



# Courtney

## STANDS TALL



### Discovering abilities. Developing potential.

For 35 years, Erinoak has provided a wide range of services and therapy support to clients with physical, developmental and/or communications challenges to be the best that they can be. The largest accredited children's treatment centre in Ontario, Erinoak helps more than 8,000 children and youth each year turn disability into possibility.

### Mission

The mission of Erinoak is to support children and youth with physical, developmental and communication disabilities. By meeting the challenges of their diverse needs, Erinoak will assist clients and their families to reach optimal levels of independence, health and well-being.

### Vision

Erinoak will be recognized as a regional centre of excellence providing comprehensive family-centred services that promote full inclusion in community life for clients and families. The Centre will provide community leadership through collaboration and advocacy and will be a preferred place of employment.

There are runners, cowboy boots and sandals in Courtney Gibson's closet. For many young girls, it's the usual fair in footwear, but for 10-year-old Courtney, these shoes are coveted treasures.

Courtney never owned shoes before. She could never wear shoes before. Courtney has waited her whole life for shoes. Last year, she lost her legs and got some shoes.

It may sound odd but Courtney's legs have been a hindrance since she was born with sacral agenesis. The rare disorder caused her spine to stop growing at T12, about the midway point. Since birth, Courtney has been a paraplegic and her legs and feet, despite two operations, curled awkwardly beneath her. While Courtney became expert at scooting along on her hands, her legs often got in the way and she landed on her face. Even sitting in a wheelchair has been a problem.

In August 2005, doctors decided to amputate Courtney's legs at the knees. "It was the best thing they ever did," says mom Julie. "She's so happy."

The amputation meant Courtney could be fitted with prosthetics, which sparked an outpouring of generosity by students at the high school where Julie works in the cafeteria. The money raised is being held in trust for Courtney's future equipment needs.

At an inpatient rehabilitation centre, Courtney learned to use her new legs and it was there she unwrapped her first pair of big girl shoes – the runners. They were a surprise gift from mom.

"She was thrilled. I cried."

They were told it would take five weeks for Courtney to become comfortable with her new legs but within an incredible nine days, the spunky youngster could stand, sit, and walk.

It's this spunk that has driven a tiny Courtney to stand tall, long before she received legs. And it's this spunk that has inspired all who know the 31-pound girl, including Erinoak therapists who have been in her life since she was a toddler.

The Gibsons first came to Erinoak for its seating clinic when Courtney was two years old and needing her first wheelchair, which

had to be tailor-fit to accommodate the unusual position of her legs. Once she started school, Erinoak was there to ensure Courtney could navigate safely in the halls and classroom and to make regular visits to provide occupational therapy and physiotherapy.

An Erinoak social worker has helped the Gibsons with financial issues, provided counseling for Courtney after the amputation, and paved the way for various services to become available to Courtney, such as Easter Seals camps and special at-home services which matches children with someone to provide extra help at home or on outings in the community.

The family-centred philosophy at Erinoak, which recognizes each family as unique, means that Courtney and her family are key players in determining the care she receives.

"They listen," says Julie. "They've been so accommodating of our needs as a family while ensuring Courtney receives what she needs."

It's important families are heard, explains social worker Neelu Khera. "We want the family to be in charge. We want to know the concerns and priorities that are most important to those we are serving. Services are then aligned to address those concerns and priorities."

This caring culture, a hallmark of Erinoak, also recognizes Courtney's strengths, drive and big personality. "She's an amazing, beautiful youngster," says Khera. A mini powerhouse of determination, the top student wants to accomplish everything on her own, or at least try. Topping her "to try" list these days are "high heels and hee-lies," Courtney says with a giggle. (Hee-lies are shoes with wheels in the heels.)

With her new legs, Courtney has grown from about one foot tall to three. She can help herself to a cookie on the table and carry a glass to the sink. With a walker, she can cruise the mall where people recognize her and shout, "You go girl."

Ask Courtney about her dreams and she says she's living them. She has legs that work. She can walk. She can kick a soccer ball. And in her closet are three pairs of shoes – runners, cowboy boots, and sandals.

