



CHILD
DEVELOPMENT
INSTITUTE

2018-2019 ANNUAL REPORT

VISION

To make measurable, lifelong impact on the mental health and well-being of children, youth and their families.

MISSION

We transform the lives of children, youth and their families by developing and delivering world-class, innovative evidence-based mental health programs.

VALUES

Service
Excellence

Research and
Evaluation

Innovation

Collaboration

Continuous
Learning
and Sharing

A Family-
centred
Approach

Diversity

Social Justice

Accountability

Responsiveness



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Cover art: Tyler Clark Burke, detail from
Where Are You Now? (Owlkids, 2019)
www.tylerclarkburke.com

Client names have been changed for privacy.



Lynn Ryan MacKenzie, PhD
CEO, Child Development
Institute

MESSAGE FROM THE CEO & BOARD PRESIDENTS

Child Development Institute (CDI)'s legacy over the past one hundred years has been to be at the forefront of developing and delivering innovative mental health programming for children, youth and families—making measurable, lifelong impacts. 2018–2019 was no exception, and saw the organization continue to flourish, with an overall growth of over 6%. As an accredited children's mental health agency offering four streams of specialized care, we provide quality programs and services that are family-focused and effective in transforming the lives of children, youth and their families.



James Porter
President,
Child Development
Institute Board

Throughout the year, we have successfully grown our impact and cultural responsiveness across national and international communities, reaching children and families in critical need of mental health services. We have harnessed the power of data and knowledge to advance evidence-based programming and community development. We have dedicated ourselves to providing nurturing and therapeutic programming in which children, youth and families can thrive.



Susan Paterson
President,
Child Development
Institute Foundation

Throughout this report, you will find examples of individuals and groups who are contributing to the growth and sustainability of our programming. We dedicate this report to them. Through their giving of time, energy, advocacy or funding, CDI's community of supporters are champions in moving forward CDI's mission to make a measurable, lifelong impact on the mental health and well-being of children, youth and their families.

As we navigate the evolving landscape of children's mental health and childcare in Ontario, we are reminded that our greatest accomplishments shine in the form of our every day. Whether it is the tender touch of a mother connecting with her child, or the rising laughter of a campsite gathering under an illuminated sky, the magic of these moments emerges from our deep-rooted legacy of advancing quality children's mental health programming.

Every day, we witness transformations in the lives of children, youth and families in our care. The three of us invite you to join our community of supporters who champion and shoulder this work along with the entire CDI team.

FACTS & FIGURES

3,000+



CLIENTS SERVED

70%



Clients between the ages of 0-12

NEW

CDI names Lynn Ryan MacKenzie, PhD, as the agency's new Chief Executive Officer

300+

Number of staff

53,332

Direct hours received by clients



Top-Rated

RANKED **ONE** OF CANADA'S TOP CHARITIES IN THE 2019 CHARITY 100 LIST BY **MONEYSENSE.**



51



Primary languages spoken by families

110

NUMBER OF YEARS PROVIDING SERVICES

3,089

Healthy Child Development participants

3,972

Participants in our prevention programs

72% Surveyed improvement rates for their child*

*Data from CDI client satisfaction survey 2019. Positive outcomes reported by clients according to clinicians at service discharge was 96%. Does not include program-specific outcome measures.

CELEBRATED

"Camp Towhee celebrates 50 years of outdoor fun with a sense of belonging"

—The Toronto Star



HONOURED

Washington State Institute for Public Policy approves our SNAP program as **Evidence-Based and cost-effective**

SNAP RECEIVES INTERNATIONAL SOCIETY OF CRIME PREVENTION PRACTITIONERS' 2018 COMMUNITY-BASED **PROGRAM OF THE YEAR** (POPULATION OVER 100,000)

PROVINCE SELECTS SNAP TO HELP AT-RISK KIDS IN OTTAWA



PARENTAL SELF-EFFICACY
INTERNAL WELL-BEING
SELF-CONTROL

Research is central to our heritage



CDI's Department of Program Development, Research and Quality Improvement plays a central role in boosting our organization's capacity to use data in ways that transform clinical innovations into evidence-informed practices.

Our programs are based on the scientist-practitioner model, where science informs practice and practice informs science. This helps us build strong evidence-based programs for children ages 0-12, youth ages 13-18 and their families, and enables us to share our research with others. CDI monitors the effectiveness and quality of its programs in many ways.

In 2018, we began a pilot project in partnership with Mothercraft to explore the use of Business Intelligence (BI) tools in combination with our client data system CYGIS (Children and Youth Services Information System). This innovative project aims to expand our capacity to access data in real time. "The application of this software is cutting-edge for children's mental health," says Dr. Samantha Yamada, Director of Program Development, Research and Quality Improvement at CDI. "With efficient business intelligence tools at our fingertips, we have an advantage in delivering effective and quality services to the children and families in our care. It's an exciting endeavour," she adds.

Our commitment to ongoing measurement and learning extends to helping our clinicians revisit how they think change happens in order to discover clinical refinements and improvements in programming.

An exciting project that started this year is the development of theories of change for many of the programs at CDI. A theory of change is a visual map that outlines the assumptions and rationales about how a program is thought to lead to change. Explicitly articulating a theory of change can help us to more clearly link theory to practice, hone evaluation efforts, and help us identify where there may be opportunities to improve program design or implementation.

Throughout the year, members of the CDI research team have been meeting with clinical teams individually to learn about the work of each unique program and to reflect on what they believe are the key mechanisms of change that lead to outcomes for families. This work is serving as a foundation for the review of program logic models and of evaluation strategies for some of our programs. "It's a validating experience to be able to articulate the hard work that we do and see that there is a strong clinical rationale for it," says Clinical Supervisor Sarah Glover. "Theory of change is a crucial step in program evaluation."



WHEN I GROW UP

An estimated four out of five children who need help for mental health issues never receive it, and the consequences can include incidences of depression, school dropout, juvenile delinquency and substance abuse. Long-term implications that last into adulthood can include illiteracy, violence, under-employment and future family breakdown.

Our critical Early Intervention programs help children ages 0-12 and their families struggling with social-emotional and behavioural issues through individual, group and school-based services guided by the highest standards of evidence-based practice.

Our Early Intervention programs include:

Child and Family Programs

INTENSIVE COMMUNITY AND HOME SERVICES (ICHS)

Intensive therapeutic support for families with children ages 6-11 whose significant early aggressive, oppositional or defiant behaviours place them at high risk for future antisocial behaviour and negative outcomes.

FAMILY AND COMMUNITY COUNSELLING

Counselling services for families of children under the age of 6 who are experiencing social, emotional, developmental or behavioural difficulties. The program is also available for children ages 6-11 and their families who have been referred internally from another CDI program.

CHILD CARE CONSULTATION SERVICES

Support for staff caring for children under the age of 12 who have extra support needs and are attending a licensed childcare program.

School-Based Programs

START RIGHT SOCIAL SKILLS (SRSS)

Supporting kindergarten children who may be struggling socially and providing them with an equal opportunity to succeed. SRSS is available in over 20 schools within the Toronto District School Board and the Toronto Catholic District School Board.

