



# Growing Stronger & Meeting New Challenges



## MEET ANU

# The unstoppable

**A**NU MISSAR'S SCHOOL, the Rick Hansen Secondary School in Mississauga, declares itself the "home of the STORM" on its web page. For the school, STORM is an acronym for things the school holds dear. For her family and all her friends at ErinoakKids, it's also a pretty apt description of the dynamic young woman busily rolling from her teens to her dreams, and not letting her special challenges slow her down.

Anu has more challenges than most 17-year-olds. She was born with spina bifida, a condition of the lower spine which, in Anu's case, means she'll roll, not walk, where she needs to go. But nothing decrees any limits on what she'll do with her life. That's up to her.

She's a young lady who likes to participate, so she does as many extra-curricular things at school as she can. "I play the flute," she declares, and when she snaps the instrument together and gives a demonstration, it's clear she's proud of what she can do with it in the school band. "Outside school, I'm a huge fan of getting into the community. I do a lot of volunteering. I did the Multiple Sclerosis walkathon two years in a row," she adds, flashing an infectious smile that tells you everything you need to know about how important these things are to her.

Anu is easy to like; an outgoing teen who loves hanging out with friends and studying in the academic program at school. Her school is highly accessible for people who use wheelchairs, as you'd expect of a school named for Hansen, the iconic Canadian wheelchair athlete whose name is synonymous with overcoming challenges. She clearly admires the Hansen legend, and is busy doing the sorts of things that mesh with it. "I volunteer at the camps at Erinoak, so that I can be there to encourage the kids who participate."

Those camps are vital to children just starting out on the road Anu has been traveling for some time now. It's where they learn not just how to manipulate a wheelchair or other skills to let them overcome their

particular challenges, but also to fully absorb what Anu herself clearly knows: That challenges can be overcome; that what's important is to concentrate on what you can do with your unique abilities.

Anu volunteers at ErinoakKids because Erinoak helps her to overcome her challenges where she can, and to cope with what she cannot change. "I go to Erinoak for my wheelchair clinic, for assessments, measurements and whatnot." Young people who are still growing need periodic adjustments, a larger chair every so often, and special therapy. "I do exercises for my legs and lift weights with my arms. It's to develop my upper body strength and prevent my lower body muscles from getting tightened." Anu is also learning to cope with the difference between the manual chair she uses now and the power operated unit she'll soon get.

Frustrations? Of course she has them. Like any other teenager, she wants to participate in everything. "Not being able to participate in some events, like gym class, is frustrating," she admits. "I can participate, but not fully, like the other kids. Some activities, like rock climbing, I can't engage in at all." But for Anu, feelings of accomplishment predominate. "My school is named after Rick Hansen, and two years ago I went around the community and raised a large sum of money towards his Wheels In Motion organization. I raised eight hundred dollars, and I actually got the opportunity to meet him! That was my reward."

More rewards await. "I'm going into social sciences next year at York University," she proudly announces. "I have to be careful not to panic, saying, 'omigod, I've got to get into residence and apply for WheelTrans help.' There are just so many factors I have to think about."

The future beckons for her, shaped somewhat by the wheels on which she rolls, but undiminished thanks to her determination. "I want to go into sociology, and take it from there."

It's an approach Hansen himself could appreciate.

Anu has more challenges than most 17-year-olds... But nothing decrees any limits on what she'll do with her life. That's up to her.

# Great challenges in children's community health care

IN 2006, OUR ORGANIZATION, now in the process of being rebranded as ErinoakKids, accomplished much, continued to manage long-standing space constraints, and embraced new challenges within a health care system that is constantly evolving.

This year we again received accreditation with the Canadian Council on Health Services Accreditation. We now serve more than nine thousand children and youth with chronic conditions and complex disabilities, who depend upon our more than 500 health care professionals for life-changing clinical treatments, therapies and support services.

Providing health care services on behalf of a new government ministry primarily focused on youth justice, child protection and social services is an important responsibility. Aided by strong partnerships with the Hospital for Sick Children, Bloorview Kids Rehab, local hospitals, day care centres, schools and recreation centres, our role is to strengthen and advance children's community health care so children with disabilities will have the truly integrated system of services they deserve.

