



2020-21

ANNUAL REPORT

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[www.the-centre.org](http://www.the-centre.org)

CRA# 107646408 RR0001

South Fraser's Centre of Excellence for  
Children's Medical Rehabilitation & Child Youth Services

## *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*

Our highest priority is the well-being, safety, and success of our children.

## We Implement Our Mission, Vision, and Values

### **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 act on the needs of the children, the moral and ethical implications impacting the community, and the consideration of the greater good.

# Through a Child's Eyes

*Safe*

*Belong*

*Participate*

*Helped*

*Cared for*

*Happy*

*Loved*

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## From the Chair & CEO

Without doubt the 2020-21 fiscal year is one for the record books, starting only two weeks into a global pandemic. In last year's report, we told the tale of how quickly our staff pivoted to adopt telehealth and continued to safely provide services to our children and their families. We have always believed that the truest test of our organizational Values is our commitment to living them under duress – *our highest priority is the well-being, safety, and success of our children*. We are very proud of our entire team of volunteers and staff for their dedication and grit in living these values through all the challenges of a global pandemic. Our children's services continue unabated and safely, ensuring their ongoing well-being.

We vigilantly tracked each wave of the pandemic and carefully adjusted services to balance the needs of children who required in-person services – equipment adjustments and casting cannot wait as children grow – while ensuring the safety of our most medically fragile clients and all who enter The Centre.

Overall, our full complement of staff continued to adapt and innovate to serve over 3,000 children this past year (equivalent to pre-COVID levels), demonstrating the very resilience they foster in our children. Our funders, donors and supporters were equally resilient and gracious, enabling us to maintain our status of being “in the black” for 21 consecutive years and counting!

To all our funders, donors, supporters, volunteers, staff, families, and children, we are truly grateful. According to Imagine Canada<sup>1</sup> other charities did not fare as well during the pandemic. More than half saw declines in revenue of up to 40% or more, and up to 213,000 employees lost their jobs.<sup>2</sup> Up to 18% temporarily closed, with 8% still closed. And yet, research showed that the demand for not-for-profit services increased substantially. The Federal Government is beginning to recognize that not-for-profit service providers are professional organizations and a major contributor to Canada's GDP (roughly 8.9%).

In a time of crisis, people need the help of service providers. Charities have responded by significantly restructuring to meet demand – and so did we. The Centre adapted to demand by developing and implementing telehealth services, which we will continue to provide as families have responded positively to that choice.

The South Fraser region is likewise growing- there are more children with special support needs per capita south of the Fraser River than any other Ministry of Children and Family Development service region. We have capacity for one tenth of all children with special needs in our region and yet we serve five cities. The communities we serve are diverse and vibrant with many languages and cultures. As a professional service



**Sarah MacDonald**  
Chair, Board of Directors



**Gerard Bremault, MSW, RSW**  
Chief Executive Officer

<sup>1</sup> Lasby, David. *Sector Monitor: Ongoing effects of the Covid-19 pandemic*. Imagine Canada. February 2021.

<https://imaginecanada.ca/en/360/ongoing-impacts-covid-19-crisis-charitable-sector>

<sup>2</sup> Sector Monitor Report: The ongoing Covid-19 experience of Canadian Charities. Imagine Canada. March 2021.

<https://www.imaginecanada.ca/sites/default/files/Sector-Monitor-report-highlights-2021.pdf>

provider, we aim to continue to grow to meet the need of our community's most vulnerable children in a holistic, culturally safe environment with the greatest respect and sensitivity.

This past year has been very challenging for everyone. As we look forward, we are grateful for the excellent guidance and support we receive from our Centre and Foundation Board Directors, with special acknowledgement of Foundation Chair Dylan Van Rooyen, and the community leadership of the Surrey Fire Fighters' Charitable Foundation. We thank our highly skilled Executive Team for their leadership, collaboration, and plain old hard work in working with their teams to find innovative ways to provide services through an unprecedented pandemic.

## The Leadership Team

Our Centre is fortunate to have the leadership and guidance of talented and skilled business and community leaders. Our Board of Directors, comprised of the Chair, Officers and Directors, work to ensure our children are given the tools to thrive with dignity and respect in all aspects of their lives.



[Sarah MacDonald](#)  
Chair



[Mary Martin](#)  
Vice Chair



[Steven Buchanan](#)  
Treasurer



[Michael Christ](#)  
Secretary

## Board of Directors



[Marcelo Bohm](#)  
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[Sandra Dyck](#)  
Director



[Sherry Kooner](#)  
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[Tony Rossander](#)  
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Director



[Sam Sidhu](#)  
Director



[Ravi Singh](#)  
Director

## Executive Team

**Gerard Bremault**

Chief Executive Officer

**Karen Edwards**

VP, Medical Rehabilitation  
Services

**Dr. Brian Katz**

VP, Child and Youth Services

**Judy Mann**

VP, Business Development

**Judith Reaugh**

VP, Communications and  
Governance

**Kagnev Asaye**

Chief Financial & Risk Officer

**Daljit Gill-Badesha**

VP, Community Health &  
Childcare Partnerships

**Dr. Alison Laswick**

Senior Medical Consultant

**Anne Peterson**

VP, Strategy & Performance  
Management

**Amarjit Sahota**

VP, Sophie's Place CYAC





## Accreditation

Our mandate is to ensure our children benefit from multi-disciplinary teams providing early intervention, school age medical rehabilitation therapies, and more.

The Centre aspires to provide the most up-to-date best practices and exceed standards set by CARF International (Commission on Accreditation of Rehabilitation Facilities), an accreditation agency used by MCFD to assure quality services for BC's children.

The Centre underwent a re-accreditation survey – during a pandemic! – and was granted a full 3-year accreditation status.

As always, we are grateful to the surveyors for their time and invaluable advice as they spoke with our senior team and many staff and family members.

We were encouraged by their thoughtfulness and understanding as we provided a virtual “tour” through our facilities, thanks to the use of cell phone cameras and a strong arm. The surveyors watched as our therapists provided a demonstration with a willing family. We received formal approval from the Province of BC for CARF inspectors to review our reporting remotely and securely, in a manner ensuring the privacy of our families.

As The Centre was one of the first ones to undergo a virtual survey in BC, we all felt that it was a very positive experience.

The Centre is accountable to our children and their families, our stakeholders, and our funders to be efficient and effective in the delivery of those services.

By achieving accreditation for another three years (for the sixth consecutive time since 2004), we can assure our children and their families that they are receiving high quality services from a professional staff that continually seeks out even better programs and models of care.

“On balance, the Centre for Child Development of the Lower Mainland demonstrated substantial conformance to the standards. The Centre provides longstanding and outstanding services to children and families in BC. Stakeholders in the community value the services.

“The organization’s leadership and staff members collaborate with the community to improve and enhance children’s services in the communities serviced, fostering their success and independence. The leadership and staff continually enhance their performance and were prepared for accreditation despite the pandemic’s onset and impact.

“The organization is commended for its response to the pandemic and its efforts to ensure that services continued.

“The organization’s leadership and staff members possess the knowledge and motivation required to maintain and enhance their service and provide high-quality services for children and adolescents.”

CARF Report, January 2021



# To Advocate

Belong

## Inclusion & Culturally Safe Spaces

A child is part of their family and their community. As we work with each child's challenges to help them achieve their goals, we are also aware that we need to care for them holistically.

Social determinants of health, as outlined by the World Health Organization, identify the non-medical factors that influence health outcomes. They include:

- Income and social protection
- Education
- Unemployment and job insecurity
- Working life conditions
- Food insecurity
- Housing, basic amenities and the environment
- Early childhood development
- Social inclusion and non-discrimination
- Structural conflict
- Access to affordable health services of decent quality.<sup>3</sup>

### Social Determinants of Health



Source: CDC <https://www.cdc.gov/visionhealth/determinants/index.html>

We created the [Community Health and Childcare Partnerships division](#) with a special leadership focus on social determinants of health (page 27) to recognize the importance of these non-medical factors. We also have our Early Years Program (page 21) which is designed to assist young families navigate the world around them and find what they need so their little ones and the family unit can thrive.

When a therapist works with a child, they also work with the family. Interpreters are brought in, resources are shared, and referrals made to ensure the family have the best opportunity to help their child to belong to their community.

The image to the left is comprised of a data table and a quote found in the report, *In Plain Sight* by Hon. Dr. M.E. Turpel-Lafond released November 2020.<sup>4</sup> Dr. Turpel-Lafond's report laid bare the challenges that Indigenous people have accessing quality and culturally sensitive care.