DAY TREATMENT

Therapeutically based classrooms and treatment programs for kindergarten-aged children and for students ages 6-11 exhibiting emotional, social and behavioural challenges.

SNAP FOR SCHOOLS

An in-class program for students ages 6-11 that teaches children struggling with behavioural issues, and their parents, effective emotion-regulation, self-control and problem-solving skills.

SNAP continues its proven track record in changing lives.

- SNAP was given the highest effectiveness designation of **Evidence-Based** by Washington State Institute for Public Policy (WSIPP) and the Netherlands Youth Institute, 2018
- SNAP's benefit-to-cost ratio assessed by WSIPP as one of the highest net present value in the Children's Mental Health category, subcategory Disruptive Behaviour
- SNAP was awarded the 2018 International Society of Crime Prevention Practitioners' Community Program of the Year Category I (population over 100,000)

These achievements add to our distinguished list of national government designations and international recognitions made possible by our passionate SNAP teams led by Leena Augimeri, PhD, Director, SNAP Scientific and Program Development.

STOP NOW AND PLAN (SNAP®)

SNAP keeps children ages 6-11 in school and out of trouble by teaching them, and their families, how to stop and think before they act and make better choices "in the moment." An evidence-based cognitive-behavioural model, SNAP has demonstrated positive outcomes among children under the age of 12, and their families, with conduct and related behavioural problems. Developed over 33 years ago as a response for at-risk children in conflict with the law, SNAP has evolved into an award-winning, gender-specific and proven early intervention mental health model that is currently in use by over 90 organizations around the world.

SNAP BOYS

SNAP Boys is a family-focused early intervention program for boys ages 6-11 who are engaging in aggressive, antisocial behaviour and/or have come into contact with the police.

SNAP GIRLS

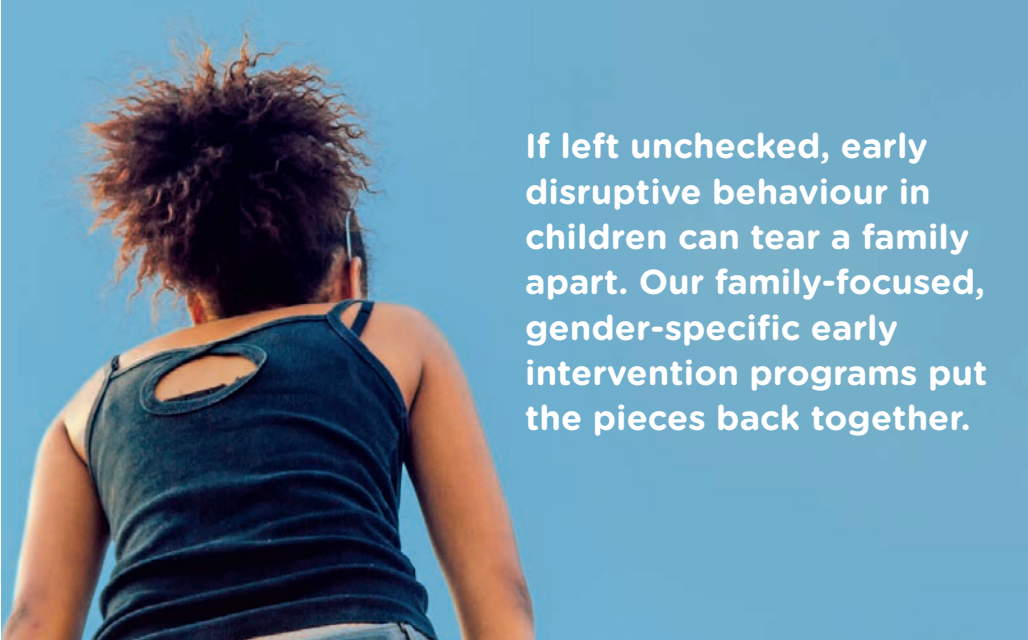
SNAP Girls is a family-focused early intervention program for girls ages 6-11 exhibiting early disruptive behaviour problems at home, school and in the community.

CAMP WIMODAUISIS

This specialized SNAP summer day camp is for children ages 6-11 whose social and behavioural problems prevent them from attending other summer day camps. Children participate in fun and educational activities, special interest clubs, weekly field trips, nature hikes and theme days.

Youth Programs

- **SNAP Youth Leadership Services** help SNAP graduates deal with emerging issues of adolescence through leadership clubs, employment counselling, a summer Leaders-in-Training Program, school advocacy and tutoring, individual and family counselling, parent workshops and victim restitution.
- **SNAP Youth Justice** aims to reduce the risk of further contact with the law and/or gang affiliation among males over the age of 12 who are involved in the youth justice system, either in custody, on probation and/or in the community.



If left unchecked, early disruptive behaviour in children can tear a family apart. Our family-focused, gender-specific early intervention programs put the pieces back together.

Thanks to our supporters, young girls and their families are growing up happy through our SNAP Girls program.

The Johnson family was spiralling downward to what they thought would be their life going forward. All of that changed once they joined the SNAP Girls program.

Harper was highly argumentative with her parents and siblings and threatening to hurt herself. She was also being bullied by her peers at school, a secret she kept from her parents, who often worked long hours at their high-stress jobs.

A dramatic shift unfolded when Harper and her family started attending SNAP Girls on a weekly basis. Through individual and group counselling, the family was able to start communicating in a positive manner.