As the only children's treatment centre in the region we have a pivotal role on expert panels for the new Local Health Integration Networks (LHINS).

ErinoakKids was named lead agency for the delivery of a new Blind Low Vision Program, which builds on our established program for early identification, diagnosis and treatment for infants with hearing impairment. We are honoured to have been selected to provide this important new program for infants and young children.

In response to our client satisfaction survey and monitoring of wait list numbers, we made service quality improvements in areas of measurement of demand and capacity, and leaner, more efficient work processes and schedules.

We successfully implemented new phases of our information technology system, featuring community-wide scheduling in every program and a data-based system to support the processes of planning and making decisions.

Our most valuable asset is our staff—a wonderful group of professionals committed to providing exemplary care to children. Please refer to Dr. Gillian

Hogan's report for examples of the creativity and innovation they bring to our clinical programs. The results of our most recent employee survey shows staff continue to have a very high regard for and value the quality of work life at Erinoak.

We launched a rebranding initiative, improving the 'look and feel' of our name and corporate logo to be more in line with the broad base of integrated health care programs and services we provide.

We researched the viability of establishing a foundation, and decided to proceed in principle. Our next step will be to attract high-profile people of influence to serve on its Board.

Yet we continue to face long-standing challenges in the area of resources. Faced with growing demands, we had to relocate our administration offices to create more treatment space, so we now rent a total of 75,000 square feet. That translates to \$ 1.5-million per year spent on rent rather than delivering services.

Clearly, our greatest challenge is to obtain more space of our own. To that end, we engaged parents and former clients to help as we entered the seventh year of an advocacy initiative seeking government funding for a new building for an organization considered pivotal in children's community health care.

In a spirit of optimism, we are looking for potential building sites, and continue to explore the benefits of a foundation. Also on the horizon: implementing an enterprise risk management system, finalizing the new brand launch, and, as always, continuing to increase our service capacity by maximizing, and making efficient use of, the resources available to us.

Thank you to our devoted Board, volunteers, donors and staff. Everyone at ErinoakKids derives strength and motivation from the knowledge that they are doing their part to help very special children to grow and develop and thrive.



Linda M. Rothney  
President and CEO

John Casola  
Chair, Board of Directors

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# Working smarter for creative service delivery



AT ERINOAKKIDS, WE COPE WITH high caseloads and inevitable wait lists, as do most health care providers. Working hard is only part of the answer. We know we also have to work smart. Service models that served well in the past may no longer meet the needs of clients today, so we regularly take a critical look at ways to ensure the highest possible efficiency. During the past year, Erinoak staff showed what they can accomplish by working smart as well as working hard.

There are many encouraging examples, featuring creative thinking. In the space of a single year the Halton-Peel Preschool Speech and Language Program (HPPSLP), by applying demand/capacity models developed in the field of engineering, slashed its waiting list in half. Now, instead of waiting 10 to 12 months, clients gain access to the program in five or six months.

The Early Response to Language Intervention (ERLI) program is another example of an efficiency strategy undertaken by HPPSLP. When children have communication challenges, it's important to identify their needs at less than 30 months of age in order to get them early treatment. Such children represent approximately 50 per cent of all referrals. To serve them best, we departed from the traditional model of assigning them to an individual therapist, in favour of a team-based approach. As a result, the program can now provide service to these children within four months of referral, while using only 22 per cent of the program's staff. Parental satisfaction with the ERLI service has been very high.

With exceptional commitment, hard work and increased funding from the Ministry of Children and Youth Services, Erinoak's Central West Autism Intervention Services (CWAIS) program increased by 57 per cent the number of children receiving Intensive Behavioural Intervention (IBI). We hired more than 65 new staff, contracted two new service providers, and brought 88 children off the wait list and into IBI service.

Erinoak professionals in all our programs are finding ways to work smarter. Our Assistive Devices Resource Services (ADRS) staff developed a triage mechanism that enabled them to respond to new referrals for assistive communication technology with an initial contact in eight to 12 weeks, and the first clinical assessment

within two weeks after that. Previously the clients waited almost a year for the initial contact.

