Centre's profile and media advances grew vs last year with increased engagement via Twitter and Facebook – see "Market & Reputation" section for more details.
- *BSC: Corporate BSC: Corporate Stewardship* continues to provide a solid foundation for the other quadrants. The Centre has achieved Total revenues of \$8.89M, and a Net revenue amount of \$63.7k (15th annual net positive result). In addition to 15th consecutive year "in the black", the following provides some insight into the scope of corporate stewardship:

KEY Highlights 2014/2015:

- *Minister Cadieux awards \$500k for Daycare Expansion !*
- *Geographic Teams Implemented*
- *Construction of Phase 1 on time and on budget!*
- *Run Walk & Roll raises largest net to date - \$66k!*
- *Very positive improvement in Client Satisfaction up over 17%!*

- ✓ Phase II of Renovation and Expansion of Centre building at a cost of \$1.7m is underway and expected to be completed in 2015 with the addition of 37 Child Care spaces for our community as well as expansion and renovation of the Centre itself
- ✓ Payments to Families and business clients are processed within 30 days. Average 185 cheques/month; 2,223/year.
- ✓ +1,704 A/R invoices and 2058 receipts processed in the year.
- ✓ Payroll & benefits for 150+ employees are processed on time and with accuracy 26 times a year;
- ✓ Government remittances made on time.
- ✓ Client files(2,493 active) are kept up-to-date
- ✓ A total of 642 clients discharged in the year.
- ✓ A minimum of 364 pages of documents/day (90,636/year) have been scanned.

Highlights: Communication Therapy Department (CT)

- 8% increase in number of children served
- 5% increase in number of sessions provided
- Achieved improvement of 0.64 in Activity Limitation and 0.50 in Participation Restriction domain ratings for 54 children on the AusTOM for Speech-Language Pathology effectiveness measure pre-and-post-intervention.

CT served 882 children and provided 4,257 service sessions (1 April 2014 – 31 March 2015).

Ministry of Children and Family Development



- *BSC: Learning & Growth.* All staff are to be highly commended for their diligent efforts to advance the above noted gains in efficiency and effectiveness while reducing waitlists and helping MORE children to reach their potential. Senior Staff, with the support of Laurie Caldi, Human Resources Consultant, are also to be highly commended for building and launching our new Performance Review system that fully aligns with our balanced scorecard. Special thanks to our “Pilot” Team of staff from each department who helped improve the design on behalf of all staff!

Highlights: Special Project – Early Child Development Waitlist Reduction Aboriginal Children

Additional one-time-only funding from Aboriginal Services Fraser Region, Ministry of Children and Family Development enabled more Aboriginal children to receive Early Child Development services:

- Case coordination and screening (40 children)
- Communication Therapy (24 children)
- Occupational Therapy (18 children)
- Physiotherapy (5 children).

Ministry of Children and Family Development



Learnings

Our Mission, Vision and Values (updated this year per below!) drive us to achieve as many gains as possible for children with special needs now and in the future.

In direct response to the growing needs of our children, on June 18, 2014 we marked the completion of Phase I of our Renovation and Expansion project which fully converted our lower level into new clinical space; expanded and created new medical treatment space adjacent to our lobby and more than tripled Sophie’s Place to 4,500 s.f.; 3 interview rooms and a Team of 6 RCMP, 2 MCFD, 1 DOJ and 2 CFCF staff.

We immediately embarked on Phase II which will add 37 new daycare spaces, a completely renovated Communication Therapy wing, expansion of our second floor, a new roof and more efficient operating plant – we look forward to completion of Phase II in Autumn 2015.

Much credit for continuing to raise the requisite funds is owed to our supporting Foundation, The Child Development Foundation of British Columbia and its Board of Directors under the leadership of Chair, Tony Miles with the support of devoted Foundation Staff – Vice President Judy Krawchuk and Manager of Annual Programs Shelby Maclean.

On behalf of our Board of Directors and Management, thank you all very sincerely!

Wayne Robert
Chair, Board of Directors

Gerard Bremault,
Chief Executive Officer

Our Board of Directors 2014-2015



Left to Right: Deborah Harkin, Karina Pangilinan, Michael Christ, Sarah MacDonald, Steven Buchanan (Treasurer), Wayne Robert (Chair), Gerard Bremault (CEO), Ken Hahn (Not in Photo: Joe Hall (Vice Chair))

Vision, Mission and Values

The Board of Directors, under the leadership of Chair Wayne Roberts, revitalized and refined the Vision, Mission and Values in 2014:

MISSION

HELPING CHILDREN WITH SPECIAL NEEDS

REACH THEIR POTENTIAL

VISION

OUR CHILDREN HAVE THE BEST OPPORTUNITIES

TO SUCCEED IN ALL AREAS OF THEIR LIVES.