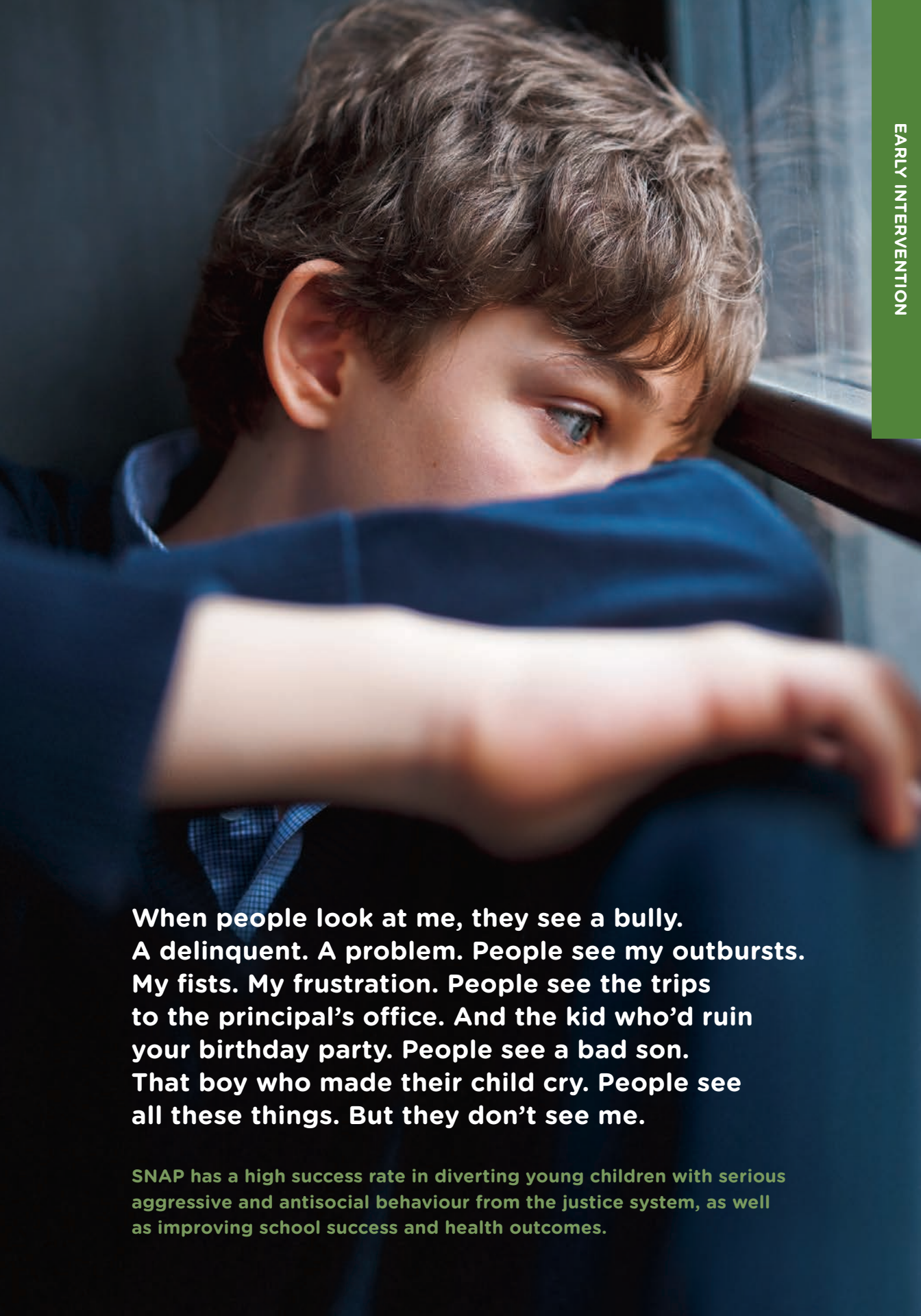
Harper felt safe to talk about the fear and anger bottled up inside her. Dad found the strategies to change his own aggressive behaviour with what he learned in his SNAP group; Mom is now more attentive to and supportive of Harper. The Johnsons are now looking for solutions together and functioning as a happy, loving family.

Thanks to the responsive support of our donors, which include Medavie, our SNAP Girls program continues to make transformative impacts on children like Harper and her family.

Through its Foundation, Medavie supports innovative and evidence-based solutions that address some of the country's most pressing mental health care challenges.

"Through our support of CDI programming, we are learning how people impacted by mental illness are leading more healthy, fulfilling lives—staying in school, making friends, accessing counselling—with families saying they now know how to better support their loved ones," says Joanne Elliott, Senior Advisor, Stakeholder Relations, Medavie Health Foundation.

Thank you to all of our donors for your continued support of our evidence-based work, and for giving the families in our care the gift of living their best lives.



When people look at me, they see a bully. A delinquent. A problem. People see my outbursts. My fists. My frustration. People see the trips to the principal's office. And the kid who'd ruin your birthday party. People see a bad son. That boy who made their child cry. People see all these things. But they don't see me.

SNAP has a high success rate in diverting young children with serious aggressive and antisocial behaviour from the justice system, as well as improving school success and health outcomes.



Madison's Story

Madison, age 8, was struggling with significant social, emotional and behavioural issues at home, daycare and school. By the time Madison and her family received therapeutic support from our Day Treatment Program and Intensive Community and Home Services (ICHS), she had several school suspensions and was at high risk of further escalation of her issues and negative outcomes. The family was in crisis and her behaviour was causing considerable strain on her mother.

Two years of intensive support both in our Day Treatment program and within the home and community settings changed the trajectory of Madison's life.

She went from not being able to integrate within a larger group to being the leader among her peers. Through our program and relational approach, she was able to see school as a safe place, which allowed her to make considerable academic gains. She is now fully integrated into a mainstream school. She is no longer using maladaptive behaviour to get her needs met, is not socially isolated and is now making friends, is able to self-regulate and use her coping mechanisms, and no longer struggles with aggression.

ICHS and Day Treatment clinicians engage with children and their families to complete thorough assessments and develop collaborative, highly individualized intervention plans. Madison's mother, Jamie, shares how Day Treatment and ICHS changed her life and that of her family.

“As a parent, I received one-to-one support in my home with techniques and counselling to help me parent my child to foster a healthy relationship. It helped me understand how my child was affected and how to make the changes needed to encourage better outcomes. We shared complete transparency to help foster a relationship of trust between my family and the staff. The direct impact from the consistently nurturing, safe and healthy environment has made an amazing change within our family dynamic. My daughter is now thriving in a school environment where she is continuing to build relationships with the teachers and other children in a healthy way. She has become very self-aware and can identify how she is feeling and how to be empathetic toward others. CDI staff are a uniquely talented group of individuals that I am forever grateful for having the opportunity to have had in my family's life. My extraordinary thanks go to our ICHS worker. I thank you for all of your patience and constant understanding. Thank you for always listening to me and never judging me. I appreciate you giving me the tools to be a better parent to my daughter. ”

We Value the Voices of Our Youth

Engaging youth is critical to reducing the stigma of mental illness. Through CDI's Youth Engagement (YE) Committee, we are creating opportunities for dialogue across generations and platforms, which is essential to removing barriers for those needing access to services or seeking important information about their health.

The purpose of our YE Committee is to include youth in all areas of CDI youth programming and decision-making. A key aim of the Committee is to honour the lived experience of youth and to create change that benefits youth, families, CDI and the broader community.

We envision a place where the strengths and ideas of youth are encouraged, respected and put into action, guided by our four pillars: respect, skills, action and community. In 2018, the YE Committee successfully advocated for access to Wi-Fi for all CDI clients and updates to programming space. Integra's Youth Council helped to design the recently renovated dojo space, including a new change room and a more welcoming entrance.

The YE Committee also made history by hosting its first agency-wide event. The event was held at a local library and included youth from the Integra Program and the SNAP Youth Leadership (Boys and Girls) programs. Youth who attended met new friends and collaborated with staff to inform the development of the Committee's youth engagement policy by sharing their thoughts through a collaborative art project and picture activity. The evening also included fun activities such as board games and video games. There were smiles, laughter, music and tons of delicious food. In the coming year, we look forward to establishing more subcommittees and engaging more youth across the agency.



A photograph of two people with curly hair, one with reddish-brown hair and one with dark curly hair, sitting on a bed and hugging each other from behind. They are wearing light-colored long-sleeved shirts. The background is a bright window with sheer curtains, suggesting a bright, airy indoor setting.

70%

**of mental health problems
have their onset during
childhood or adolescence.**

CMHO.org/Government of Canada

The Human Face of Mental Health and Mental Illness in Canada 2006
Minister of Public Works and Government Services Canada



OH, THE PLACES WE WILL GO!