Our executive team reviewed the report and recommended that:

- Our Diversity, Equity and Inclusion Policy and our Complaints Policy be reviewed to ensure cultural safety is prioritized.

| WE ANALYZED HEALTH SECTOR DATA   |  |
|--|--|
| <b>185,000</b>   | Health utilization and health outcomes of First Nations and Métis individuals.                       |
| <b>12,335</b>  | Indigenous respondents to the COVID-19 Speak survey.   |
| <b>3,026</b>   | Adults in the First Nations Regional Health Survey data.   |
| <b>1,246</b>   | Indigenous respondents to a Patient Reported Experience Measurement Survey of emergency departments. |
| <b>430</b>   | Complaints from Patient Care Quality Offices, Colleges and the First Nations Health Authority.       |
| <b>LITERATURE REVIEW</b>   |  |
| Submissions from health sector and Indigenous organizations<br>Detailed investigation of specific ER allegations<br>Investigation of other select cases<br>Extensive literature review of previous investigations, inquiries, and academic or historic findings<br>Dialogue with experts in Indigenous rights, Indigenous health/wellness, UNDRIP<br>Review of existing anti-racism/cultural safety initiatives already underway |  |

“Many Indigenous people said they do not feel safe when accessing health care services and interacting with health providers – some noting that they ‘never’ feel safe, and many sharing that they ‘always’ have negative experiences.... Indigenous people want to see change. They want to be treated with professionalism, compassion, and respect. They want to be believed when they report health care concerns and symptoms.” P.31-32

<sup>3</sup> World Health Organization, [https://www.who.int/health-topics/social-determinants-of-health#tab=tab\\_1](https://www.who.int/health-topics/social-determinants-of-health#tab=tab_1)

<sup>4</sup> Turpel-Lafond, Dr. M.E. *In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in BC Health Care*. November 2020. <https://engage.gov.bc.ca/app/uploads/sites/613/2020/11/In-Plain-Sight-Summary-Report.pdf>



- Designate and develop a culturally appropriate space for Indigenous ceremonies such as smudging.
- Gather the knowledge and experience from our staff who work with Indigenous children and families and create a training / reference guide for all staff and new hires. Augment with additional educational opportunities such as the BC Métis Nations presentation to staff, February 2021.

With the tremendous support of our Ministry of Children and Family Development (MCFD) partners, we have engaged the services of a local Indigenous carver to create a house post for The Centre. Once complete, it will be celebrated and installed in the 'island' in front of The Centre to welcome Indigenous children and families, and all to a place of caring.

In the South Fraser region, over 104 languages are spoken and there is a high population of new immigrant and refugee families. We also have a large population of single parent families and those experiencing socio-economic vulnerabilities. With such diversity in the communities we serve, we need to be very aware of the social determinants of health that impact our children and their families. Not all families have ready access to technology, for example. Not all families speak English as their first language. Many of the families that visit our Early Years Hub in Newton are new to Canada and/or experiencing severe financial challenges. Our team is continuing to expand outreach to our communities and strategize new ways of helping.

The time the class was facilitated was tricky as I am a single parent and had my child on these days. In order to feed, bath and put my son to bed I had to step away from the screen.

*- A comment from an evaluation following an online parent group session*

## To Transform

## Participate

### Increasing Accessibility

The Centre for Child Development has developed telehealth services in response to the restrictions brought about by the pandemic. As our staff created workspaces within their homes, they continued to reach out to families and provide needed and timely care. Staff were able to facilitate online parent groups, set up meetings to discuss care plans, virtually observe children in their home environment, host 'play' time with families, and much more.

The Centre will continue to provide virtual sessions as parents have found them to be very convenient, especially for those sessions that do not require "hands on" care. As noted earlier, we are aware that not all families are able to take advantage of technology and we will be caring for children in-person wherever possible as we navigate the pandemic waves and provincial health orders.

However, even with this necessary pivot to virtual care, not all children are able to access the care they need in a timely manner for many other reasons.

The Centre and the Government of BC recognize that the first 6 years of a child’s development are critical, especially if there are indicators of delay in development. However, families face multiple challenges accessing services that their child needs:

- Caregivers are not able to recognize early indicators
- Limited number of South Fraser general practitioners (GPs)
- Long wait lists for referrals to paediatricians and community agencies
- Limited specialist support services at schools

Other challenges include:

- Systemic discrimination based on disability and related stigma
- Language and culture
- Socio-economic barriers
- Multiple health challenges within a family
- Our health system is complex, fragmented, and difficult to navigate

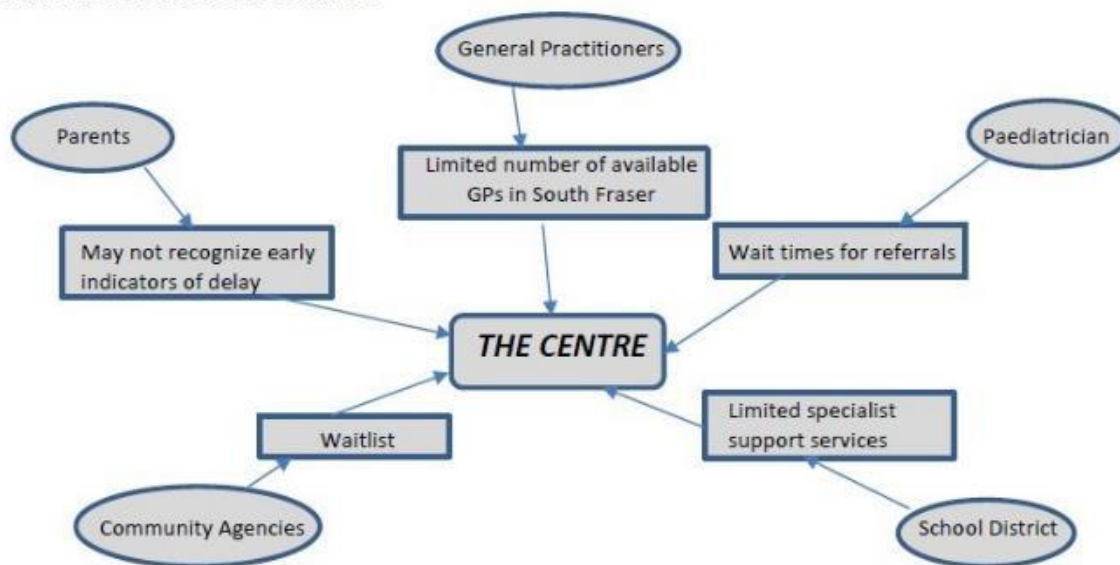
Telehealth is a very useful service, one which we will continue to provide to ease the burden of families. We will continue to listen to our families – we have a survey underway to find out what would be good times for parent groups, for example – and continue to innovate to serve them better.

The Centre acknowledges the significant support of the Government of British Columbia and its recognition that,

*“A child’s experiences in the first six years of life affect their immediate and long-term development and have a strong impact on their social and health-related outcomes later in life. Vulnerabilities families may experience during these years can have profound impacts on this journey. Many vulnerabilities can be lessened or even prevented if families have the supports they need...There is demonstrated need to improve the supports and services for families during the early years period, including making them more consistently available, clearer in what they provide, and more welcoming to families of different experiences and levels of vulnerability. There is also a need to create clearer pathways from these programs and services to enhanced supports and services that address vulnerabilities a child or family might face, such as Infant and Youth Mental Health supports and Children & Youth with Special Needs services.”*

- Province of BC, [EARLY YEARS SERVICE FRAMEWORK](#), pages 3, 7.

**CHALLENGES TO ACCESSING SERVICES**



I would love to Thank [our therapist] for providing so much of good information, strategies, directions throughout the program. I have seen amazing changes in [my son] during the program. I will keep on working on strategies and looking for more positive changes in [his] Speech. [The therapist] is very cooperative and provided resources that has and will help [with his] progress. A big thanks you to [our therapist] for helping me and other parents in the program and Thank you to Centre for Child Development to organize “Hanen More than Words” program. I love the program as it is totally parent coaching based and parents spend most of their time with kids struggling. Through this program I got the right tool, strategy and directions to help my kids Out. BIG HIT....Thank you once again ... and stay blessed.

– A parent response on a group evaluation

## Why We’re Needed Even More

As the South Fraser region grows and the number of children who require our services increase, The Centre stretches budgets and resources to keep up.

Our many programs serve children from birth to 19 years and most services are funded through BC’s Ministry of Children and Family Development. The Centre also provides several programs that are unique to the South Fraser region and not usually delivered by a Child Development Centre, such as our Eating Skills Program or our Casting & Splinting Program. For these, we are grateful for the donations and sponsorships from generous supporters.

Despite the pandemic, we have continued to serve over 3,000 clients this year, as we have had in the past several years. The demand for our services grows as fast as the population for the region.