**“ask Courtney about her dreams and she says she’s living them.”**



## Building Capacity for the Future

Unique in Canada, the number of children with special needs requiring the services of Erinoak continues to grow at an unprecedented 8-10% annually. As we reflect on accomplishments over the last year, we note with appreciation the remarkable efforts of our staff, leadership, board, volunteers and donors to build capacity and address the pressing increased need for high quality therapies, supports and services for children with disabilities and their families. The following is a sampling of our achievements in 2005/06:

- We served over 8,000 children in more than 900 community settings (not including their homes). Skilled professional staff and committed active volunteers now number in excess of 450 and 500 respectively.
- Over 90% of clients and families rated the overall quality of care and services at Erinoak as excellent/very good in a 2005 Client Evaluation of Services Survey.
- We introduced Honouring Diversity, a new workshop for staff and volunteers to further increase cultural sensitivity.
- We expanded the number of meaningful partnerships (e.g. with municipal recreation centres) to deliver client programs and increased community capacity through professional conferences and caregiver education.
- We implemented the patient registration, workload measurement, and budgeting modules of our new information system, and in partnership with Bloorview Kids Rehab, we joined the secure, provincial Smart Systems for Health network and the electronic Child Health Network (eCHN).
- We developed a strong business case for a new building including a number of creative financing alternatives for government. Erinoak needs to build a facility to consolidate, realize administrative and clinical efficiencies, and provide modern integrated service capacity required of the largest children's treatment centre in Ontario.
- We maintained our record of strong fiscal management, balanced budgets, and low administration cost (less than

12%). We continued to refine and report on our balanced scorecard of organizational performance indicators.

- We undertook a comprehensive, consultative strategic planning process and developed key directions for 2006 to 2010.

Our priorities for the near future are clear. Guided by our new strategic directions, we plan to:

- Increase access to Erinoak therapy, programs and services for children and youth with special needs and their families.
- Expand and enhance partnerships and alliances that add value to children's services within the community. Improve client linkages to community resources and opportunities.
- Explore partnership opportunities to build a children's treatment centre in Halton or Peel Region. Update planning studies for the new facility.
- Implement the next phase of our new information system including community-wide scheduling for all programs. Establish capacity for data-driven planning and decision making.
- Increase the fundraising initiatives. Raise the public profile of Erinoak.

We are pleased with our progress to keep pace with the needs of our diverse and rapidly growing communities. More and more children with special needs are depending on us to help them grow up with dignity, strength and joy - to help them "be the best they can be".

John Casola  
Chair, Board of Directors

Linda M. Rothney  
President & CEO



## Report from VP Medical Services

Sharing information and transferring knowledge are key principles underlying family-centred care. These principles recognize and build on the strengths of our clients and their families, our staff and community partners. By teaching and learning from each other, we enhance our individual and collective capacity to serve the needs of clients. The following is a sample of capacity-building activities undertaken by Erinoak's clinical staff who during 2005/06:

- expanded and refined the parent training program for families of young children with autism. Feedback from parents was used to tailor the program to meet families' specific needs.
- designed and ran two new parent workshops to address sleeping disorders and safety issues.
- created a comprehensive home and vehicle modification information and resource day for families of children with physical disabilities.
- hosted family nights for the parents of young children with hearing loss.
- offered five training workshops to parents of children who use picture symbols for communication. These sessions teach parents how to use a graphics software database to expand their child's picture vocabulary.
- established a multidisciplinary team including social work, occupational and behavioural therapy expertise to support our Speech Language Pathologists in their treatment of preschoolers with autism.