Together we can change the landscape of children’s mental health. Our national expansion of SNAP, Canada’s leading evidence-based mental health program for children with serious behavioural issues, works to bring this early intervention model to thousands of children and their families across the country. Thanks to our donors, community partners, dedicated staff and volunteers, we are reaching more children, families and communities, filling a vital gap in children’s mental health for the middle years aged 6-11.

Public Safety Canada (PS) is supporting CDI’s efforts to ensure that SNAP creates a lasting social impact across our provinces and territories. PS’s five-year, \$6.3 million contribution under the National Crime Prevention Strategy—an integral part of the Government of Canada’s continued efforts to tackle crime in order to build stronger, healthier communities—aims to bring SNAP to 100 community-based organizations, including schools, by 2022. Together we can ensure children, youth and their families receive the critical mental health services they need.

Building a stronger SNAP footprint across Canada and beyond:

- To date, we have 50 SNAP Canadian Affiliate sites (58% are a direct result of the SNAP National Expansion)
- In 2018-2019, the SNAP National Expansion resulted in 14 new SNAP Affiliates
- In Ontario, SNAP was identified (2015) as a model program for the middle years under the Enhanced Youth Action Plan by the Ontario Government. This has resulted in 12 new SNAP implementations in Ontario. Five were funded through Services for Black Children, Youth and Families. This past fiscal year, two were established in Ottawa (Somali Centre for Family Services and Britannia Woods Community House)
- We are working with local community and regional champions to provide culturally responsive and safe SNAP services
- Newly developed trauma-focused SNAP training was facilitated at 18 of our SNAP Affiliate sites
- There are a total of 20 SNAP Affiliates in Florida through a partnership with the Florida Network of Youth and Family Services and funding support from the State of Florida Department of Juvenile Justice

The Power of Technology

“The SNAPiT software platform opens new doors and ways to access children with unparalleled reach, enabling CDI to bring its revolutionary SNAP program to new and far-off places.”

—Mike Reid, COO and Co-Founder, SmartSimple

Because of SmartSimple, we now have a platform to gather our data and best serve our families. This means improving the lives of thousands more at-risk children and families through enhanced access to critical mental health services.

Every year, thousands of children and families affected by mental illness are headed toward battles they can't possibly face alone. Adding to that, there are often limited mental health services in their communities. The SNAP National Expansion Campaign has an ambitious goal to effect social change by filling a vital gap in children's mental health services in Canada and beyond. The challenge? Ensuring we are maintaining the highest degree of fidelity when implementing SNAP in 140 communities. This all changed in 2018 with the development and deployment of the SNAP Implementation Tool (SNAPiT), a flexible and customizable web-based software solution for our operational processes that can grow with us as we continue to expand our program.

“Our hope is that this partnership enables SNAP to extend its reach to people and places it had never imagined it could. Our children are the future,” says Mike Reid, Chief Operating Officer, SmartSimple. Reid and his enterprising team worked tirelessly with the SNAPiT team on developing this state-of-the-art tool, designed with ease of use and privacy of information in mind.

This important partnership has resulted in a major milestone for the SNAP National Expansion Campaign, effectively changing the way we communicate our findings to licensed sites while helping us work faster and more efficiently toward our 2022 goal of implementing SNAP nationwide.

Through technological and social innovation, we are empowering and elevating our work to reach as many children as possible.

Members of the SmartSimple team



to Do Good



Access to information and technology is a critical tool in changing lives. For a child and family affected by mental health, it can mean the difference between hope and lasting despair.

Throughout our process of scaling the SNAP model across Canada, we have learned that maintaining ongoing relationships with our SNAP Affiliates is vital for the success and sustainability of quality service. Doing so, however, requires an environment in which our training, consultation and adherence to the evidence base of SNAP components are both accessible and adaptable to the unique identities and distinct needs of each of our community sites.

“Information and technology—when applied properly—can change lives, and if we can assist in helping an at-risk youth avoid becoming part of the criminal justice system, then we all benefit.”

—Paul Khawaja, President, OnX Canada

OnX Canada donated our new cloud-based environment that will positively alter how we monitor and support fidelity reviews for our sites across Canada while upholding the highest of standards and accountability. This advanced solution allows our colleagues to access secure and safe centralized information around the clock and at any remote location in the country, resulting in more children and families helped through optimal program delivery.

“I am so proud of the work the OnX team has completed to date to help SNAP leverage cloud-enabled technology to reach more people across our country and get the information and training in the hands of field representatives,” says Paul Khawaja, President, OnX Canada. “We are thrilled to have the opportunity to give back to the community and effect real change.”

It is through the support of our visionary partners that we continue to enhance capacity and services and reduce the social and financial costs associated with untreated behavioural problems.

From left to right: Howard Betel, Melissa Syme, Margaret Walsh, Leena Augimeri, PhD, Paul Khawaja and Roger Hamshaw



Champions for Children's Mental Health



Lyn Baptist

Janet MacPhail

CDI extends unconditional thanks to superhero volunteers Lyn Baptist and Janet MacPhail. With over 40 years of combined support, these inimitable SNAP champions have been blazing new trails as fundraising powerhouses.

At home and across the country, Lyn and Janet are leading the way for SNAP, Canada's award-winning children's mental health program keeping kids in school and out of trouble.

It all began serendipitously, over 20 years ago. A Montreal native with a background in early childhood education, Lyn Baptist was buzzing around her home when a CBC newscast on CDI programming caught her attention. The segment was about SNAP changing the lives of children and their families affected by mental health—and it became a rallying cry for Lyn to get involved.

Around the same time, Torontonians Janet MacPhail bumped into a few neighbours who encouraged her to attend a fundraiser for a local charity. As a strategist with board governance experience, the opportunity to help children sparked a desire Janet had always felt within.

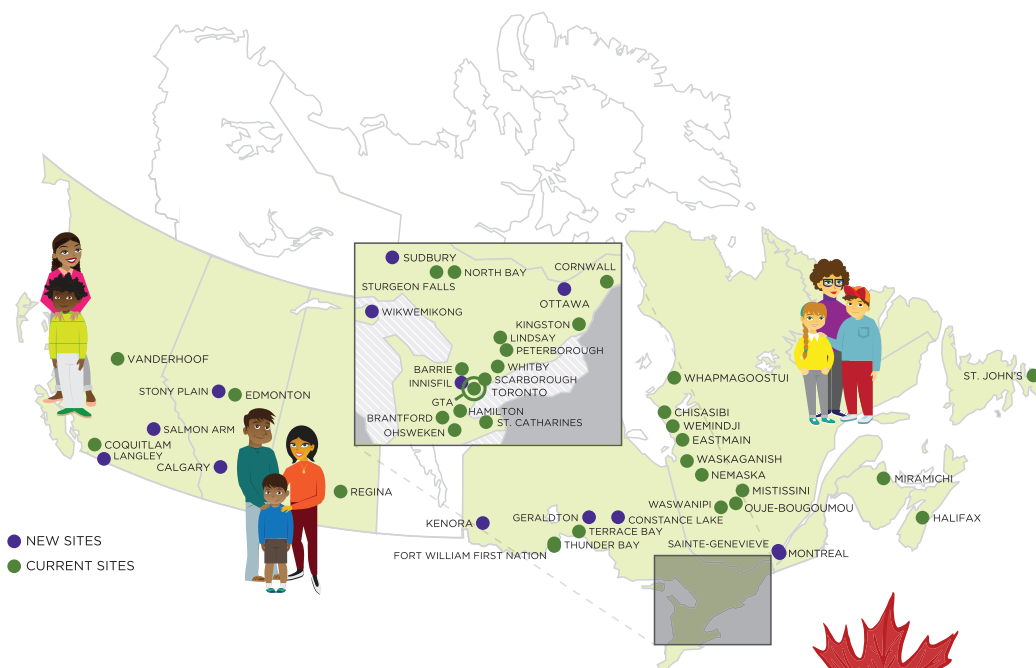
Since then, Lyn and Janet have become a lifeline for SNAP, each dedicating over 20 years of service toward making a national difference for children and families in their roles as Co-Chairs of the SNAP National Expansion Campaign Cabinet.