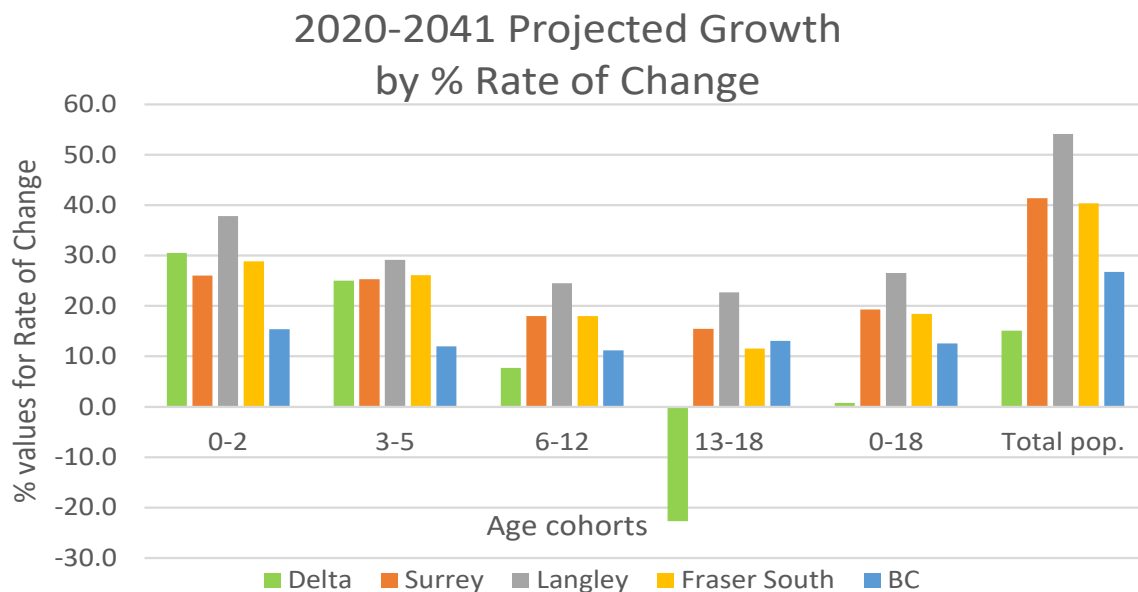


## Summary:

Given that the incidence rate of disability has not been regularly or consistently collected both in frequency and type, our best estimates are based on available data:

- Children 0-19 with Any Disability:** there is an overall total of 29,104 children (0-19) with a disability of any type from mild through moderate and severe disabilities across the South Fraser who could benefit from The Centre’s services.
- School Aged Children:** of these, there are 17,245 school aged children with disabilities, calculated by extracting the 6-18 age group from MCFD’s 2018 numbers. There is a higher proportion of school age children with disabilities in South Fraser/Surrey than there is in rest of province.
- Children with Severe Disabilities:** given The Centre’s capacity, we focus primarily on serving children with the most severe disabilities, of whom there are 11,059 throughout the South Fraser region (see Graphs 5A & 5B).

To best understand how the region is growing, the growth rate was calculated for Delta, Surrey, Langley, Fraser South, and BC populations in the age ranges used by BC’s Ministry of Children and Family Development.<sup>5, 6</sup>



**GRAPH 1: The Projected Growth table describes the rate of change in population from 2020 to 2041. 2041 is four census periods from now.**

The rate of change for Surrey and Langley is far greater than BC’s age cohort and is the driver of the rapid increase in Fraser South’s population growth.

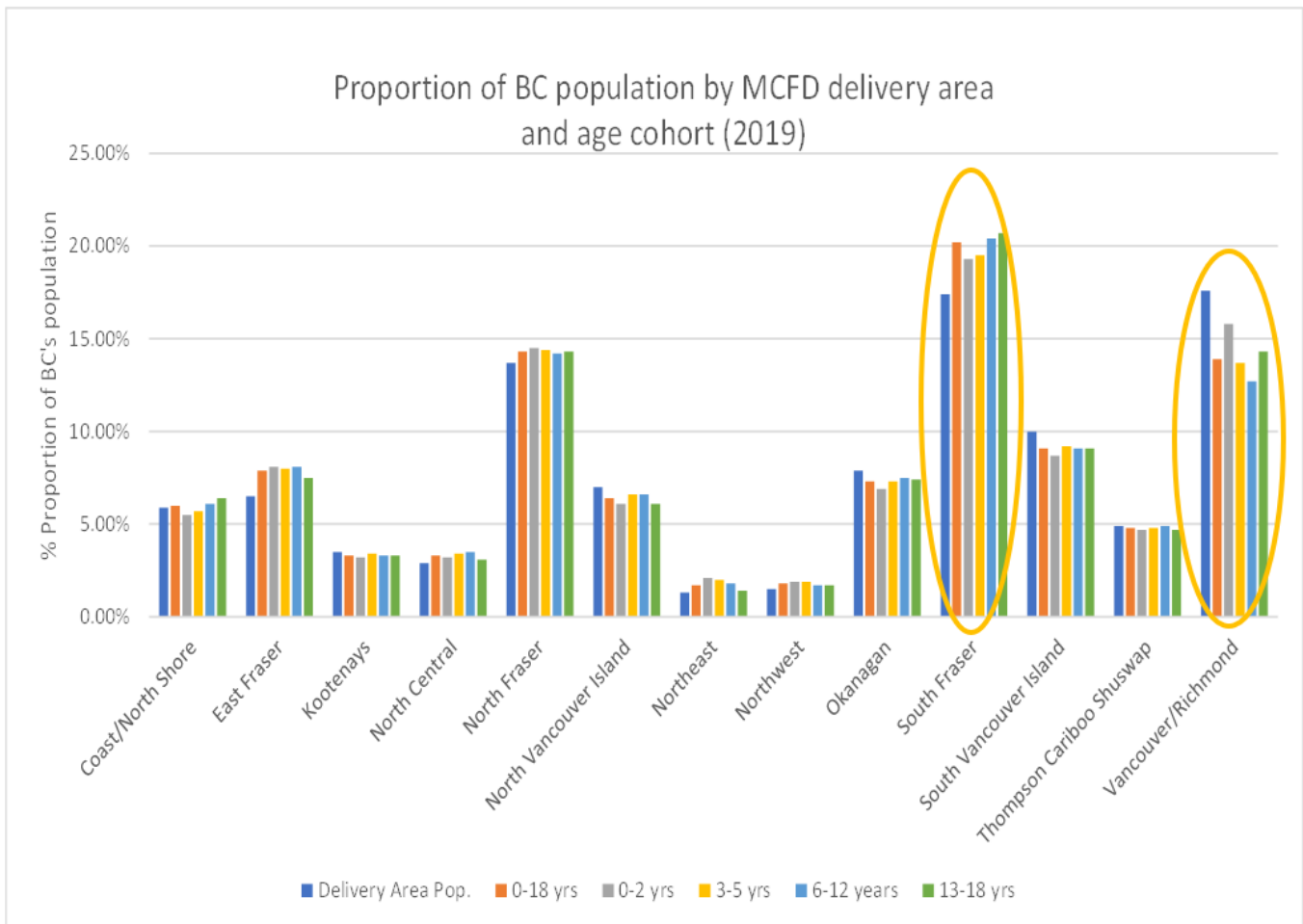
<sup>5</sup> BC Population Projections <https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-projections>. Note: all projection calculations are based on the population projections found on this website to be consistent.

<sup>6</sup> MCFD – Who We Serve: Service Delivery Areas Demographic Data <https://mcfcd.gov.bc.ca/reporting/about-us/who-we-serve>. Note: the 2019 population figures for Fraser South are slightly different than the BC Stats webpage.

Surrey and Langley are the fastest growing cities in the Lower Mainland and, as the BC Statistics projected population tables demonstrate, will continue to be for at least the next 20 years. That equals a full generation of children to serve.

For 2019, the population of children aged 0-18 (per MCFD’s set age intervals of 0-2, 3-5, 6-12, 13-18 years) in the South Fraser region was 183,164 which represents nearly 22% of the total population of South Fraser. Further, the South Fraser region has more children as a proportion of the South Fraser population than other MCFD service delivery regions as illustrated by graph 2 below.