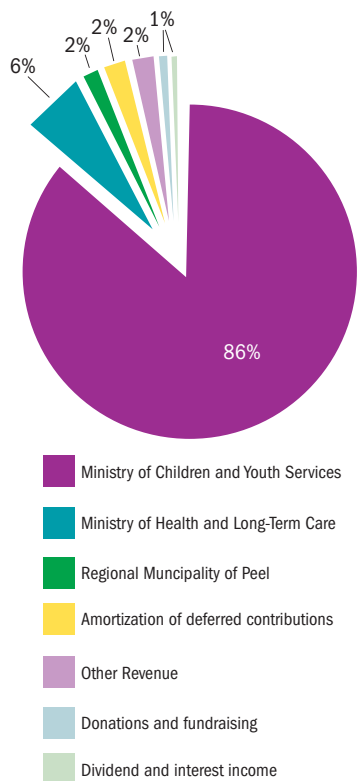
- provided over 1,700 training sessions on autism to educational staff in 10 school boards and hosted a three-day conference on autism for 600 attendees.
- developed and disseminated pamphlets promoting the importance of early identification and treatment of speech and language disorders in young children. The brochures were translated into 10 languages and widely distributed across Peel and Halton.
- delivered two training packages designed to support successful integration of preschoolers with special needs into community nursery schools.
- joined a multi-agency regional team whose goal is to enhance the community's ability to identify and support children with fetal alcohol disorder.
- were actively involved in a regional committee which is developing a training program to further develop the skills and knowledge base of all agencies providing counselling to families with a disabled child.

To close, thank you to our wonderful staff, all of whom work diligently to enhance the abilities of their clients, their families, each other and the community.

Dr. Gillian Hogan  
Vice-President, Medical Services



**Sources of Funding:**



**AUDITORS' REPORT ON SUMMARIZED FINANCIAL STATEMENTS**

To the Members of ERINOAK Serving Young People with Physical Disabilities

The accompanying summarized statements of financial position, operations and changes in net assets are derived from the complete financial statements of ERINOAK Serving Young People with Physical Disabilities as at March 31, 2006 and for the year then ended on which we expressed an opinion with reservation as to the completeness of revenue from donations and fundraising events as disclosed in our report dated May 12, 2006. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

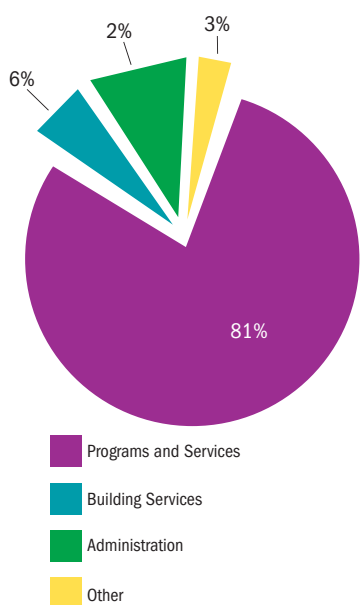
These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on ERINOAK's financial position, results of financial activities and cash flows, reference should be made to the related complete financial statements.

*KPMG LLP*

Chartered Accountants

Toronto, Canada  
May 12, 2006

**How funds were spent:**



**Statement of Financial Position**

March 31, 2006, with comparative figures for 2005

|  | Operating Fund | Capital Fund | Segregated Funds | 2006 Total   | 2005 Total  |
|--|----------------|--------------|------------------|--------------|-------------|
| <b>Assets</b>                            |                |              |                  |              |             |
| Current assets:                          |                |              |                  |              |             |
| Cash and short-term deposits             | \$4,601,324    | \$5,089      | \$3,232          | \$4,609,645  | \$2,593,261 |
| Accounts receivable                      | 466,372        | –            | –                | 466,372      | 466,372     |
| 955,799                                  |                |              |                  |              |             |
| Interest and other receivables           | 2,220          | 103,581      | 2,093            | 107,894      | 118,253     |
| Prepaid expenses                         | 140,309        | –            | –                | 140,309      | 187,217     |
|  | 5,210,225      | 108,670      | 5,325            | 5,324,220    | 3,854,530   |
| Investments                              | –              | 2,587,316    | 47,711           | 2,635,027    | 2,543,128   |
| Interfund receivable (payable)           | 1,724,909      | (1,746,200)  | 21,291           | –            | –           |
| Capital assets                           | –              | 3,075,179    | –                | 3,075,179    | 3,449,589   |
|  | \$6,935,134    | \$4,024,965  | \$74,327         | \$11,034,426 | \$9,847,24  |
| <b>Liabilities and Net Assets</b>        |                |              |                  |              |             |
| Current liabilities:                     |                |              |                  |              |             |
| Accounts payable and accrued liabilities | \$6,233,677    | \$–          | \$–              | \$6,233,677  | \$4,578,199 |
| Deferred revenue                         | 684,773        | 10,756       | –                | 695,529      | 787,702     |
|  | 6,918,450      | 10,756       | –                | 6,929,206    | 5,365,901   |
| Deferred contributions                   | –              | 1,831,383    | –                | 1,831,383    | 2,099,109   |
| Net assets:                              |                |              |                  |              |             |
| Invested in capital assets               | –              | 1,243,796    | –                | 1,243,796    | 1,350,480   |
| Diana Thomson Award                      | –              | –            | 10,865           | 10,865       | 10,871      |
| Restricted                               | –              | –            | 63,462           | 63,462,395   | –           |
| Unrestricted                             | 16,684         | 939,030      | –                | 955,714      | 959,491     |
|  | 16,684         | 2,182,826    | 74,327           | 2,273,837    | 2,382,237   |
|  | \$6,935,134    | \$4,024,965  | \$74,327         | \$11,034,426 | \$9,847,247 |