VALUES

THE WELL-BEING, SAFETY, AND SUCCESS OF OUR CHILDREN

IS THE HIGHEST PRIORITY WE HAVE.

EXCELLENCE

Our team is committed to improving upon and building current leading best practices in all areas of our service delivery. We are actively involved in creating better solutions for our children. We show our relentless persistence to stretch ourselves to do better. We foster beneficial, effective, respectful and inclusive relationships that provide the best opportunities for our children.

ACCOUNTABILITY

We are accountable at a personal, professional, and organizational level for measuring and knowing our impact and meeting the standards set. We recognize that we operate in a complex world that demands we consider the practical implications of our decisions.

CARING AND COMPASSION

We model and inspire giving freely of ourselves in our work and our lives. Our caring and compassion extends to our children, colleagues, our families and our communities. We know they are good, and doing their best, and we inspire more.

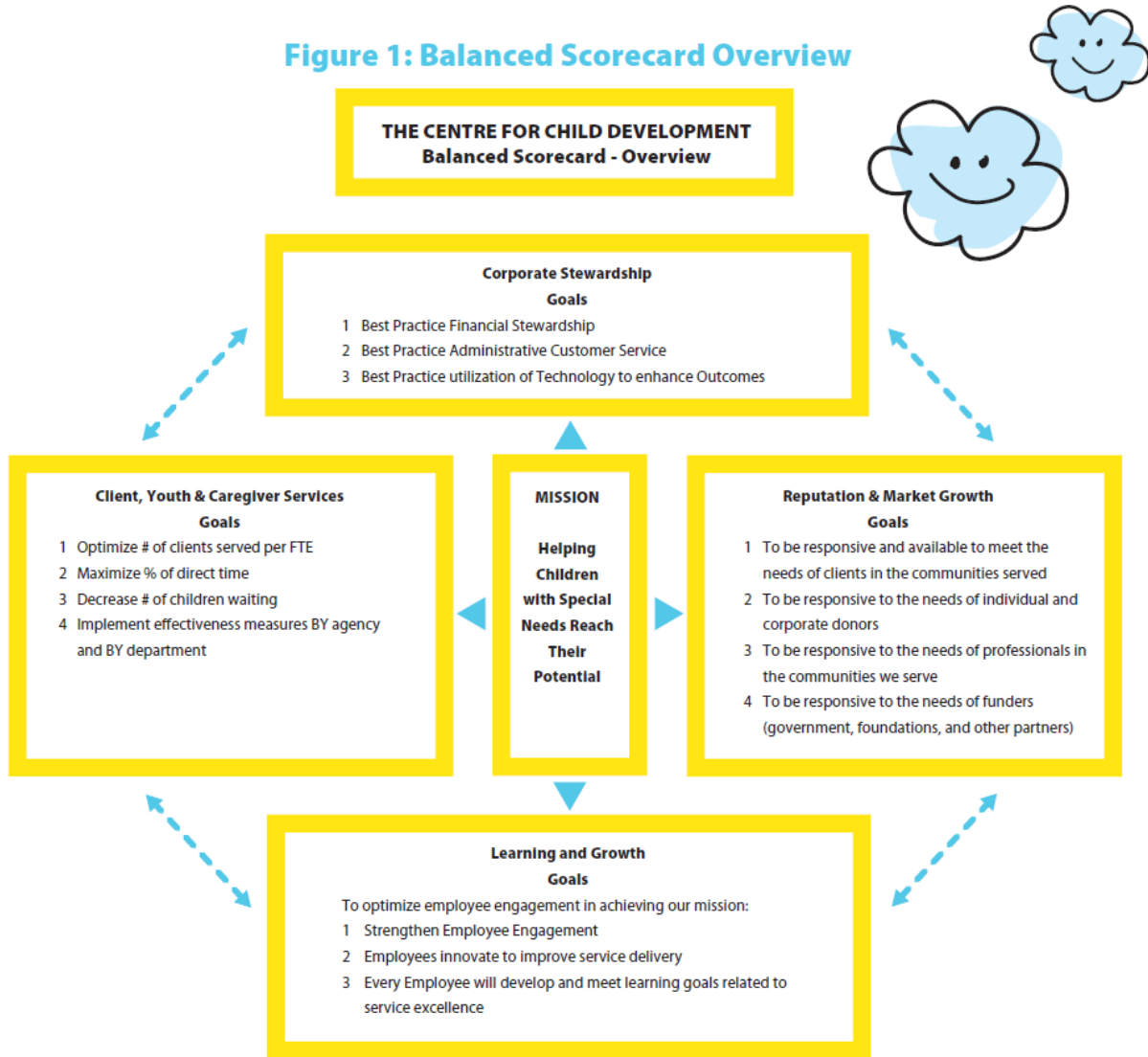
INTEGRITY

We take action based on the needs of the children; the moral and ethical implications impacting the community; and the consideration of the greater good.

Balanced Scorecard Structure to Annual Report:

Given that the Balanced Scorecard was adopted at the Board Planning Day 2010 to measure organizational performance, subsequent Annual Reports have been structured into “Four Chapters” representing each quadrant per the following Balanced Scorecard Overview:

Figure 1: Balanced Scorecard Overview



Services Today

Today's Centre for Child Development:

operates with approximately 150 professional staff from 3 locations in Surrey, Delta and Langley reaching out to children in over 65 child care settings; in dozens of schools in all the South Fraser School Districts and in hundreds of family homes.

The Centre delivers medical rehabilitation therapy, care and support to children with disabilities and their families residing throughout the South Fraser Region in Surrey, South Surrey, White Rock, Delta and Langley. The Centre serves children from birth to 19 years of age with a variety of neurological, orthopaedic, development and learning difficulties including cerebral palsy, spina bifida, muscular dystrophy, down syndrome, autism, attention deficit hyperactivity disorder, brain injuries & infections, seizure disorders and other developmental disabilities.

It is the only "one-stop shop"

in the South Fraser region for children with special needs and their families and one of the most comprehensive and specialized paediatric medical rehabilitation centres in the province.

The Centre's professionals include specialized

**paediatric psychologists,
family services and
parent support workers,
FASD key workers,