*NOTE: All graphs are all calculated using BC Statistics projection data for consistency.*



**GRAPH 2: Comparison of South Fraser population of children** to all other MCFD service delivery regions.

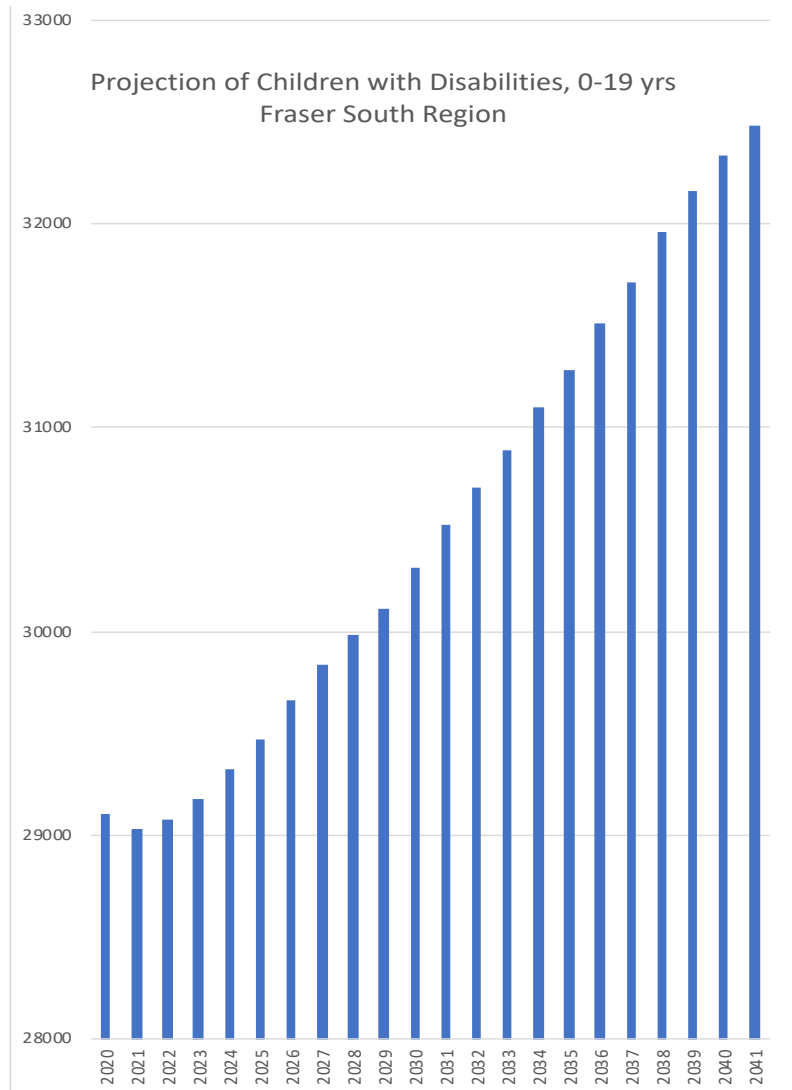
Graph 2 illustrates clearly that although the proportion of South Fraser’s total population as compared with the total of BC’s population is just slightly less than Vancouver and Richmond combined, there are more children within South Fraser as a percentage of the total South Fraser region than there are in any other region in BC for the year 2019.

## Anticipating the Need for Centre Services

The last definitive study on children with disabilities was done **16 years ago** by Statistics Canada in 2006.<sup>7</sup> From that study, we know that the national disability rate was 14.3% overall, with older adults experiencing disabilities at a higher rate than children.

We calculate there are currently 29,104 children with mild to very severe disabilities, of whom 11,059 have severe or very severe disabilities. This number is projected to increase to over 32,000 by 2041.

The population of children with disabilities is large and growing. The Centre's services are stretched, and staff are doing their utmost to meet the needs of children through the region.



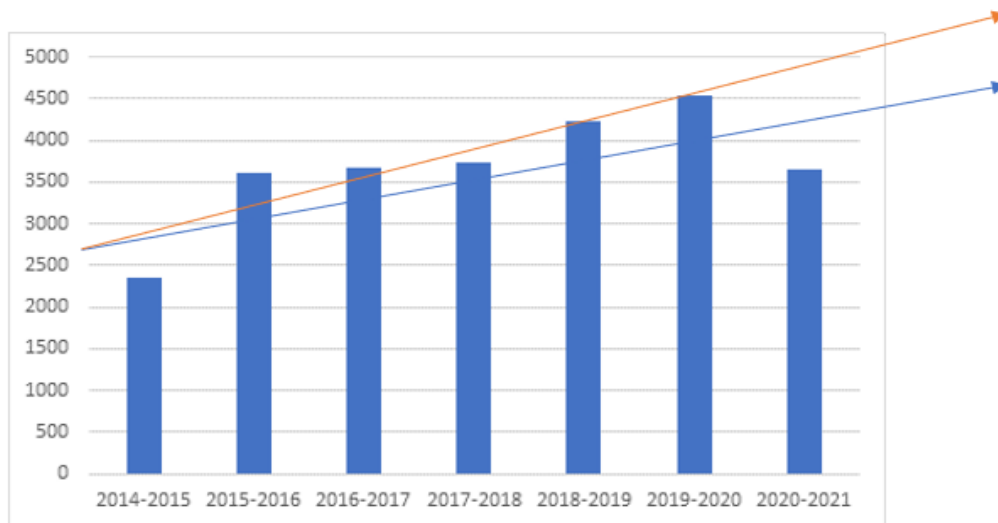
**GRAPH 3: Fraser South children with disabilities projections** were calculated by applying the 2017 StatCan study rates to the BC Statistics projections for 0-19 year-olds.

<sup>7</sup> Statistics Canada Study "Disability in Canada: A 2006 Profile" <https://www.canada.ca/en/employment-social-development/programs/disability/arc/disability-2006.html>



## Demand for Centre Services

Our Intake team reviewed over 4,500 referrals in the previous fiscal year. This past year is an aberration due to the pandemic, however we still had **over 3,500 requests for services**.

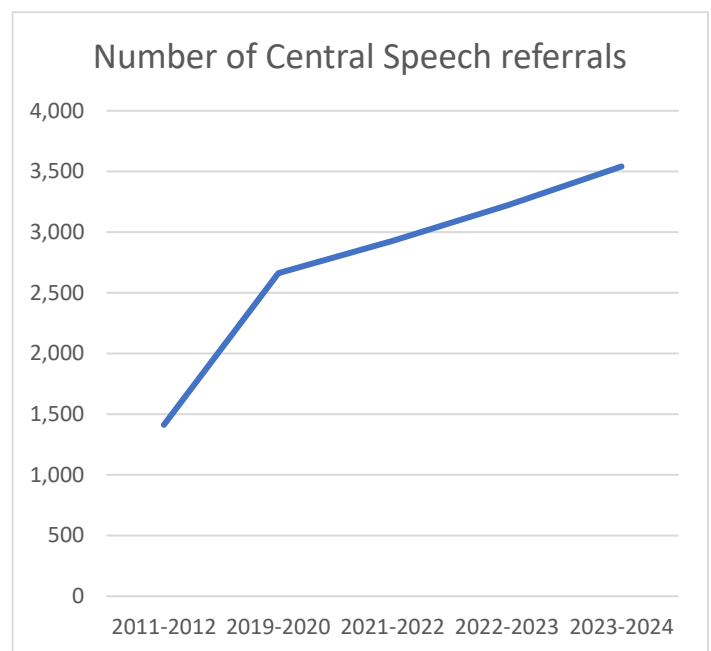


GRAPH 4: *Referrals for The Centre and Central Speech*

The lower blue line, averaging actual referrals for the past 5-6 years, would indicate increases back towards 4,500. Had the pandemic not occurred, the number of referrals for this past year might have been close to 5,000 as the orange line indicates (averaging previous years, not 2020-21).

While there have been jumps in referrals over the years, we can conservatively estimate a 10% increase in referrals for Central Speech alone for the next 3 years.

When we combine the information illustrated in these graphs, we can only conclude that the services The Centre provides are needed desperately by a fast-growing region.



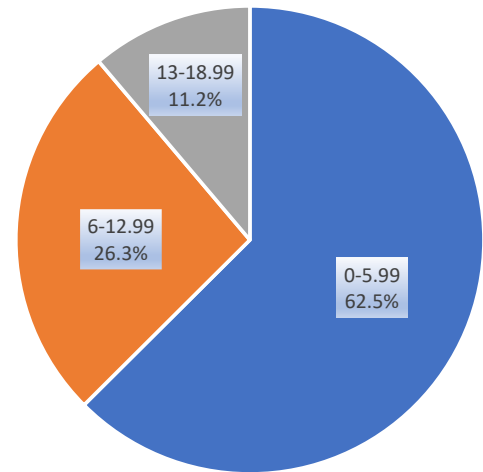
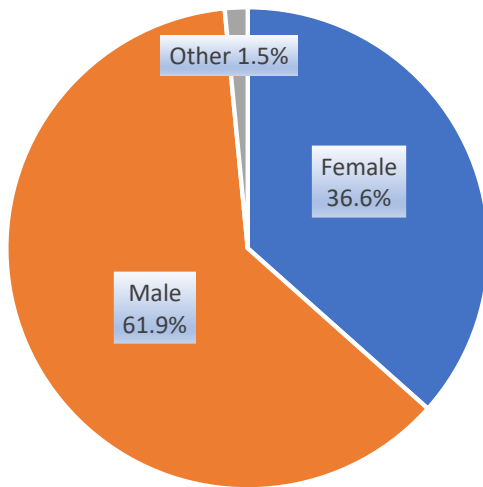
GRAPH 5: *Estimating the number of Central Speech referrals*