## FACTS:

Erinoak served more than 8,000 children and youth in over 900 community settings (not including homes) and four core locations in Mississauga, Burlington, Brampton, North Sheridan.

In a recent survey, over 90% of clients and families rated the overall quality of care and services at Erinoak as excellent/very good.

Erinoak has 483 employees including 332 full-time, 50 part-time and 101 casual.

Over 500 volunteers contributed more than 12,000 hours supporting programs such as occupational therapy, physiotherapy, recreational therapy and respite.

29,526 newborns were screened for hearing impairments in Halton, Peel, Waterloo, Wellington and Dufferin counties

Close to 4,000 children received therapy through the Halton-Peel Preschool Speech and Language program.

## Statement of Operations

Year ended March 31, 2006, with comparative figures for 2005

|  |                |              |                  | 2006         | 2005         |
|--|----------------|--------------|------------------|--------------|--------------|
|  | Operating Fund | Capital Fund | Segregated Funds | Total        | Total        |
| <b>Revenue:</b>                              |                |              |                  |              |              |
| Ministry of Children and Youth Services      | \$34,518,335   | \$-          | \$-              | \$34,518,335 | \$27,257,921 |
| Ministry of Health and Long-term Care        | 2,588,755      | -            | -                | 2,588,755    | 2,341,217    |
| Regional Municipality of Peel                | 628,032        | -            | -                | 628,032      | 664,936      |
| Amortization of deferred contributions       | -              | 850,174      | -                | 850,174      | 773,710      |
| Other revenue                                | 968,500        | -            | -                | 968,500      | 855,558      |
| Donations and fundraising                    | 306,510        | -            | 700              | 307,210      | 343,528      |
| Dividend and interest income                 | 115,632        | 102,288      | 2,361            | 220,281      | 137,009      |
|  | 39,125,764     | 952,462      | 3,061            | 40,081,287   | 32,373,879   |
| <b>Expenses:</b>                             |                |              |                  |              |              |
| Salaries and benefits                        | 27,559,451     | -            | -                | 27,559,451   | 22,429,535   |
| Special services at home purchased services  | 1,854,911      | -            | -                | 1,854,911    | 1,570,164    |
| Other purchased services                     | 3,499,637      | -            | -                | 3,499,637    | 3,102,245    |
| Professional and other fees                  | 397,543        | 88,007       | -                | 485,550      | 437,805      |
| Supplies and minor equipment                 | 1,828,888      | 3,521        | -                | 1,832,409    | 1,372,115    |
| Training and travel                          | 1,095,393      | 1,181        | -                | 1,096,574    | 781,023      |
| Utilities                                    | 423,478        | -            | -                | 423,478      | 247,110      |
| Rentals                                      | 2,027,141      | -            | -                | 2,027,141    | 1,213,178    |
| Repairs and maintenance                      | 187,882        | -            | -                | 187,882      | 114,178      |
| Recruitment, advertising and promotion       | 54,285         | 664          | -                | 54,949       | 114,424      |
| Amortization of capital assets               | -              | 1,002,012    | -                | 1,002,012    | 931,385      |
| Loss on sale of investment                   | -              | 21,177       | -                | 21,177       | -            |
| Other  | 143,516        | -            | 1,000            | 144,516      | 122,495      |
|  | 39,072,125     | 1,116,562    | 1,000            | 40,189,687   | 32,435,657   |
| Excess (deficiency) of revenue over expenses | \$53,639       | \$(164,100)  | \$2,061          | \$(108,400)  | \$(61,778)   |