occupational therapists,
speech-language
pathologists,
physiotherapists,
early childhood
educators,
supported child
development
consultants
and teachers,
recreation specialists,
technicians, a dietician
and a Doctor specializing in
developmental paediatrics.**



1. Client, Youth & Caregiver Services Scorecard

BALANCED SCORECARD GOALS: <i>Client, Youth & Caregiver Services</i>	TARGET	STATUS March 31, 2015
1.1 Optimize # of clients served per FTE	Minimum Target set based on average monthly numbers of children served per FTE across all programs vs prior year.	Increased 9.2%.
1.2 Maximize % of direct time	Minimum Target set based on average monthly % direct time across all programs vs prior year.	Increased 5.3%
1.3 Decrease # of children waiting	Decrease Average # of children waiting per Service Area VS prior year	Decreased 18.2%
1.4 Implement effectiveness measures BY agency and BY department	Agency wide and all departmental measures selected and initiated	See AUSTOM, BASC, COPM measures in Executive Summary and Highlights

Highlights: Occupational Therapy Department (inc. Casting & Splinting)

- *The Occupational Therapy effectiveness tool (COPM) demonstrated a change of 3.2 on performance and 3.1 on satisfaction for 2014 – 2015; a score of 2.0 is considered clinically significant.*
- *The OT department continues to produce an increase in the number of unique children seen per FTE per month and an increase in the direct time spent with children, even when factoring in staff FTE shortfalls necessitated through unfunded collective agreement cost increases*
- *Casting & Splinting provided 26 sessions serving 12 children creating upper and lower extremity splints and casts.*

OT served 1,249 children and provided 7,495 service sessions (1 April 2014 - 31 March 2015).

Ministry of Children and Family
Development



Successes:

- ☺ Effectiveness and Efficiency improved, waitlists reduced despite challenges including collective agreement increases and construction disruption.

Challenges

- ? Advancing service outcomes for children in the face of these hardships

Learnings

- ✓ In the end, when faced with tough circumstances and choices, we are devoted to serving the best interests of children above all else. All staff are highly commended for their outstanding devotion to our children.

Highlights: Psychology and Family Services Department

Effectiveness:

- *Clients seen in the Psychology department averaged a decrease of 16 points on the Behavioral Assessment System for Children (BASC-2) after receiving services from a Centre Psychologist. This indicates a reduction of psychological symptoms after receiving Psychology services at The Centre.*

P&FS served 797 children (up from 780 last year) and provided 4,869 service sessions (1 April 2014 - 31 March 2015).