# To Serve

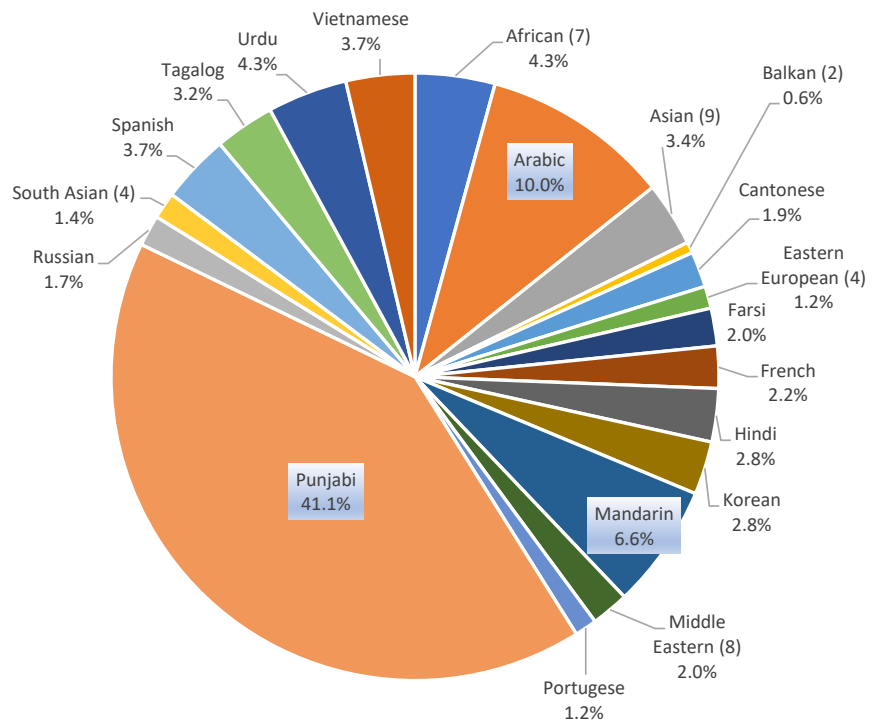
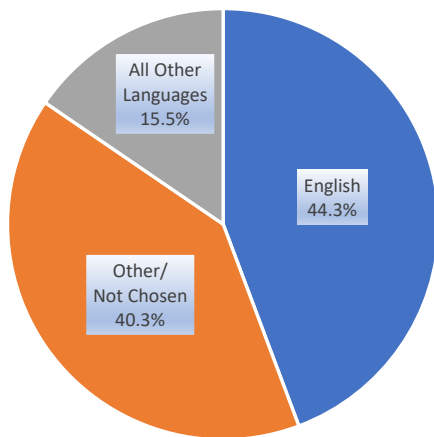


## Who We Serve

We serve children from 0-19 years and from a very diverse population. This past year, about 2 out of every 3 children served were boys, and the same proportion were under the age of 6 years.



About 44% identified English as their first or primary language. Another 40% didn't specify their primary language.














































































Of the 15.5% other languages identified, Punjabi was most spoken followed by Arabic and Mandarin. However, there are a great variety of languages identified as primary, which speaks to the diversity of our communities.

# The Centre's Services for South Fraser

Many of our children require multiple services throughout their time with us. From early intervention to school age therapies, from medical rehabilitation to family services, and childcare and supported child development, we have a broad range of programs to serve the children of the South Fraser.

## Medical Rehabilitation & Support

## Child, Youth & Family Support

|                             | <b>Complex Developmental Behavioural Conditions</b><br>e.g., Fetal Alcohol Syndrome, Substance Exposure | <b>Congenital Anomalies/ Genetic Syndrome</b><br>e.g., Cleft Palate, Down's Syndrome, Fragile X Syndrome, Williams Syndrome | <b>Developmental Disorders</b><br>e.g., Autism, Asperger, Fine or Gross Motor Delay, Language Disorders, Visual or Hearing Impairment | <b>Neurological Disorders</b><br>e.g., Ataxia, Cerebral Palsy, Muscular Dystrophy, Epilepsy, Spina Bifida | <b>Orthopedic Diseases</b><br>e.g., Arthrogyposis, Scoliosis, Club Foot Casting & Splinting | <b>Sophie's Place</b><br>Child Abuse<br>e.g., physical and/or sexual abuse            | <b>Early Years</b><br>e.g., vulnerable families, new Canadians, young families        |
|-----------------------------|---|---|---|---|---|---|---|
| Casting & Splinting         |   |    |    |                          |          |   |   |
| Childcare/ Preschool        |                        |    |    |                          |          |   |   |
| Communication Therapy       |                        |    |    |                          |          |   |   |
| Developmental Medicine      |                        |    |    |                          |          |   |   |
| Early Childhood Education   |                        |    |    |                          |          |   |    |
| Eating Skills               |   |   |   |                         |   |   |   |
| Equipment Team              |   |   |    |                        |        |   |   |
| Occupational Therapy        |                      |    |    |                        |        |   |   |
| Parent Support              |                      |    |    |                        |        |   |  |
| Physiotherapy               |   |    |    |                        |        |   |   |
| Psychology/ Social Work     |                      |    |    |                        |        |  |   |
| Recreation Therapy          |                      |    |    |                        |        |   |   |
| RCMP/Police Services        |   |   |   |   |   |  |   |
| Service Navigators          |                      |    |    |                        |        |   |  |
| Supported Child Development |                      |    |    |                        |        |   |   |
| Victim Support Services     |                      |    |    |                        |        |  |   |



# The Centre's Numbers

The Centre has operated “in the black” for 21 years in a row, and has provided a stable, sustainable and resilient organization for each generation of children in South Fraser since 1953. The Centre operates with a generous heart and fiscal prudence to ensure we have the resources required to support and grow our programs as the population of children requiring our help grows.

**\$13.8 Million**

Total revenue, up from \$13 million last year

**\$81,587**

Net Revenue

**3,089**

Children served by The Centre

**232**

Children served by Sophie's Place

**2,320**

Children discharged this past year

**805**

Child referrals, waiting for service

**197**

Average number of payment cheques processed on behalf of MCFD per month for families

**165**

Staff

## Behind the Numbers

This past year we wished several of our staff members a wonderful retirement, one of whom was our Director of Supported Child Development. This is a story she contributed to our 65<sup>th</sup> anniversary booklet several years ago:

*“Over the decades, I’ve seen so many wonderful, supportive parents come through the Centre with their kids. One mom touched my heart. I was working in the preschool, and her children attended three days a week for just 2½ hours. It was challenging work, and at the end of the session, I felt exhausted.*

*One day, this mom arrived to pick up her twins – both in wheelchairs. I asked her how she managed, because I could barely get through my preschool shift, but she had to care for her children all day every day. She said to me, ‘God would never give me more than I could handle. I can do this because these children are mine.’*

*I never forgot her words, her resiliency. It changed me.”*

Thank you, Heather, for your many years of service to The Centre. We will miss you!

# The Centre's Strategic Plan

At the end of each fiscal year, the leadership of The Centre reviews the year's performance against our targets and considers what we need to focus on next. We use the Harvard School of Business Balanced Scorecard to frame our status and objectives.