The Paediatric Rehabilitation Program developed a client grouping system to predict service needs and resource requirements based on the complexity of the client. We are continuing to develop this innovative model, with the ultimate goal of having comprehensive client care pathways for each of the client groups.

Thanks to a grant from the Ontario Trillium Foundation, Erinoak's Home and Vehicle Renovation Program—which is a partnership between our Paediatric Rehabilitation Program and the Ontario March of Dimes—is working smarter too. Its goal is to consolidate and centralize information about home and vehicle modification and accessibility, in order to offer a comprehensive resource for families who have children with disabilities.

Our Central West School Support Program—Autism Spectrum Disorders (CWSSP-ASD) Program provides training and consultation to enhance the skills and knowledge of more than 21,000 educators from 10 school boards and two provincial schools, who work with autistic children. This program recently launched a new online web resource for assistive technologies. With it, parents, teachers and other professionals can gain access to software information, narrated videos, interactive demonstrations and tutorials. This innovative use of Internet technology means clients of the program can enjoy increased learning opportunities throughout the Central Region of Ontario and beyond.

Working smart is all about finding ways to do more with available resources. With that in mind, the Ministry of Children and Youth Services identified Infant Hearing Programs as the delivery mechanism for services to preschoolers who are blind or have low vision. That means Erinoak's Infant Hearing Program (IHP) will coordinate these services across the Central West region of Ontario, meeting a new challenge to provide integrated service delivery for needful children in our catchment area. We'll find a way.

*Gillian Hogan*

**Dr. Gillian Hogan**  
Medical Director

Erinoak professionals  
in all our programs  
are finding ways to  
work smarter.



■ AUDITOR'S REPORT

# 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, 2007 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 11, 2007. 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,  
Licensed Public Accountants  
Toronto, Canada  
May 11, 2007

## Statement of Financial Position

March 31, 2007, with comparative figures for 2006

	Operating Fund	Capital Fund	Segregated Funds	2007 Total	2006 Total
<b>ASSETS</b>					
Current assets:					
Cash and short-term deposits	\$ 4,726,331	\$ 600,615	\$ 3,335	\$ 5,330,281	\$ 4,609,645
Accounts receivable	1,539,748	—	—	1,539,748	466,372
Interest and other receivables	2,409	85,118	4,522	92,049	107,894
Prepaid expenses	166,489	—	—	166,489	140,309
	6,434,977	685,733	7,857	7,128,567	5,324,220
Investments	—	2,105,636	47,711	2,153,347	2,635,027
Interfund receivable (payable)	1,851,647	(1,872,439)	20,792	—	—
Capital assets	—	3,136,560	—	3,136,560	3,075,179
	\$ 8,286,624	\$ 4,055,490	\$ 76,360	\$ 12,418,474	\$ 11,034,426
<b>LIABILITIES AND NET ASSETS</b>					
Current liabilities:					
Accounts payable and accrued liabilities	\$ 6,572,887	\$ —	\$ —	\$ 6,572,887	\$ 6,233,677
Deferred revenue	1,704,668	2,956	—	1,707,624	695,529
	8,277,555	2,956	—	8,280,511	6,929,206
Deferred contributions	—	2,040,768	—	2,040,768	1,831,383
Net assets:					
Invested in capital assets	—	1,102,698	—	1,102,698	1,243,796
Diana Thomson Award	—	—	10,365	10,365	10,865
Restricted	—	—	65,995	65,995	63,462
Unrestricted	9,069	909,068	—	918,137	955,714
	9,069	2,011,766	76,360	2,097,195	2,273,837
	\$ 8,286,624	\$ 4,055,490	\$ 76,360	\$ 12,418,474	\$ 11,034,426

### Erinoak Facts

ErinoakKids serves more than 9,000 children and youth with chronic conditions and complex disabilities.

More than 21,000 educators from 10 school boards and two provincial schools receive training from ErinoakKids to support children with autism.