Through foresight and leadership, Lyn and Janet have mobilized significant Campaign support, securing strategic partnerships and philanthropic investments, and galvanizing volunteers. In 2017, the SNAP National Expansion Campaign momentarily reached its initial \$12 million goal to help bring SNAP to over 100 organizations, potentially reaching 140 communities across Canada and approximately 14,000 children and their families. "SNAP works. It changes lives," says Janet. "It's the little engine that could and it gets right under your skin."

Lyn and Janet's contributions to children's mental health have proven unequivocal. A former member of the CDI Board (1997–2014), Lyn was instrumental in the establishment of CDI's Centre for Children Committing Offences through a generous grant delivered by The McConnell Foundation. Janet, who sat on the CDI Board as President from 2012–2014, has spearheaded multiple successful fundraising events for CDI.

More than that, Lyn and Janet have brought the fundraising game to a new level since the time when children's mental health wasn't on the radar—a reality that persists while impacting the health of our nation. "We need evidence-based programs like SNAP to be certain of the impact we're making on children and families," says Lyn. "This is a great Canadian story we want everyone to be involved in."

2018 HIGHLIGHTS



CANADIAN SITES

- PENNSYLVANIA, USA (2 SITES)
- FLORIDA, USA (20 SITES)
- CAYMAN ISLANDS (1 SITE)
- NETHERLANDS (2 SITES)
- UNITED KINGDOM (1 SITE)

Partnering with Regional Champions to Fit Local Needs

At CDI’s SNAP Headquarters, we have a dedicated team of professionals responsible for initial and ongoing training and consultation of all licensed SNAP Affiliate sites. Licensed Affiliates have an opportunity to participate in a series of SNAP trainings that include Lead Staff, Core Service Delivery, Enhanced Trauma-Informed and SNAP Strategy, facilitated by our excellent team of SNAP Trainer-Consultants. The team works with the organizations to ensure that SNAP is delivered with the highest integrity and fidelity. In 2018, our SNAP Implementation team conducted 43 trainings, reaching over 400 professionals across Canada and the world. The team also provided more than 400 hours of consultation to licensed SNAP Affiliates to support staff in the successful delivery of the model, with organizations reporting high satisfaction with the process. To date, SNAP has 50 sites across Canada and 76 total worldwide (22 in the United States, one in the Cayman Islands, two in the Netherlands and one in the United Kingdom).



Academic success, along with foundational skills such as strong work motivation, discipline and focus, have shown to function as buffers in high-risk environments and improve graduation rates (Lösel & Farrington, 2012).

We are ensuring positive impacts for high-risk middle years (6-11) children and youth by helping them achieve academic success and their personal development goals.

Although tutoring services have long been a part of our SNAP Homework Club, funding provided by the LesLois Shaw Foundation will help us develop a formalized Guide to facilitate best practices for academic tutoring and effective Homework Clubs for children and youth with behavioural concerns. This funding has been instrumental in helping us develop a standardized best practice guide for SNAP Homework Clubs to be used by all our Canadian sites.

At present, the research project that this grant has sponsored (e.g., literature review and focus group discussions with staff and families) has enhanced our understanding of the complexities and demands of providing culturally responsive, anti-racist afterschool tutoring for children and their siblings/families. In this project, families (and staff) will be consulted for feedback on the piloting of the Guide and to facilitate some of the Homework Club sessions. “SNAP focuses on parents, which is one of the most important parts of the solution,” says Julia Miller Black, Program and Grants Manager, LesLois Shaw Foundation. “Students become more motivated and can better develop social skills when parents are actively engaged in supporting them. Families are protective factors for children,” adds Julia.

Moreover, in the focus group discussions, many parents viewed the Homework Club as furthering educational equity for their children because they did not complete their K-12 education in Canada, and did not understand the Canadian educational system. A member at one of our Affiliate sites echoes the SNAP Homework Club’s power to enhance our students’ educational outcomes and facilitate educational equity by stating: “I have heard from a few parents that they would like to be able to help their children with their homework but a lot of the time they don’t understand the homework themselves. Being able to understand the homework and then being able to help their child or find someone to explain the work to them is useful.”

Opportunities for growth have allowed us to establish a culturally responsive SNAP Homework Club Guide. We look forward to sharing more updates as the project unfolds.



IT'S AWESOME TO BE ME!

Children and youth with learning disabilities face invisible barriers to learning and living at an optimal level. They struggle at school, at home and with their peers, and frequently experience feelings of being “different” or “less than.”

Our Integra Program provides innovative, evidence-informed direct clinical services to children and youth ages 8-18 with diagnosed learning disabilities and mental health issues (LDMH) in Toronto. Reflecting our belief that therapy is learning, the Integra Program offers a unique approach to mental health intervention by putting the child's own learning profile at the centre of treatment.

TOWHEE SUMMER RESIDENTIAL PROGRAM

Towhee is a life-changing experience where children and youth find a place of belonging within a unique camp setting in Haliburton, Ontario. Participants ages 10-18 learn to express themselves and regulate their emotions through adventure-based activities and a challenge-by-choice philosophy, all while feeling safe and supported.

MINDFULNESS MARTIAL ARTS (MMA)

MMA addresses self-regulation difficulties by combining martial arts training with mindfulness meditation, yoga, cognitive behaviour therapy and behavioural principles for youth ages 12-18. The program has been successfully replicated outside of Toronto and has over a decade of research outcomes to support its efficacy.

YOUNG WARRIORS (YW)

YW focuses on improvements in self-regulation and interpersonal awareness in youth ages 9-11 by integrating martial arts (Aikido), mindfulness and evidence-informed therapeutic practices.

SOCIAL ACES (AWARENESS, COMPETENCE, ENGAGEMENT, SKILLS)

Social ACES is a group program where children and youth are coordinated into small groups in accordance with individual emotion regulation and social competence needs and treatment goals.

TRIPLE P POSITIVE PARENTING

This evidence-based parenting program, developed by the School of Psychology at the University of Queensland in Australia, is the most highly researched parenting program of its kind worldwide. Its training methods have proven to be successful in improving parent knowledge, skill and confidence.