| BSC | Strategic Objectives            | Performance targets  | 2019-20 Status   | 2020-21 Status  |
|-----|---------------------------------|--|--|---|
| CEO | <b>Corporate Resilience</b>     | <ul style="list-style-type: none"> <li>Deficit/Surplus – at min 0% deficit</li> <li>Asset to liability ratio min 2:1</li> <li>Contract status – at min 0% decrease</li> <li>% Revenue from non-gov't sources at least 5%</li> <li>Programs – at least same #</li> </ul>  | <ul style="list-style-type: none"> <li>Surplus \$152,306</li> <li>1.72:1</li> <li>13% increase in revenue</li> <li>11% of revenue from non-gov't sources</li> <li>Added Early Years contract to Centre programs</li> <li>Number of unique clients: 3,089</li> </ul>  | <ul style="list-style-type: none"> <li>Surplus: \$81,587</li> <li>Liability ratio: 1.6:1</li> <li>Revenue from non-gov't sources: 10%</li> <li>No loss of programs</li> <li>Number of unique clients: 3,108 (tbc)</li> </ul>  |
|     | <b>Service Reputation</b>       | <ul style="list-style-type: none"> <li>CARF Accreditation in good standing</li> <li>Client satisfaction w/service 80%</li> <li>Client satisfaction w/staff 80%</li> <li>Client satisfaction w/Centre 80%</li> <li>Client complaint resolution 90%</li> <li>Professionals' satisfaction 70%</li> </ul>  | <ul style="list-style-type: none"> <li>CARF was postponed.</li> <li>New satisfaction tools in place</li> <li>Pilot results demonstrate 94-96% client satisfaction in aggregate.</li> <li>Professional survey tool not completed for 2019-20</li> </ul>   | <ul style="list-style-type: none"> <li>CARF 3-year accreditation achieved</li> <li>All complaints resolved to family satisfaction.</li> <li>Satisfaction surveys aggregate results:                             <ul style="list-style-type: none"> <li>Would recommend Centre – 99.0%</li> <li>Felt welcomed &amp; respected – 100%</li> <li>Satisfaction with services – 97.8%</li> <li>Satisfaction with staff professionalism – 96.2%</li> <li>Overall tech satisfaction – 95.6%</li> </ul> </li> <li>Professional survey underway.</li> </ul> |
|     | <b>Operational Excellence</b>   | <ul style="list-style-type: none"> <li>Completion of improved tech security measures</li> <li>Completion of new privacy policy/procedures</li> <li>Improved Nucleus reporting</li> <li>Aggregate of each department client improvement ratings</li> <li>Clients per FTE (avg 29-40)</li> <li>Direct Time as an avg %</li> <li>Project status of form reductions &amp; other admin efficiencies</li> <li>Min 5% of all persons served files reviewed per annum</li> <li>Average quality of files per quarter(Q) of 75% (good or great)</li> </ul> | <ul style="list-style-type: none"> <li>All conversion to secure cloud-based services complete.</li> <li>New privacy policy/procedure complete</li> <li>Discussions underway with Nucleus to improve reports</li> <li>Aggregate average improvement meeting/exceeding expectations</li> <li># Clients per FTE 37.6</li> <li>Direct time 45.7%</li> <li>Files reviewed: 9% of total</li> <li>File quality per Quarter: 67%, 78%, 69%, 82%</li> </ul> | <ul style="list-style-type: none"> <li>Information Management Enhancement project underway.</li> <li>Discussions with Nucleus ongoing</li> <li>Aggregate department results not yet available</li> <li>% Files reviewed for fiscal not yet calculated</li> <li>File quality per Quarter: Q1 89.6%, Q2&amp;3 84.6%, Q4 83.8% (tbc)</li> <li># Clients per FTE 25.1</li> <li>Direct Time 37.8%</li> </ul>   |
|     | <b>Professional Development</b> | <ul style="list-style-type: none"> <li>Staff education satisfaction 80%</li> <li>Involvement in QI activities/ on committees/ training/ conferences</li> <li>Individual performance goals &amp; evaluations</li> </ul>   | <ul style="list-style-type: none"> <li>Staff evaluations: 85%</li> <li>Multiple QI teams &amp; task groups under CQI Team</li> <li>Performance Eval system still successful across depts</li> </ul>  | <ul style="list-style-type: none"> <li>Staff education evaluations: 86.0% and 83.7% (separate ed sessions)</li> <li>Staff performance evaluations ongoing as expected.</li> <li>QI teams ongoing under Performance Management Team</li> </ul>   |

## Next For 2021-22

We are enhancing our performance measurement activities and gathering feedback from our clients, their families, our colleagues and our communities as part of our objective to be responsive to the changing needs of our clients and their community.

We are also well into upgrading our information management as part of our objective to decrease administrative burdens for staff and clients.

Overall, we will continue to work to meet our objectives while managing any and all restrictions and challenges posed by the pandemic.

Most of our work with children is to find out how we can help them achieve their own goals. Drawing from the International Classification of Functioning, Disability and Health from the World Health Organization, we consider their body and function, their ability to do things, their opportunities to participate, their family and environment, and what they like to do for fun. We look at the whole child, not their disability, to discover their unique personality and what gives them joy.

Most of the programs are primarily funded by the Ministry of Children and Family Development. We are grateful for their ongoing support and the support of all our funders, donors, sponsors and partners.

## Senior Medical Consultant

As The Centre's Senior Medical Consultant, Dr. Alison Laswick:

- Provides agency-wide medical oversight, on behalf of the CEO to ensure the medically indicated service needs of children are appropriately addressed
- Co-Chairs the Clinical Services Committee
- Reviews and recommends medical policies for The Centre in compliance with standards set by the Commission on Accreditation of Rehabilitation Facilities (CARF)
- Provides medical support to Child and Family Centered multidisciplinary care teams
- Provides direct & indirect consultation/assessment to Eating Skills Team clients and additional consultation to other Centre professionals – for more information, see page 25
- Is 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
- Evaluates and triages referrals to The Centre for intake
- Provides telephone consultation to referring physicians if necessary
- Provides medical liaison with family physicians, primary care providers, community pediatricians & pediatric specialists at BC Children's Hospital and Sunny Hill Health Centre for Children
- Is a Pediatrician Member of the At-Home Program Committee, MCFD
- Provided a specialized consultation to The Centre's Early Years program during 2020/21
- Engages with the BC Pediatric Society on issues related to Pediatric Neurodevelopmental Disabilities, and
- Provides advocacy on behalf of children and youth with neurodevelopmental disabilities and their families to health care providers and support agencies.



# Child & Youth Services Division

The Centre’s Division of Child and Youth Services (CYS), led by VP of CYS, Dr Brian Katz, encompasses a wide array of services including mental health, family services, parent support, key worker services and the Early Years Hub and associated programming. The Division of CYS also includes both The Centre’s Intake team and the regional Central Speech Referral Service.

In 2020-2021, divisional staff creatively responded to the needs of our families. For example, the Early Years Program moved groups online, serving as many if not more children than before the pandemic; our parent support worker created a video for parents to help them toilet train their children; a new clinician was hired who speaks multiple languages.

## Psychology and Family Services

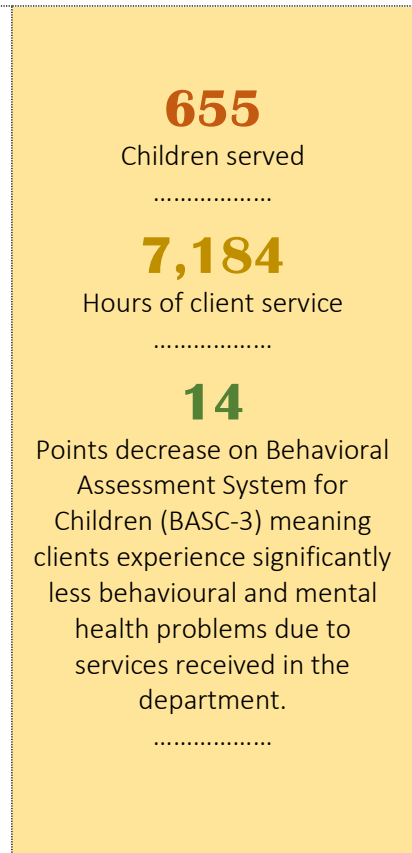
The Department of Psychology and Family Services includes mental health, parent support, key worker, and family services programs.

The Psychology program serves children who have both a developmental disability and a significant behaviour and/or mental health concern.

The Parent Support program assists caregivers of children with disabilities in achieving developmental tasks such as sleeping and toileting which may be more difficult because of the child’s disability.

Family Services help families navigate the healthcare system, apply for specialized needs funding such as equipment or home renovations, and learn how to advocate for their child.

The Key Worker program works with families that have a child or youth affected by Fetal Alcohol Spectrum Disorder (FASD) or a related neurodevelopmental disorder (NDD). Key workers provide families with education about NDDs, link clients with appropriate community services, and provide training to other professionals such as counsellors, teachers, and police about working with children with an NDD.



**160**

Children served  
.....

**4,945**

Hours of client service  
.....

## Early Years

Early Years is a low-barrier program for families with children ages birth through 6 years old, and is located in our Early Years Hub in Newton. Families can meet with a navigator who will help them connect with community services such as childcare or housing, attend an early child education group, or participate in one of our parent support groups.

Early Years staff work with community agencies such as libraries, food banks and charitable organizations to provide a variety of services for vulnerable families with young children.



## Intake

The Centre's Intake team manages all requests for services at The Centre. Additionally, The Centre is contracted by the Provincial government to coordinate all requests for speech-language pathology services for children ages birth to school age in the South Fraser region (Surrey, White Rock, Delta and Langley).

In FY 2020-2021, The Centre's Intake office processed 1,400 referrals requesting 1,989 services for children who will be served at The Centre. An additional 2,245 referrals for children in need of speech-language pathology services were processed by The Centre's Intake team and referred to speech-language services throughout the South Fraser.

In sum, The Centre's Intake team processed a total of 3,645 referrals for service requesting 4,234 services in FY 2020-2021. The Provincial government continues to place its confidence in The Centre and our Intake team's effectiveness and efficiency by maintaining funding for The Centre to process all speech-language service requests in the South Fraser region.

**3,645**

Referrals for Service

**4,234**

Requests for Service

**1,989**

Of those requests will be provided by The Centre

# Medical Rehabilitation Services Division

The Medical Rehabilitation Services Division, led by the VP Medical Rehabilitation Services, Karen Edwards, encompasses the Occupational Therapy, Physiotherapy, Communication Therapy, and Recreation Therapy departments and specialized services. The division transitioned to a virtual model of therapy for individual sessions and parent education sessions. In-person services were also provided when necessary.