More than 295 people participate in our training program for parents of children with autism.

### Board of Directors

John Casola, Chair  
Carolyn Bell, Vice-Chair

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Scott Bonikowsky  
Judy Burns  
Doug Carmichael  
Catherine Courson  
Beverley Douglas  
Mark Liptok  
Vanessa Mann  
Esther Wieler

### Medical Staff

Dr. D. Biggar  
Dr. M. Kim  
Dr. E.G. Murphy  
Dr. U. Narayanan  
Dr. L.M. Rojnica  
Dr. T.N. Siller  
Dr. R. Smith  
Dr. J. Telch  
Dr. L. Weaver  
Dr. J. Wright

### Senior Management Team

Linda Rothney  
President and Chief Executive Officer

Bridget Fewtrell  
Senior Vice-President and Chief Operating Officer

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Vice-President, Medical Services

Mary King-Lyons  
Vice-President, Clinical Services

Carol Vinette-Hancharyk  
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Director, Fundraising and Community Relations

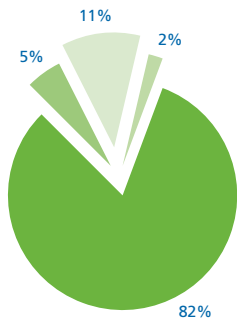


## AUDITOR'S REPORT (cont'd)

### Statement of Operations

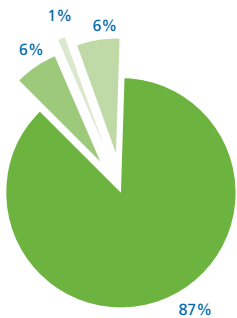
Year ended March 31, 2007, with comparative figures for 2006

How funds were spent:



- Programs and Services
- Building Services
- Administration
- Other

Sources of funding:



- Ministry of Children and Youth Services
- Ministry of Health and Long-term Health
- Regional Municipality of Peel
- Fundraising, Other Grants/Income

	Operating Fund	Capital Fund	Segregated Funds	2007	2006
				Total	Total
<b>REVENUE</b>					
Ministry of Children and Youth Services	\$ 38,348,022	\$ —	\$ —	\$ 38,348,022	\$ 34,518,335
Ministry of Health and Long-term Care	2,535,650	—	—	2,535,650	2,588,755
Regional Municipality of Peel	628,032	—	—	628,032	628,032
Amortization of deferred contributions	—	741,078	—	741,078	850,174
Other revenue	1,086,400	—	—	1,086,400	968,500
Donations and fundraising	324,231	—	500	324,731	307,210
Dividend and interest income	228,314	95,572	2,533	326,419	220,281
	43,150,649	836,650	3,033	43,990,332	40,081,287
<b>EXPENSES</b>					
Salaries and benefits	\$ 30,592,913	\$ —	\$ —	\$ 30,592,913	\$ 27,559,451
Special services at home purchased services	2,301,339	—	—	2,301,339	1,854,911
Other purchased services	4,311,055	—	—	4,311,055	3,499,637
Professional and other fees	872,790	171,762	—	1,044,552	485,550
Supplies and minor equipment	1,361,083	4,089	—	1,365,172	1,832,409
Training and travel	1,280,454	4,062	—	1,284,516	1,096,574
Utilities	415,597	—	—	415,597	423,478
Rentals	1,527,270	—	—	1,527,270	2,027,141
Repair and maintenance	141,160	—	—	141,160	187,882
Recruitment, advertising and promotion	156,805	2,546	—	159,351	54,949
Amortization of capital assets	—	873,846	—	873,846	1,002,012
Loss on sale of investments	—	—	—	—	21,177
Loss on sale of capital assets	—	8,330	—	8,330	—
Other	140,873	—	1,000	141,873	144,516
	43,101,339	1,064,635	1,000	44,166,974	40,189,687
Excess (deficiency) of revenue over expenses	\$ 49,310	\$ (227,985)	\$ 2,033	\$ (176,642)	\$ (108,400)