Ministry of **Children and Family
Development**

Highlights: Physiotherapy Department (inc. Equipment Team)

- *The Physiotherapy effectiveness tool (COPM) demonstrated a change of 3.8 on performance and 4.5 on satisfaction for 2014 – 2015 (a score of 2.0 is considered clinically significant).*
- *Provided ongoing group sessions for early movers, newly walking, ongoing gross motor development and added a group for pre-kindergarteners to practice ball, stick and team skills.*
- *PT served 1052 children and provided 6,575 service sessions; Equipment Team saw 94 children through 141 visits March 2015.*

2. Reputation & Market Growth Scorecard

BALANCED SCORECARD GOALS: <i>Reputation & Market Growth</i>	TARGET	STATUS March 31, 2015
2.1 Goal: To be responsive and available to meet the needs of clients in the communities served	80% or 4.0 out of 5.0 or higher satisfaction rating to The Centre's Annual Client Satisfaction Survey	94 % on Client Satisfaction and Preschool Satisfaction Survey (see comments below)
2.2 Goal: To be responsive to the needs of professionals in the communities we serve	70% or 3.5 out of 5.0 or higher satisfaction rating by professionals who refer clients to The Centre	"SOARS" survey underway for 2015/16
2.3 Goal: To be responsive to the needs of funders (government, foundations, and other partners)	Maintain or increase funding year over year. Viewed as expert advisory agency.	Maintained funding & strong partnerships. CEO Chaired Surrey Board of Trade; Member: City of Surrey Innovation Boulevard Committee, Member: Surrey Healthier Community Partnership Committee, - Member: South Fraser Regional Child and Youth Council

Successes:

- ✓ National Canadian first, Child Care Resolution receives unanimous support from Canadian Chamber of Commerce and 450 member chambers nationwide.
- ✓ CEO inaugurated as Chair of the Surrey Board of Trade
- ✓ Sophie's Place Expansion grand re-opening with 100 guests, Mayor Watts and Sophie
- ✓ Minister Cadieux awarded \$500,000 to the Centre for Daycare expansion, one of only 6 agencies Province-wide to receive the maximum amount!
- ✓ Increased organizational profile, support and social media presence!
 - Facebook: increased from 611 to **644 Likes**
 - Twitter: increased from 1508 to **1637 Followers**
 - Youtube "Hopes and Dreams" video has **1597 views**
- ✓ Client Satisfaction Survey was overall very positive with over 94% of clients either strongly or somewhat agree with the 10 core service delivery questions.

Challenges:

- ? As the Centre increases its profile, ensuring responsive, real-time social media and online interaction with supporters and families is an increasing challenge.

Learnings:

- ✓ As effectiveness measures continue to evolve, Department Directors are challenged to obtain increasingly robust best practice measurements.

Highlights of comments from Client Satisfaction Survey:

- *"In the many years my children have been with the program, we have been blessed by having the most caring, trustworthy and loving and supportive people in our lives"*
- *"The services from the staff have assisted my son in leaps and bounds. Their time is invaluable to families"*
- *"The staff who help my son do an awesome job"*
- *"I am grateful for the Centre and would feel lost without it. They care about the whole family not just the child they are working with."*
- *"We couldn't do this journey without all the staff who help us when it's needed. We are grateful and blessed by the Centre and all who care about our boys."*
- *"I am so very grateful for the support and guidance received from our team at the Centre. It has been a very positive experience."*
- *"Grateful for your dedicated staff who are genuinely dedicated to help my child reach his potential."*

Highlights: Supported Child Development Department & Preschools

SCD served 669 children in Surrey and White Rock (1 April 2014 – 31 March 2015), provided direct support to 272 children during the month of March 2015; operated the Regional Speech and Language Referral program in partnership with CT & managed 163 referrals per month (up from 147 per month last year and initial estimate of 80 per month!).

On 74 reassessments using the Child Development and Support Needs Assessment Tool, average reassessment = a 5.6 or 22% improvement per child up from a 4.7 or 20% increase from last year.