## Statement of Changes in Net Assets

Year ended March 31, 2006, with comparative figures for 2005

|  | 2006           |                         |                            | 2005                |            |             |
|--|----------------|-------------------------|----------------------------|---------------------|------------|-------------|
|  | Operating Fund | Capital Fund            | Segregated Funds           |                     |            |             |
|  | Unrestricted   | Unrestricted net assets | Invested in capital assets | Diana Thomson Award | Restricted | Total       |
| Net assets, beginning of year                | \$4,611        | \$954,880               | \$1,350,480                | \$10,871            | \$61,395   | \$2,382,237 |
| Excess (deficiency) of revenue over expenses | 53,639         | (12,262)                | (151,838)                  | (6)                 | 2,067      | (108,400)   |
| Net change in investment in capital assets   | -              | (45,154)                | 45,154                     | -                   | -          | -           |
| Interfund transfers                          | (41,566)       | 41,566                  | -                          | -                   | -          | -           |
| Net assets, end of year                      | \$16,684       | \$939,030               | \$1,243,796                | \$10,865            | \$63,462   | \$2,273,837 |



# Lofty Dreams *propel* Isaiah

It sits in a place of honour atop the dresser, cherished by a young boy with lofty dreams.

“Actually, that’s the only place my little brother and sister can’t reach it,” says a practical Isaiah Christophe.

A budding wheelchair racing star, 12-year-old Isaiah is referring to the bronze medal he won at the 2005 Canada Summer Games in Regina. Chosen as one of only six wheelchair athletes to represent Ontario, Isaiah, one of the youngest participants at the games, spun his way to third place in the 400 metre event and 5th in the 5000 metre race.

Within three years of starting the sport, Isaiah’s success has made him an athlete to watch and spurred him on to a goal of Olympic proportions – the Paralympics. And according to the self-assured young man, that world stage may be only two years. “I’m aiming for 2008,” he says matter-of-factly.

Born with spina bifida, Isaiah has been pushing himself hard ever since he was a toddler, “I learned quickly not to tell him he couldn’t do something,” says mom Dianne. “If you tell him he can’t, he’s going to try it. So we’ve always let him experience things for himself.”

With the support of Erinoak, Isaiah continues to experience life in ways that celebrate his abilities and empowers him to see the possibilities. It is through Erinoak that Isaiah was introduced to the world of sports, first as a four year old in a program where children with disabilities were given the opportunity to play schoolyard games like tag and red rover.

Later, Isaiah was turned on to sledge hockey where he is now recognized as a standout goalie. When summer came along

in 2003, the youngster decided to try racing while awaiting the next hockey season. But with the first taste of success, says Dianne, “it all snowballed.”

Isaiah now trains all year long while also playing hockey and dabbling in basketball. At school, he holds a place of honour as the basketball team’s manager, which involves some coaching as well as playing. In a recent tournament, Isaiah was on the court with his able-bodied teammates for part of the game and brought home a silver medal. “It was great,” says Isaiah.

“Erinoak plays a big role in our lives, now more than ever,” says Dianne. The centre makes sure the school environment is safe and accessible for Isaiah and an occupational therapist and physiotherapist make regular visits to provide therapy.

The centre also administers special at-home services for Isaiah – someone to take him to hockey if needed, accompany

him on outings, or assist while he takes part in activities in the community so that he’s not always with a parent. Through that program, Erinoak screens and provides potential matches of people from its database who would best work with Isaiah..