Virtual therapy sessions have proven to be convenient for many families. Many families suggested that the adjustment went well, that it saved them time and effort, and the appointments or group sessions were productive. However, not all families were able to take full advantage for many reasons: inability to access quality technology, English not their first language, team meetings with translators tended to be complicated, and some families just prefer in-person services.

Our staff worked hard with each family to meet the needs of the child in a format that worked best for everyone. We will be continuing to provide virtual care, as it has proved beneficial to many. And where in-person services are required, we will continue to welcome families to our facilities and provide a safe, friendly, professional space for our child clients.

**1070**

Children served

.....

**369**

New children

.....

**9067**

Total client hours

.....

## Communication Therapy

Our speech-language pathologists (SLPs) work with children with physical or developmental delays to improve their ability to communicate more effectively with the people around them. The priority is to help families and caregivers learn strategies they can use with their children in everyday environments.

Staff have worked hard to adapt to providing virtual therapy. The change has helped them to further develop their parent/caregiver coaching skills as they help families gain confidence and use different strategies to assist their child's development in a familiar environment.

Between April 2020 -March 2021, the following groups were run for families, all online via MS Teams:

- Songs & Rhymes – Winter 2021
- *More Than Words* parent-training program for children with ASD – Fall 2020 and Winter 2021

Staff also gave presentations or provided in-services to other department groups, supporting community partners in learning strategies to promote interaction and communication. The Director of Communications has met monthly with Sources Infant Development Program to build skills in using the *Help is in Your Hands* parent-training videos developed by UC-Davis and available on-line for families.

The Director developed an online group of leaders responsible for SLPs at different child development centres throughout the province. This group now meets every three months to discuss different challenges, service delivery, resources, and other pertinent topics.

## Occupational Therapy

Our Occupational Therapists (OTs) assist children and youth to be as independent as possible in all activities of daily living including self-care, play and school.

As with all our therapies, our OTs had to quickly pivot to using virtual platforms for sessions with families, adapting therapies and activities so families could continue supporting their children's development safely in their home. With the gradual increase of in-person services, our OTs and families have enjoyed sessions in a space with new flooring, windows and painted walls and continue to appreciate the support from G&F Financial Group for these renovations.

Provincial health orders meant a reduction in sessions with our four specialty teams that require in-person treatment. These have resumed with the highest level of care and protection for the children and their caregivers.

Most of our Early Intervention OTs attended a course funded by MCFD called *Autism Navigator*, which provided up to date information on Autism treatment strategies. Several Early Intervention OTs have taken the *SOS Feeding* course which provides valuable information on assisting children with oral motor and selective eating challenges.

**1348**

Children served

**527**

New children

**14,561**

Total client hours

**1007**

Children served

**311**

New children

**11,118**

Total client hours

## Physiotherapy

Our Physiotherapists help children develop their movement, balance and coordination skills to enable them to participate not only in daily family life but also in school, community and recreational activities. Our staff worked hard to create home-based work environments during the pandemic that enabled a confidential service to families. They quickly became adept at virtual service using Microsoft Teams and Doxy.

PTs developed and shared a wealth of on-line exercises and activities with their families. For example, one staff member worked at the foot of her bed, kneeling on the floor and with a clear space behind her, setting up examples of all sorts of floor activities for the family to duplicate for their child.

It quickly became evident that our initial assessments needed a hands-on component to facilitate medical investigations and diagnoses that may otherwise have taken much longer to perform. We look forward to the next year to continue to use virtual services in conjunction with our regular follow up treatment programs. This will increase flexibility, giving staff and families more opportunities to connect and help include more working parents.

Our staff and children have missed using the inclusive playground/outdoor assessment lab during the pandemic, and look forward to using it more. Many of our children look forward to the challenges provided in this unique play space when they come for their physiotherapy sessions.



## Donor Supported Services

The following specialized programs are funded through donations, grants, program fees and funds raised by the Child Development Foundation of BC. We are very grateful for those who recognize the importance of having the following vital services available to children with special needs in the South Fraser Region.

|   |   |
|---|---|
| <p><b>26</b><br/>Children served<br/>.....</p> <p><b>13</b><br/>New children<br/>.....</p> <p><b>124</b><br/>Total client hours<br/>.....</p> | <h3>Casting &amp; Splinting</h3> <p>This program is unique to The Centre for Child Development. Thanks to the continued support of the Ken McBain Legacy Fund and the Charles Johnson Charitable Foundation, customized casts and splints are made on-site to improve the function of a child's limbs. These are provided to our families free of charge, saving them thousands of dollars.</p> <p>Children grow and change frequently and at times quickly. To keep pace with their development and growth, their splints and devices must also be adapted or changed frequently. On occasion, the OT &amp; PT staff on the Casting and Splinting Team make a recommendation for a commercial option, which they will then customize for comfort and continued prevention of deformities.</p> <p>The pandemic protocols and restrictions greatly affected the number of in-person appointments. Staff need to be very close to a child and caregiver as they create the mould of the child's limb. Virtual therapy is not possible for this specialty team and supply chain challenges meant needed materials have been delayed and more expensive.</p> <p>The team will increase their capacity by training another OT and PT, ensuring long-term program sustainability.</p> |
|---|---|

|   |   |
|---|---|
| <h3>Eating Skills Team</h3> <p>The Eating Skills Team (EST) is an intensive program for our most medically involved children. Most of our new child clients are very young, and very fragile. They require all four disciplines at the beginning of their service. Following the initial assessment and recommendations, clients may continue to receive multiple services.</p> <p>We are the only Child Development Centre that provides dietary consultation to children with neurodevelopmental disabilities. The team consists of a Senior Medical Consultant, Speech-Language Pathologist (SLP), Occupational Therapists, and a Registered Dietician.</p> <p>The EST quickly adapted to virtual therapy and provided in-person visits for vital consultations to our most vulnerable children.</p> <p>Given the complexity of our medically fragile children, our team collaborates closely with community pediatricians, physicians, and other community health care partners including the physicians and clinicians at Surrey Memorial Hospital, Sunny Hill Health Centre for Children, and BC Children's Hospital.</p> | <p><b>119</b><br/>Children served<br/>.....</p> <p><b>30</b><br/>New children<br/>.....</p> <p><b>1496</b><br/>Total client hours<br/>.....</p> |
|---|---|

**83**

Children served

**18**

New children

**562**

Total client hours

## Equipment Team

The Equipment Team, an interdisciplinary program of the OT and PT Departments, works in consultation with the child, their family, and their therapists plus equipment suppliers. This integrated group collaborates to meet the functional positioning and mobility needs and goals of the child.

The Team monitors for growth and physical changes and partners with physicians and specialists at BC Children’s Hospital when reviews and surgical interventions may be necessary.

The Equipment Team provides therapists with up-to-date information on new products in the marketplace that might benefit children and families. They are also knowledgeable about and assist with various equipment funding options (At Home Program, Variety, and other community funders).

## Recreation Therapy

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

The Recreation Therapy team collaborates with other departments to provide aquatic-based therapeutic services, including Occupational Therapy, Physiotherapy, and Communications Therapy. The services of the Recreation Therapy department are supported by fundraising and gifts from generous donors and some program fees.

This year with Covid the pool was closed and could not be safely reopened. Our flexible and responsive Recreation Therapy staff assisted with the important task of implementing The Centre’s Pandemic Protocols for client and staff health and safety.



# Community Health & Childcare Partnerships Division

Building on the work started in 2019 to integrate the Supported Child Development and Childcare departments as Supported Childcare Department, the department was further reorganized under the name of Childcare Partnerships, under the direction of Daljit Gill-Badesha (Ed.D., cand), Vice President of Community Health & Childcare Partnerships, to exemplify the strong partnership service approach.

This new Division was created this year with a special focus on leadership to advance The Centre’s bold aim: “changing the world around our children” to achieve our VISION that: “Our children have the best opportunities to succeed in all areas of their lives”. We aim to achieve this Vision while advancing inclusive partnerships and services in childcare and supported child development. This special focus supports the development of “upstream,” preventative, universal, and inclusive solutions that engage external partnerships, relationships with key stakeholders, and policy and data leadership.

## Supported Child Development

In the Supported Child Development (SCD) Program partnerships are created between the child and their family, childcare center and the SCD consultants/additional staff support. The partnerships wraparound the development and wellbeing of the child, facilitating their participation in community childcare settings.

Supported Child Development is provided in more than 100 childcare and preschool settings in the Surrey and White Rock region, including The Centre’s own childcare programs. The services are provided directly by our program consultants, additional staff, and community educator. The goal is to enable children to fully participate in inclusive neighbourhood childcare programs, and work with the childcare programs to build their capacity to be effective and responsive to the developmental needs of the children. Reassessments, using the Child Development and Support Needs Assessment Tool, were completed on 164 score sheets – down from 174 last year. The overall average of improvement was 2.4 points or 12% per child.