PARENT, FAMILY AND INDIVIDUAL THERAPY OR COUNSELLING

We offer individual and family therapy and parenting interventions to improve mental health and well-being, develop and implement effective coping skills, and support family communication and understanding.

COMMUNITY EDUCATION AND ENGAGEMENT

We deliver interactive workshops and training to parents and caregivers, educators and other professionals looking to enhance their knowledge and understanding of the challenges faced by children and youth with LDMH.



Celebrating 50 Years of Towhee Magic

On June 16, 2018, CDI marked 50 years of Towhee with an exciting anniversary celebration. Held in Haliburton, Ontario, the festivities saw counsellors new and old, parents and former campers reconnect in a place where their lives were transformed.

In 1968, Joe Kronick, along with his wife, Doreen, and psychologist Marvin Goodman, decided to build Towhee after recognizing a gap in LDMH services for children and youth. This observation helped lay the groundwork to what would become a life-changing experience for thousands of children and youth on Joe's own land facing Camp White Pine. Shortly after, the Integra Foundation was established to offer year-round programming in Toronto.

Thanks to Joe Kronick and family, Towhee participants are empowered with self-esteem and independence, achieving therapeutic gains in a way unlike other conventional summer camps can support.

It is through Joe's profound sense of community that all children and youth have a chance to shine, make friends and build brighter futures. Sadly, Joe passed away in March 2019, leaving behind an indelible family legacy of helping children and youth find a place of belonging.

We thank Joe and Doreen for their pioneering spirit and compassion.



As we continue to evolve beyond our 50th anniversary, we anticipate many more children and youth to experience the magic of Towhee for years to come.



“By thinking about how each child learns best and tailoring treatment, MMA is transforming mental health therapy.”

—Dr. Karen Milligan



Brain Matters

Research shows changes in the brains of youth participating in Integra Mindfulness Martial Arts (MMA).

Dr. Karen Milligan, an associate professor with Ryerson University's Department of Psychology, recently completed a four-year research study to explore the impact of Mindfulness Martial Arts (MMA) on brain-based measures of attention.

In MMA, attention and being able to focus on the present moment without judgment are central skills. Dr. Milligan explains. "Attention is a 'keystone' process because of its far-reaching impact on a broad range of outcomes, including academic achievement, mental health and social competence, and is an area that many children and youth with learning disabilities and mental health challenges struggle with. Luckily, it is also a skill that can be improved."



Receiving critical support from the Scottish Rite Charitable Foundation and a Ryerson Health Research Fund grant, 48 youth and 38 wait-list controls completed computer tasks before and after MMA. Electroencephalograms (EEGs) were used to measure levels of attention—a key area that can impact mental health in children and youth with various learning disabilities complicated by mental health issues. The results showed significant post-treatment group differences and gains of improved attentional control in the children

and youth who participated in the 20-week group program. "Our research indicates not only parents reporting changes but brain-based changes being evident in children and youth. We also saw that these changes were maintained at a three-month follow-up," says Dr. Milligan.

MMA provides children and youth with a therapeutic environment in which to learn and practice critical skills, including how to be flexible, attentive and present-focused. The program supports young people in translating their learnings to everyday life through an engaging martial-arts format.

MMA also provides a new model for what therapy can look like when adapted to the learning needs of a child. "Kids who have learning disabilities process information in different ways and MMA accounts for this. The program adapts to how children and youth learn best and teaches them strategies for addressing challenge that draw on different learning strengths so that children and youth can choose what works best for them."

Supporting the healthy development of children and youth, MMA also gives hope to parents who go from one unsuccessful intervention to the next in search of effective care for their children. "By thinking about how each child learns best and tailoring treatment, MMA is transforming mental health therapy," says Dr. Milligan.

HANDS ARE FOR HOLDING

Violence in families can adversely affect children and youth. Some children may act out and have trouble making friends, while other children become quiet and withdrawn. Violence may also introduce unique parenting and emotional challenges.



Our Family Violence Services support women and children in healing from the effects of abuse and trauma through group counselling programs, shelter services and specialized services.

Group Programs

MOTHERS IN MIND (MIM)

MIM supports women parenting children under the age of 4 in becoming the mothers they want to be. Mothers learn ways to be kind and take care of themselves while reflecting on and gaining strategies to respond to their children in sensitive, effective manners. MIM is available in Toronto and at licensed Affiliates throughout Ontario, Quebec and Australia.

HERE TO HELP

Here to Help helps women and their children to understand that they are not alone. The intervention program for mothers with children ages 4-18 provides a safe and supportive environment for mothers and children to talk about the violence they have experienced and process emotions together.

SHELTERS PROGRAM

The Shelters Program provides immediate, accessible counselling services to mothers with children/youth (up to the age of 18) who have experienced family violence or sexual abuse, and are living in a shelter in Toronto.

TASTE OF HOME

Taste of Home supports children and youth in learning how to cook healthy, budget-friendly meals while developing stress management strategies they can use to face everyday challenges.

SCHOOL LIAISON PROGRAM

The School Liaison Program helps children in shelter make smooth transitions to their new school by focusing on safety planning, emotion-regulation and social support. The School Liaison Worker works with children (ages 4-16), mothers, and shelter and school staff to help children feel safe and comfortable.

CHILD AND ADOLESCENT SERVICES FOR ABUSE AND TRAUMA (CASAT)

CASAT offers families an opportunity to reflect on the impact of abuse and trauma and explore coping strategies that support individual and family well-being.



Early childhood exposure to significant trauma can impact how the brain develops, having the potential to affect a young child's ability to learn, solve problems and relate to others.



Experiences of trauma can also bring unique parenting challenges for mothers of young children. Mothers in Mind (MIM) exists to support the mother-child relationship in healing from hurtful experiences.

Through a three-year grant by United Way Greater Toronto, we were able to expand our MIM services to help more families starting in 2018. The United Way funding has allowed us to enhance our programming at the Children's Aid Society of Toronto (CAST), running six groups per year at three different CAST branches. We have also expanded the program by running two community-based groups at CDI and 24 weeks of drop-in MIM sessions at a partner shelter, supporting mothers and young children who are in a period of transition.

"We know how important it is to stop the cycle of violence in our communities, and address the trauma that comes in its wake," says Daniele Zanotti, President and CEO, United Way Greater Toronto. "Mothers in Mind is one example of how CDI is working hard to provide safe spaces for mothers to feel protected, and foster nurturing relationships with their children. We are happy to support CDI as it tackles unignorable issues in our communities," adds Daniele.

A substantial proportion of MIM mothers parenting children under the age of 4 are dealing with complex trauma histories involving childhood neglect and various forms of abuse. These experiences can impact a mother's parenting, her young child and their relationship. According to our data, 98% of mothers report positive changes in their relationship with their child since beginning the MIM program. Mothers also expressed increased understanding of the impact of violence on the family and on connecting with their child. "I trust our bond more. I trust my feelings more. I have new strategies that reduce conflict and increase understanding and trust," says one mother.