### Statement of Changes in Net Assets

Year ended March 31, 2007, with comparative figures for 2006

						2007	2006
	Operating Fund	Capital Fund		Segregated Fund		Total	Total
		Unrestricted	Unrestricted net assets	Invested in capital assets	Diana Thomson Award		
Net assets, beginning of year	\$ 16,684	\$ 939,030	\$ 1,243,796	\$ 10,865	\$ 63,462	\$ 2,273,837	\$ 2,382,237
Excess (deficiency) of revenue over expenses	49,310	(86,887)	(141,098)	(500)	2,533	(176,642)	(108,400)
Interfund transfers	(56,925)	56,925	—	—	—	—	—
Net assets, end of year	\$ 9,069	\$ 909,068	\$ 1,102,698	\$ 10,365	\$ 65,995	\$ 2,097,195	\$ 2,273,837

For the complete audited financial statements, please visit [erinoakkids.ca](http://erinoakkids.ca).

ErinoakKids gratefully acknowledges funding support from the Ontario Ministry of Children and Youth Services, the Ontario Ministry of Health and Long-Term Care and the Ontario Trillium Foundation.

# Donor Recognition 2006–2007

## \$10,000+

Aum Productions  
Canadian Imperial Bank of  
Commerce, and CIBC  
Commercial Banking  
CIBC World Markets Children's  
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McMillan Binch Mendelsohn LLP  
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United Way of Greater Toronto  
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## \$5,000+

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Calsper Developments Inc.,  
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RBC Royal Bank of Canada,  
RBC Commercial Markets,  
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Markets–York Region  
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The Erin Mills Development  
Corporation  
The Offord Group Inc.  
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Campaign

## \$1,000+

ACE INA Insurance  
Automated Fire Protection  
Systems Inc.  
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Draglam Developments Inc.  
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Principals and Vice Principals  
Eagle Bay Estates  
Fazzari & Partners  
Genview Development Corporation  
Hanson Brick Ltd.  
IBM Employees Charitable Fund  
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Intercity Realty Inc.  
ISO  
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Canada Inc.  
Jazbrick Group of Companies  
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& Associates  
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King York Paving Ltd.  
Mary King-Lyons  
Knights of Columbus John  
Fitzgerald Kennedy Council #5523  
Lancia Tile Limited  
Lowndes Lambert Group Canada  
M. Baker & Associates  
Mansteel Ltd.  
Medi Group Inc.  
Gary J. Menard  
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Nacecare Solutions, Div. of Mason  
Group of Companies Ltd.  
National Fireplaces and  
Facings Inc.

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Ontario Concrete & Drain  
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Foundation  
Rivalda Oaks Kitchens  
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Saberwood Homes  
Sherwood Trim and Doors Inc.  
Southside Shuffle Blues & Jazz  
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St. Lawrence Cement Inc.  
Stellatcc Properties Inc.  
StrategyCorp Toronto Inc.  
Sunrise Window & Door  
Systems Inc.  
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TD Canada Trust  
TD Commercial Banking  
Team 2000 Realty Inc.  
The Co-operators General  
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The Frank Fowler Foundation  
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Tim Hortons Advertising and  
Promotion Fund (Canada) Inc.  
Toronto Dominion Bank,  
Beaver Creek Branch  
Transatlantic Reinsurance  
Company of Canada Ltd.  
United Brotherhood of Carpenters  
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United Way of York Region  
Urban Ecosystems Limited

Westover Flooring  
Philip Wilson  
Woodstone Floors  
Zancor Homes (Somerset) Ltd.