This year services went virtual for consulting support, and this was an effective way to continue to connect with childcare programs, children, and families. Additional support services were provided in-person throughout the year. Pandemic restriction time periods were leveraged to provide enhanced training for SCD program staff (consultants and support staff). Community education work increased this year, as community staff did not have to travel to training sites and could participate in virtual education.

**99**

Children served

**42**

New children

**539**

Total client hours

**1150**

Children supported

**164**

Assessments with Child Development and Support Needs Assessment Tool

**2.4**

Average points of improvement, or

**12%**

Per child

**23**

Children in the Under 3 program  
.....

**32**

Children in the 3-5 year old program  
.....

## Preschool and Childcare

The onset of the COVID-19 pandemic brought about some changes to how we operate our childcare programs. As The Centre is a Universal Childcare prototype site, our daycare programs were deemed an essential service and remained open; first serving the needs of Tier 1 and Tier 2 essential health care workers, and then in September, we were able to open to our already enrolled families. With families understandably preferring daycare over preschool during COVID, the difficult decision was made not to re-open our preschool programs for the 2020/2021 school year.

We continue to keep our children and families safe: enhanced cleaning, increased hand washing, maintaining physical distancing as much as possible, spending more time outdoors, having families complete a daily child health check before arrival, and having children stay home when they are sick.

We are fortunate to be able to partner up with Habitat Systems Inc. to add a mud kitchen, sand box and planter boxes to our inclusive playground/outdoor assessment lab. Earlier in the year four play panels were added in the Under 3 playground appropriate for various levels of development- the little ones have enjoyed exploring and investigating the new addition.

The end of February brought us the good news from The Ministry of Children and Family Development- The Centre would continue to be a prototype site for \$10 per day childcare. This initiative is part of the BC Government's move towards a quality, universal childcare system in BC. This initiative has had a significant and positive impact on our families, providing them with quality, affordable childcare.

Throughout the pandemic, the childcare staff have continued to show their dedication and commitment to providing quality care by providing an inclusive, play-based, childcare program that meets the needs of all children even during these challenging times. This has been an anxious time for us all and the childcare staff continue to come to work every day with a warm welcoming smile for all our children and their families!







**Vision:** A community that stands up against child abuse, empowering children to be resilient and thrive.

**Mission:** Sophie's Place Child & Youth Advocacy Centre provides a multidisciplinary response to child and youth victims of abuse that fosters trust, justice, healing and resilience.



## Sophie's Place Child & Youth Advocacy Centre

The pandemic presented scheduling challenges as we focused on safety and minimized the number of people working on-site. Each visit is carefully managed- families and staff are appropriately distanced, masks are provided, and spaces are sanitized between interviews.

Despite the challenges, as of May 2020 Sophie's Place CYAC has expanded our services and support to include children up to age 15 (previously capped at 10 years of age). The physical expansion of Sophie's Place provides more room for all our partners to move safely and to increase the number of interviews when necessary.

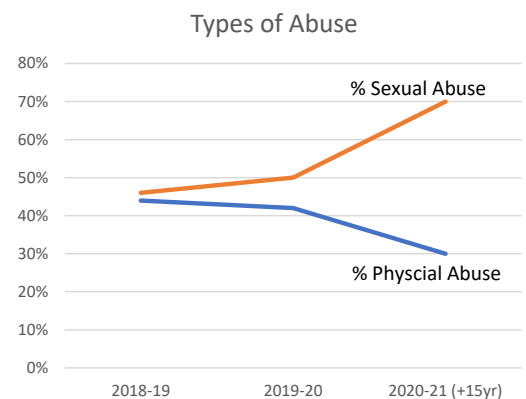
During the past fiscal year, we worked on a child abuse prevention video which is at the production stage and will be used as a tool to engage the community at large. In the interim, we have completed the *What Happens in Court* booklet that describes in simple terms who a child can expect to meet in a judicial setting. The booklet is available in English, Punjabi, Arabic, and Tagalog. We will soon be hosting a webinar for community service providers to introduce this resource.

As of October 2020, we have been fortunate to have the services of a professional counsellor who is on-site four hours a day, 3 days/week. Up to the end of March 2021, she provided service to 29 families of which 18 children have engaged in weekly counselling services for an ongoing period.

The Sophie's Place team is in discussion with Indigenous Elders, Metis Family Services, and MCFD personnel to develop strategies to assist Indigenous children and their families through the investigation process. Discussions are guided with the assistance of community partners and an Indigenous artist to ensure that Sophie's Place is a culturally safe space for Indigenous families.

The Vice President has been invited by the Fraser Health Authority to join a working group to develop a Clinical Practice Guideline to provide timely care, and a forensic medical assessment for children/youth with a concern for suspected sexual and/or physical abuse.

We are grateful for the ongoing partnerships of the City of Surrey, Surrey RCMP, the Ministry of Children and Family Development, the Ministry of Public Safety & Solicitor General – Victim Services, and the ongoing support of the Federal Department of Justice and Civil Forfeiture Crime Prevention grants. We also are grateful for the support of numerous community colleagues for their assistance with our outreach endeavours.





# To Inspire

# Happy

Our staff come to love each child as they grow and journey through our programs. Their courage, determination and resilience continue to inspire us. We are the lucky few who can share in the pure, innocent joy of these children with such “big hearts” that we have the privilege to serve.



## *The Lucky Few*

*Special needs kids have a special place in this world.*

*One little man has a special place in mine.*

*If only everyone had a big heart like they do.*

*The world would definitely shine.*

*You may have a picture of how things should be.*

*These kids sure make you see things in a different way.*

*They will teach you something about yourself.*

*You will learn something new every day.*

*They might be more to handle, over a normal child.*

*My boy's needs are very high.*

*But I wouldn't change a thing about him.*

*He is amazing. I love that little guy.*

*They can't do everything as fast as other kids.*

*Their future might not look quite the same.*

*They are still kids. Want to enjoy growing up.*

*Their development may be different, but they're not to blame.*

*If you have a special needs child, you should feel lucky.*

*You were chosen. They were meant to open your eyes.*

*Those special kids were meant to bring you joy.*

*They are a blessing in disguise.*

*They have so much love to give you.*

*Me and my boy, we share such a strong bond.*

*I couldn't imagine my life without him.*

*Happy times override the tough ones. They go far beyond.*

*Don't feel sad for what they can't do.*

*They will give you more patience. Make you laugh out loud.*

*Love them. Have faith they will accomplish their goals.*

*Let them be who they are. They will make you proud.*

—Kellie Brake

# Thank You

Loved

The Centre for Child Development’s mission is to help children with special needs reach their potential.

We could not succeed in our mission without our government partners, corporate supporters, donors, Board Directors, volunteers, and dedicated staff. We are so grateful for this support, especially considering the great need in our community and the challenges we’ve all faced during the pandemic. The response has been so great, space only allows us to acknowledge a few below. With the help of our partners, we’ve been able to continue safely providing services, ensuring our children maintain their developmental progress and stay connected with their “Centre family”. We look forward to returning to more in-person services as possible, and working towards helping even more children!



100 Women Who Care Fraser Valley  
 Andy Bhatti  
 Anthony & Mary Martin  
 Arnold & Anita Silber Family Foundation  
 Aspen Developments  
 Authentic Brands Group  
 B & B Contracting Ltd.  
 Bartl Alter Ego Trust  
 Beech Westgard Developments Ltd.  
 Century Group  
 CHIMP - Charitable Impact Foundation  
 CIBC

City of Surrey  
 Coast Capital Savings  
 Derrick Watts  
 Djavad Mowafaghian Foundation  
 Ed Fujii  
 Envision Financial  
 G&F Financial Group  
 Graham Wardle Entertainment Ltd.  
 Gulshan & Pyarali G. Nanji Family Foundation  
 Hans Trucking  
 Jasveer & Inderjit Gill  
 Kuldeep & Jasveer Gill  
 MacLean Family

North Surrey Lions  
 Ralph & Lorraine Berezan  
 Ram Construction Inc.  
 Sandra Dyck  
 Surrey Fire Fighters Charitable Society  
 Surrey NOW-Leader  
 SurreyCares Community Foundation  
 The Benevity Community Impact Fund  
 The Charles Johnson Charitable Fund  
 Transcontinental Textiles  
 United Way of The Lower Mainland  
 99 Nurseries



Heartfelt thanks to our volunteer Board Directors of both The Centre for Child Development and the Child Development Foundation of BC for their stewardship: Left to right: Brian Mayhew, Joe Hall, Sharon Schoeffel, Steven Buchanan, Joanna Whalley (guest), Sarah MacDonald, Ravi Singh, Michael Christ, Ruby Bains, Steve Stew, Dylan Watson, Emily Wilson, Sandra Dyck, Rachel Dyck, Gerard Bremault.