CDI helps mothers and children feel safe and connected. We are continuously working on service improvement that is reflective of the current research in our field and the knowledge gained from the families we work with.

"I have learned that I can look in the mirror and give myself credit more than I have in the past."

CDI's shelter services recognize that moving out of abuse and transitioning to shelter is a time of great change and emotional upheaval for families. Through our programming, families receive support, explore their resilience and gain the skills to adaptively respond to the changes and stress in their lives.

Because of the Ministry of Children, Community and Social Services (MCCSS), more Toronto women and children in shelter had access to Family Violence services through strengthened collaborations with partnering shelters.

"The initiative offered to children and youth residing in MCCSS-funded Violence Against Women Shelters was a great opportunity to access the expertise of qualified mental health practitioners and offer services in-house," says Sheila Nayak, Program Supervisor, Violence Against Women Program Team, MCCSS Toronto Region. "CDI has consistently demonstrated high-calibre services, and was one of the first organizations that MCCSS contacted to discuss the possibilities around this program. Without question, they rose to the challenge."

2018–2019 funding for children and youth utilized by CDI's partnering shelters provided responsive and immediate mental health supports to children and mothers in shelter. The opportunity of bringing CDI and shelter teams together deepened our collaboration, consultation practice and learning.

As a result, our shelter initiative achieved the following deliverables:

- **3 partnering shelters** were served
- **8 consultations** to assess best service delivery model with all three shelters, with both staff and residents
- **13 Transitions group sessions** delivered in total to all three shelters, and **9 Mothers in Mind sessions** delivered
- **19 Individual Intake** and family assessments
- **23 families** in total received service
- **46 children** in total participated in group services
- **31 children** received safety planning in group services
- **60 "Family Box" kits** created and distributed to each shelter for new incoming families
- **Therapeutic resources** purchased for each shelter to continue to support children and mothers in family connection, well-being, emotion-regulation and safety planning
- **1,260 hours** of staff time dedicated to this project from January to March 2019

Our priority is helping women and children receive immediate support as they transition out of lived experiences of abuse and into safe shelter environments.



THE FAMILY BOX

For many people affected by violence, safety can be an ongoing concern. The Family Box supports the validation of family challenges through changing times, focusing on family strengths and connection, safety and emotion-regulation.



For children moving into a shelter, this often means moving to a new school. It's always hard to be the new kid in the class, especially when you arrive partway through the school year. Nine-year-old Emma shares her story of participating in the School Liaison Program.

I was so mad because we had to move into the shelter and I had to start a new school where I didn't know anybody. I missed my dad a lot and wanted to see him but I was also scared because he had hit my mom and my brother and sister. I was so confused and frustrated and started to be mean to my mom and my brother and sister. I wasn't making any friends at my new school because I was angry all the time and didn't want to talk to anyone. I felt sick and didn't want to go to school.

One day a worker at the shelter introduced me to Ashley and said she could help me at my new school. Ashley talked to my new teachers and during recess she helped me make some new friends. Sometimes I talked with Ashley alone about living in the shelter and how much I missed my dad. Some days I was really mad and some days I was really sad. Ashley told me that lots of kids feel like this when their parents fight at home. She helped me figure out how I could make myself feel better when I was feeling mad or sad.

“Children spend one third of their day in school. They deserve to feel safe and to have a friendly face supporting them throughout their day.”

—Ashley Edlin, School Liaison Worker

Emma met Ashley through CDI's School Liaison Program, a school-based program that supports children ages 4-16 living in CDI partnering shelters and attending a new school. School Liaison Workers work with children, mothers, and shelter and school staff to support children during this transition. The School Liaison Worker meets with the child and their mother to orient them to the school, and is available at the school to support the child's emotional and social development, and academic accomplishments. Follow-up services are available to children at their new school once they move out of the shelter.



THE WONDROUS ROAD AHEAD

Young children deserve a healthy start in a safe, diverse and inclusive learning environment where they can thrive and their families are welcome. Our five Early Learning Centres and two EarlyON Child and Family Centres nurture the happy, healthy development of children through quality care, early childhood education, and family support that is rooted in research.

As a forerunner of early intervention best practices, CDI's Registered Early Childhood Educators and Early Childhood Assistants are able to identify early signs of delay in a child's physical, social, cognitive or language development, and make the appropriate support referrals.

Our Early Learning Centres are licensed by the Ministry of Education, and are in diverse communities across Toronto in the following locations:

ANNEX EARLY LEARNING CENTRE

Serving the Annex community with 66 spaces for children from infancy to age 10.

FRASER MUSTARD EARLY LEARNING CENTRE

Serving the Thorncliffe Park community with 88 spaces for children from infancy to age 4 and the Kindergarten Before and After Program.

PARKDALE EARLY LEARNING CENTRE

Serving the Parkdale community with 49 spaces for children from infancy to age 4.

WELLESLEY EARLY LEARNING CENTRE

Serving the St. Jamestown community with 62 spaces for children from infancy to age 4.

WINDERMERE EARLY LEARNING CENTRE

Serving the Queensway/Windermere Avenue community with 57 spaces for children from infancy to age 4.

Our EarlyON centres



Parkdale-High Park EarlyON Child and Family Centre (CFC) and 100 High Park EarlyON Child and Family Centre offer a variety of free programs and services which promote children's optimal development and readiness to learn in a healthy, safe and supportive environment. Programs are designed to meet the unique needs of parents and caregivers of children (0-6 years). All families are welcome.

Parkdale-High Park EarlyON Child and Family Centre

Serving the Junction community at Keele and Dundas.

100 High Park EarlyON Child and Family Centre

Located in a Toronto Community Housing building and serving the local community.



Parenting, like any other responsibility, is a demanding endeavour. Having the right kind of support is imperative at every step of the journey.

My son was born at 26 weeks and required delicate attention and care. Having been born early, he experienced delayed peer-to-peer social interaction, preferential bias for liquid meals, and anxiety. As a working mother of a pre-term baby, I was delighted to have my son join the Fraser Mustard Early Learning Centre at 16 months.

Ever since then, the experience has been one of exceptional care and attention to the specific needs of my bundle of joy. The team at the Centre worked closely with me, as well as with other third-party childcare experts, to develop actionable plans and needs assessment, with specific milestones and timelines. My little man can now enjoy various meals, and has developed exceptional social skills and confidence. I now have the peace of mind to focus on other aspects of my life and career.

My personal experience allows me to say with confidence that CDI provides the right kind of support required by every parent and guardian. In my opinion, the conduciveness of the Centre, and the quality of the Registered Early Childhood Educators, are critical success factors that distinguish it from the lot. The Fraser Mustard Early Learning Centre has become my home away from home.

—A letter from one of our parents



CDI's Fraser Mustard Early Learning Centre offers a seamless early learning environment for children and parents

Parents and guardians often struggle with finding the best all-in-one care for their young children. As the on-site childcare operator at the Fraser Mustard Early Learning Academy—an all-kindergarten school in Toronto's Thorncliffe Park community—our uniquely located Fraser Mustard Early Learning Centre helps bridge a gap in services for families between the childcare centre and the school system through a successful Before and After Program.