The Centre provides two inclusive play based preschool programs serving families from Surrey, White Rock and Delta. The structured environment and positive teacher-child interactions promote learning and development of the whole child. Through teacher-supervised play, children gain:

Socialization skills and emotional growth

Cognitive Development

Language and communication skills

Fine and Gross Motor Skills

Independence and self-help skills for school readiness

The Centre Preschool is located in Surrey and Lookout Preschool is located in North Delta.

3. Learning & Growth Scorecard

BALANCED SCORECARD GOALS: <i>Learning & Growth</i>	TARGET	STATUS March 31, 2015
GOAL: To optimize employee engagement in achieving our mission		
3.1 Strengthen employee engagement	That on the 12 questions based on the Gallup Q12, 80% of staff respondents indicate that they Strongly Agree/Agree Engaged (i.e. score 4.8/6 or higher)	Employment Engagement Survey Underway for 2015-16
3.2 Employees innovate to improve service delivery	At least 15 employees nominated for Centre Staff award for innovative service; At least one of the nominees for HEABC Innovation	Frannie Cruise, Recreation Therapist, nominated for Gold Apple – Health Care Hero award from HEABC
3.3 Every employee will develop & meet learning goals related to service excellence	Relate individual performance goals to service excellence.	Performance Evaluation System piloted with Senior Staff and first phase of clinic staff that embraces best practices while aligning to the Agency's balanced scorecard objectives.

Highlights: Developmental Pediatrician:

- Delegated agency wide clinical oversight on behalf of the CEO.
- The only physician providing medical consultations at the Centre.
- Maintains medical standards for the Centre including Accreditation
- Actively engaged in the maintenance of our pediatric dietary service. Our Centre is the only one in British Columbia that has a dietician on staff to provide consultation to medically fragile children.
- Provided direct & indirect consult/assessment to Eating Skills Team clients and additional consult to other Centre professionals.
- Instrumental in organizing geographic teams for early intervention services for children living in Surrey
- Co-presenter of annual "Sleep Smart" parent work shop

Successes

- ☺ Geographic Teams
- ☺ Performance Evaluation System revised and aligned with balanced scorecard; piloted with Senior Staff and first phase of clinical staff

Challenges

- ? Temporary disruptions to staffing and services during renovation and expansion

Learnings

- ✓ Staff have an enduring professionalism and capacity to continue to improve service quality to children and families.

4. Corporate Stewardship Scorecard

BALANCED SCORECARD GOALS: <i>Corporate Stewardship</i>	TARGET	STATUS March 31, 2015
4.1 Best Practice Financial Stewardship	Maintain a current asset to liability ratio of at least 2:1 Operate at least at breakeven (no deficit)	Current asset to Current liability ratio is reasonable at 1.2:1 given fiscal "headwinds" – see Executive Summary Net revenue amount of \$63.7k (15th consecutive excess of revenue over expenditure)
4.2 Best Practice Administrative Customer Service	100% of clients/families satisfied with front desk/reception At least 75% of Clients requesting interpretation service receive it	Friendly front desk reception. 98% of clients somewhat agree or strongly agree with the statement: "When I walk into the Centre I am greeted in a warm and friendly manner" 100% of Client requests received interpretation services
4.3 Best Practice utilization of Technology to enhance outcomes	#of staff using the "Umby" Electronic Clinical Records system	All Staff using "Umby". Increased access to technology and electronic records. Streamlined duplication of efforts via scanning documents directly into Umby data base. Donated equipment being utilized (30 Macintosh computers, 15 Samsung tablets, 2 new laptops, new camera)

Highlights: Eating Skills Team (EST):

- Provides assessment and consultation supporting children with multi-disciplinary developmental concerns whose oral motor difficulties contribute to compromised safety and/or nutritional intake. We are the only CDC that provides dietary consultation to children with neurodevelopmental disabilities.
- The team consists of a Developmental Pediatrician, Speech-Language Pathologist, Occupational Therapist, and Registered Dietician.
 - New Clients Seen: **33**
 - Total Number of Clients Served: **103**
 - Total Number of Visits: **494**
 - Percentage Direct Service: **54%**

EST served 103 children (1 April 2014 - 31 March 2015) We continue to collaborate with Centre therapists and other professionals. Our relationship with Surrey Memorial Hospital, SunnyHill Health Centre for Children and BC Children's Hospital continues to be strong for the benefit of our clients. Weekly team meetings are held to review all children seen, new referrals and urgent issues.

Successes

- ☺ Excess of Revenue over Expenditure for fifteen consecutive years while providing an extensive level of corporate stewardship (See Executive Summary)

Learnings

- ✓ We have a strong, high volume, corporate stewardship “backbone” that attests to the quality of our staff.