## \$250+

Hussein and Sakina Abdulrahim  
Agincourt Roofing Limited  
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Arizona Deck  
Beaver Bible Class  
Anne-Marie R. Bell  
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Clarkson Road Presbyterian Church  
Courage Distributing Inc.  
Anna Csulak  
CTS of Canada Limited  
Daybar Industries Limited  
Dominion Sheet Metal &  
Roofing Works  
East Side Mario's  
Erindale Lions Little League  
Evergreen Lawn Sprinklers Inc.  
Exbury Plastering Ltd.  
Fahim Sachedina  
Foseco Canada Inc.  
Future Benefits Management Inc.  
Global Reinsurance Company  
Robert and Janina Gray  
Jean D. Gray  
Carl and Christine Hiltz  
Hoffmann-La Roche Ltd.  
Hydro One Employees' and  
Pensioners' Charity Trust  
John D. Rogers and Associates  
June Lawrence School of Dance  
Gillian Hogan and Clive Kearon  
Andrew Kenyon  
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Robert and Sherry Lee  
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Erica Lilly  
Mark Liptok  
Roman Litwinczuk  
Maple Leaf Masonry Supply  
MBS Computer Group  
Keith and Louise McCord  
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Memme Excavation Company  
Limited  
Michael R. Jalonen  
Ann Mulvale  
Nestle Purina Petcare  
Ken and Sandy Noble  
Nova Plumbing & Heating Ltd.  
Oakdale Kitchens Inc.  
Oakpark Chiropractic Centre  
Oakville Quilters Guild  
Patrick and Lynn O'Day  
Open Minds Research Solutions Inc.  
Our Lady of Sorrows School  
Paragon Drywall Contractors  
Print Management Solutions  
PwC Canada Foundation  
Quality Rugs of Canada Ltd.  
RG Security Systems Inc.  
Susan and Glenn Risch  
Saint-Gobain Abrasives Canada Inc.  
Richard and Laurette Sauer  
Select Canada  
St. Joseph's R.C. Church, Young  
Adult Group–L.I.F.T.  
Stairtech Industries Inc.  
State Street Global Advisors  
State Street Global Markets  
Streetsville United Church  
Women  
Summit Management Ltd.  
Swiss Reinsurance Co. Canada  
Switch Electric Limited  
Philip and Laurie Taller  
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Toronto Police Service  
Transtar Autobody Technologies, Inc.  
United Way of Burlington &  
Greater Hamilton  
United Way of Haldimand and  
Norfolk  
United Way of Oakville  
Zoran Real Estate Ltd.

## Special Recognition Awards

In 2006–2007, cumulative gifts from these benefactors reached levels for special recognition. ErinoakKids thanks them for their particularly generous support.

**Milton Chapter, Harley Owners Group**  
Principal Award (\$100,000+)

**PricewaterhouseCoopers LLP, Toronto Office**  
Benefactor Award (\$50,000+)

**St. Lawrence Cement Inc.**  
Patron Award (\$25,000+)



## We are ErinoakKids

In 36 years of service, Erinoak grew to become Ontario's largest accredited children's treatment centre, providing a wide range of therapies and support services to children with physical, developmental and communication challenges. At ErinoakKids, more than 500 dedicated staff and a host of community volunteers help more than 10,000 children and youth with disabilities reach their potential—to be the best that they can be.

## 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 help 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-centered 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.

[www.erinoak.org](http://www.erinoak.org)

Charitable No. 118901446RR0001

### Client Services Intake Centre

TEL 905-855-3557, or  
Toll Free 1-877-374-6625  
(1-877-ERINOAK)

### Mississauga North Sheridan Site and Executive Offices

2695 North Sheridan Way  
Suite 120  
Mississauga, ON L5K 2N6  
TEL 905-855-2690  
TTY 905-855-4925  
FAX 905-855-9404

### Mississauga South Millway Site

2277 South Millway  
Mississauga, ON L5L 2M5  
TEL 905-820-7111, or  
Toll Free 1-800-296-5554  
FAX 905-820-1333

### Halton Burloak Site

1122 International Boulevard  
5th Floor  
Burlington, ON L7L 6Z8  
TEL 905-332-4418, or  
Toll Free 1-888-709-2809

### Brampton Sandalwood Site

180B Sandalwood Parkway East  
3rd Floor  
Brampton, ON L6Z 4N2  
TEL 905-780-9592

### Respite Camp

Oakland Regional Centre  
53 Bond St.  
Oakville, ON L6K 1L8  
TEL 905-844-7864

**ERINOAK**KIDS  
*Centre for Treatment and Development*

2695 North Sheridan Way  
Suite 120  
Mississauga, ON L5K 2N6