The Fraser Mustard Before and After Program is a continuation of the play-based learning offered in the full-day kindergarten program, and provides a seamless early learning environment for children as well as their parents. Delivered by Registered Early Childhood Educators and Early Childhood Assistants, the program incorporates independent and social learning activities within a quiet space for children after a busy day in school. Recognizing the need for care during non-school days, the Fraser Mustard Before and After Program continues to operate on professional development days and during school breaks.

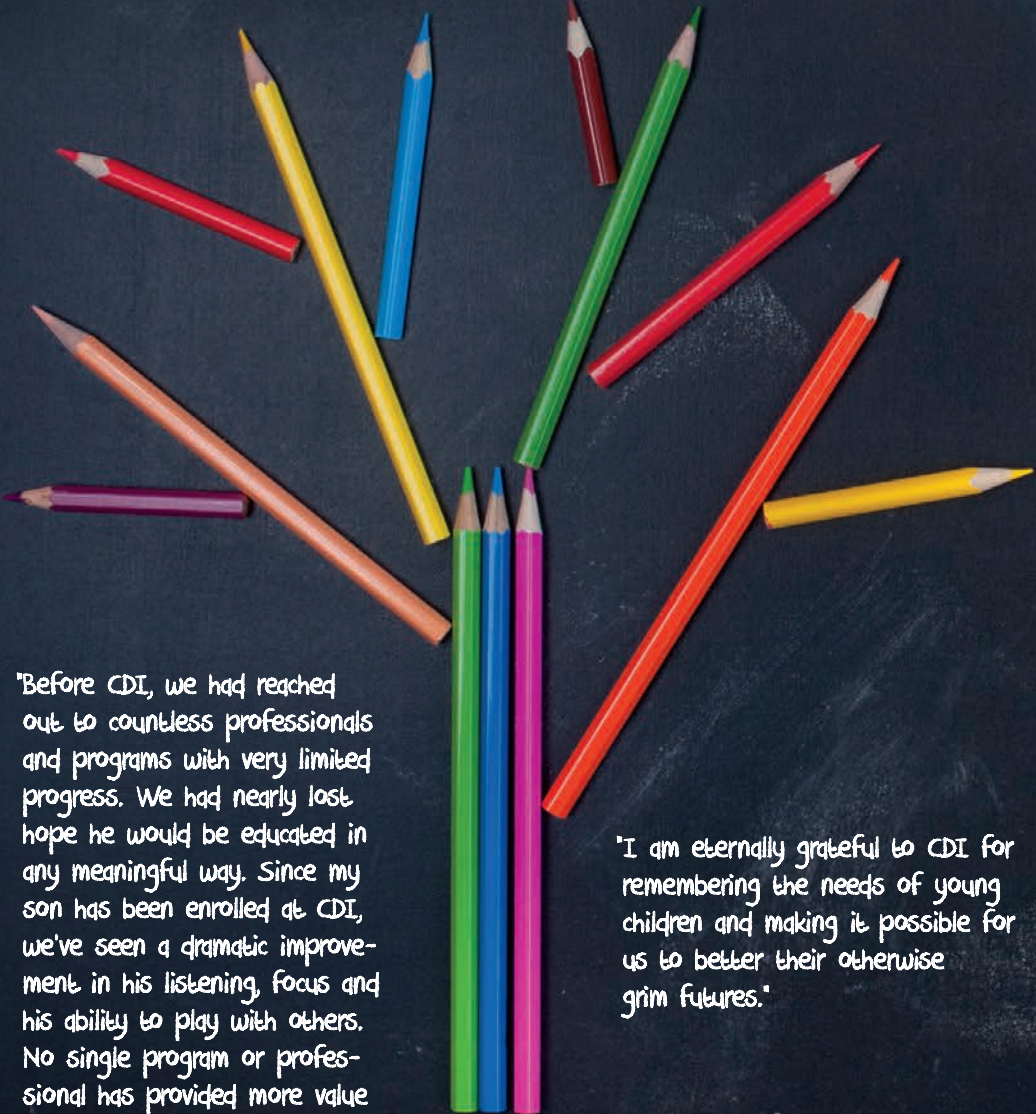
Helping children transition to kindergarten, our Registered Early Childhood Educators have on-site discussions with teachers to share strategies on appropriate classroom settings after observing children's abilities and strengths in our Early Learning Centre space. Communication and collaboration are key to making children's transition to kindergarten as seamless as possible.

The Fraser Mustard Early Learning Academy was built in response to the growing population of Toronto's Thorncliffe Park area, a community bursting with culture and new Canadians.

We are able to assist families with our diverse team of educators who speak many languages. Classrooms are equipped with diverse materials and toys in languages that reflect the community. At CDI's core is a commitment to early learning and development, and supporting families' abilities to raise healthy children.

WORDS FROM OUR FAMILIES

"I no longer spend hours despairing that my son will never function in the world. I now believe his future is much brighter. Thank you for all the miracles you work."



"Before CDI, we had reached out to countless professionals and programs with very limited progress. We had nearly lost hope he would be educated in any meaningful way. Since my son has been enrolled at CDI, we've seen a dramatic improvement in his listening, focus and his ability to play with others. No single program or professional has provided more value and support to my son than the program at CDI."

"I am eternally grateful to CDI for remembering the needs of young children and making it possible for us to better their otherwise grim futures."

We thank the courageous caregivers and families in our care who continuously fight for the well-being of their children at home and at school.

FINANCIALS

CHILD DEVELOPMENT INSTITUTE STATEMENT OF OPERATIONS

Year ended March 31, 2019

	Operating Fund	Board Fund	Capital Fund	2019 Total	2018 Total
REVENUE					
Government grants	\$ 13,382,483	\$ —	\$ —	\$ 13,382,483	\$ 12,702,649
Childcare	5,716,109	—	—	5,716,109	5,303,308
Earned income	808,099	—	—	808,099	908,747
Donations from CDI Foundation	313,977	—	—	313,977	241,334
United Way	298,869	—	—	298,869	389,145
Donations and other	1,166,037	5,460	6,180	1,177,677	850,077
	\$ 21,685,574	\$ 5,460	\$ 6,180	\$ 21,697,214	\$ 20,395,260
EXPENSES					
Salaries	\$ 14,630,598	\$ —	\$ —	\$ 14,630,598	\$ 13,786,454
Program	2,483,351	—	—	2,483,351	2,233,720
Employee benefits	2,008,904	—	—	2,008,904	2,018,183
Building occupancy	1,411,873	—	—	1,411,873	1,170,172
Administration	724,020	—	—	724,020	621,793
Staff training and travel	306,318	—	—	306,318	391,773
Amortization	11,600	—	12,180	23,780	23,780
	\$ 21,576,664	\$ —	\$ 12,180	\$ 21,588,844	\$ 20,245,875
Excess (deficiency) of revenue over expenses for the year	\$ 108,910	\$ 5,460	\$ (6,000)	\$ 108,370	\$ 149,385

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Your generosity has made an immense difference and a positive impact on the lives of many children, youth and their families, and for that, we are grateful.



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