Highlights: Recreation Services Department

The Recreation Services department provides recreation resources and opportunities to children, youth and families in order to improve functioning, independence, health and well-being through recreational experiences.

The department is a fully fundraised service for the children, youth, and families of the Centre.

Between April 1, 2014 and March 31, 2015, the Recreation Services department served a total of 347 clients of which 300 were children with disabilities and 47 adults with disabilities. The total service sessions were 3,172 for the year

Sophie's Place Child Advocacy Program

Sophie's Place opened its doors in February, 2012 as the first Child Advocacy Centre in operation in British Columbia. More space was soon required. The Centre for Child Development completed Phase 1 of our expansion project (\$1.7 million) from Fall 2013 through Summer 2014 which expanded Sophie's Place Child Advocacy Centre to the entire upper floor. In 2014/2015 we commenced additional expansion for completion Fall 2015.



Sophie's Place child advocacy centre is focused on providing specialized services to physically, mentally, or sexually abused children up to age 18 in a child-friendly setting. Sophie's Place is a program of The Centre for Child Development in collaboration with the Surrey RCMP, City of Surrey, Ministry of Justice Victim Services and Crime Prevention Division, and Ministry of Children and Family Development. As a Child Advocacy Centre (CAC), the primary goal of Sophie's Place Child Advocacy Centre is to provide an integrated, "one-stop-shop" where children who have been abused in Surrey can receive the necessary services in a child-centered environment with a multi-disciplinary team. Sophie's Place provides a seamless, coordinated and collaborative approach to addressing the needs of child victims of abuse and their non-offending family members.

Successes

- More than 285 child victims of abuse were assisted at Sophie's Place from 1 April 2014 to 31 March 2015.
- On June 18, 2014 Sophie's Place expanded from approximately 1,200s.f. to approximately 4,500 s.f.; from 1 to 3 interview rooms and to a Team of 6 RCMP, 2 MCFD, 1 MOJ and 2 CFCD staff!
- In October 2014, with thanks to Department of Justice Federal funding, we hired our Sophie's Place Child Advocacy Centre Coordinator who is responsible for Intake and Case Management; linkages with internal/external partners; and support to children/siblings and their non-offending parents/guardians.
- Sophie's Place participated in a national Justice Canada Child Advocacy Centre multi site study commencing from January 2015 regarding how Child Advocacy Centres are operating in Canada.
- In early 2015, Sophie's Place CAC was accepted as an affiliate member of the National Children's Alliance. Thank you to Dr. Brian Katz for attaining this goal. This is currently the highest level of NCA accreditation available for Canadian members. Sophie's Place is only the second CAC in Canada to achieve this.
- During 2014/2015 Sophie's Place received Province of BC Civil Forfeiture funds to present a Provincial Conference for all professionals engaged in developing and/or conducting the work of Child Advocacy Centres – "Responding to Child Abuse – Collaborating for Success " is scheduled for November 17&18, 2015.
- Sophie's Place has been granted space at the City of Surrey, Old City Hall to implement a child-friendly waiting room for children attending court with anticipated completion in 2015/2016.
- Absolutely Outstanding work by all our Sophie's Place Partners with especial credit to Judy Krawchuk, Director of Sophie's Place and Vice President of our Child Development Foundation of British Columbia for going above and beyond the call of duty to honour the tremendous partnership and support of • The City of Surrey • RCMP • MCFD • Department of Justice; supportive financing from our long-time friends at • TD Commercial Banking and key support from our patron and namesake • Sophie Tweed-Simmons and the Tweed-Simmons Family via Matters Minneapolis Gala proceeds • Kiss Kruse Pre-Party • Face the World Foundation • RED FM • Arnold and Anita Silber Family Foundation and Jollean Shallard • Men of Hope (Andy Bhatti) • Fraser Downs Racetrack and Casino • B&B Contracting Group • Coastal Pacific Xpress • Bosa Properties Inc. • Sid Keay & Ocean Trailers • Mayor Dianne Watts • Bruce Allen Talent • Surrey Fire Fighters Charitable Society • Sandra Dyck • G&F Financial Group • Tim Hortons and many more (see also Child Development Foundation of British Columbia, Annual Report 2014/2015 for additional acknowledgement of all our donors and supporters!)

We acknowledge the financial assistance
Of the Province of British Columbia

Ministry of **Children and Family
Development**