Special camps like Camp Spike, where Isaiah learned about self-care and gained the confidence to look after all his own needs, and ongoing support and information for Dianne and husband Randy are among other Erinoak services for which the Christophes are grateful.

They are most, grateful, however, for a son whose incredible drive will no doubt land him many more medals atop his dresser, and whose powerful sense of self promises to propel him far, both on and off the track.

**“Isaiah experiences life in ways that celebrate his abilities and empower him to see the possibilities.”**

## ERINAOK LEADERSHIP

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Carol Vinette-Hancharyk  
*Vice-President, Finance and Administration*

David Butler  
*Director, Fundraising and Community Relations*

# On behalf of our children and families, Thank you to our Donors and Sponsors.

We express sincere appreciation to all of our donors, friends and sponsors who have given so generously of their time and resources in 2005/6. Several thousand individuals, service groups, corporations, associations and other organizations from south central Ontario are supporting a wide range of Erinoak projects. We recognize and acknowledge all; listed herein are those donors and sponsors who gave cash, gifts-in-kind (products and services) or planned gifts of \$250 or more.

## Hearts of Gold - (\$10,000.00 +)

Baxter Corporation  
Bramalea Happy Hours Co-op  
Nursery  
Canadian Imperial Bank of Commerce, and  
CIBC Charitable Foundation  
CIBC Equipment Finance Leasing  
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Delta Faucet Canada  
Director Industrial Properties Limited  
Gregory Dolson  
Drain-Tite Industries Inc.  
DWPV Services Limited Partnership  
Electro Canada Ltd.  
Elitrex Plumbing Ltd.  
Emerson Electric Canada Limited  
Ernst & Young LLP  
Evergreen Lawn Sprinklers Inc.  
Exbury Plastering Ltd.  
Faircourt Asset Management Inc.  
Fandor Homes  
Ranjit Farwaha  
Lorna Fraser  
Giampaolo Investments Limited  
Glendale International Corp.  
Robert Gray  
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Mike Harmer  
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Carl & Christine Hiltz  
Hydro One Employees' and Pensioners' Charity Trust  
Ian Martin Limited  
International Centre Bingo  
Johnson Sustronk Weinstein & Associates  
June Lawrence School of Dance  
Knights of Columbus - Council #9612  
Ernie & Moni Kuechmeister  
Lebel Contracting Ltd.  
Liebherr-Canada Ltd.  
Lions Club of Dixie - Mississauga  
Lions Club of Mississauga  
Meadowvale  
Mark & Janet Liptok  
D. Bruce MacNaughton  
Irene & William MacPherson  
Mainframe Developments Inc.  
Katrina & Paul Mann  
Mattamy Homes Limited  
Louise & Keith McCord  
Memme Excavation Company Limited  
Mirolin Industries Corp.  
Dean Mullett  
Nestle Purina Petcare  
Grenville & Marcia Norton  
Nova Plumbing & Heating Ltd.

Oakdale Kitchens Inc.  
Oakville Children's Magical Christmas  
Oakville Quilters Guild  
Randy O'Malley  
Paragon Drywall Contractors  
Patrons of The Fox & Fiddle Precinct  
Petro Canada - Oakville Refine  
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Giampaolo Investments Limited  
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Royal Building Supplies Ltd.  
Saint Brides Anglican Church  
Bhupinder & Kulwinder Sandhu  
Laurette & Richard Sauer  
Scholastic Canada Ltd.  
Schroder Investment Management North America  
Sears Canada Inc.  
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Toronto Lynx Soccer Club  
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Alex & Lesia Tymochenko  
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Wilkinson Fireplace Mantels Inc.  
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# ERINOAK

For full financial statements, please visit our web site: [www.erinoak.org](http://www.erinoak.org)

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fax: 905-820-1333  
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### Mississauga North Sheridan Site

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Mississauga, ON L5K 2N6

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### Halton Burloak Site

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### Client Services Intake Centre

905-855-3557 or  
Toll Free 1-877-374-6625