



KIDCARE **CANADA**

nurturing the best possible start

Fifth Annual Report **2014**

Prepared by: Executive Director Estelle Paget



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Who are we?

KidCareCanada Society is a Registered Charity,
RN 85761 5314 RR001, incorporated in the Province of British
Columbia, Canada.

Our goal is to help more babies have
the best possible start to life.

Early nurturing is pivotal to mental and physical health and
has an impact **throughout the lifespan** for the child, the
family and society.

We collaborate widely and make our educational program
HUGS FOR A BRIGHTER FUTURE available to parents and
educators at no cost through our website.



Our educational program **HUGS FOR A BRIGHTER FUTURE** is a series of trustworthy, educational videos that bridge the gap between the science and the practice of early childhood development.

All our videos can be accessed through our website www.kidcarecanada.org.

and also on YouTube youtube.com/user/KidCareCanada

The videos are grouped into the following categories:

- Nurturing
- Born to Communicate
- Parenthood
- Stress + Adversity
- Postpartum Depression
- The Science
- Expert Series
- Discover who we are

Our work informs parents, caregivers and professionals about early nurturing, healthy brain development and social and emotional development.





Developing our educational videos

We are guided by our values and three principles in developing our videos. We want to ensure they are:

1. Evidence-based, current and present a balanced viewpoint
2. Inclusive and appealing to our diverse audience that includes families, caregivers, health and other professionals
3. High-quality to meet the expectations of today's media-savvy viewers

We achieve these principles by following a rigorous and consistent process for each principle.



Message from our board chair

Mr. Carl Nilsen

As the quality and range of KidCareCanada's educational resources grows and the professionalism of our productions is increasingly recognized, it has become important for our future to be directed in a way that can build upon the successes achieved to date. With this in mind, one of the key goals of the past year has been to enhance our outreach capabilities through cultivating new relationships and by strengthening those we already have. A board retreat in June stimulated a number of excellent ideas as to how this might be achieved and has led to the implementation of a new strategic plan to guide our efforts over the next few years.

The highly successful session led by Estelle Paget and Dr. Padmapriya Kandhadai at the Early Years Conference in February demonstrated the kind of enthusiasm that practitioners display when exposed to our work. It is interactions such as this as well as the other activities described later in this report that will undoubtedly lead to a significant broadening of our involvement in the community. We can be encouraged that by making current research and ideas available to a wider audience we can provide a range of benefits that give us greater opportunity to fulfill our mission: "to promote the health, happiness and well-being of future



generations.”

The core of our mandate nevertheless remains the creation and distribution of research and practical advice in an accessible format. It is gratifying to see how much has been done in the past year to establish a truly first-class production team.

I cannot close without acknowledging the hard work of all involved in KidCareCanada, as well as thanking those who have so generously provided us with their support. None of this could be achieved without you.

Carl Nisner



From our executive director

Ms. Estelle Paget

Crazy enough to think they can change the world, are the ones who do.

Steve Jobs

We might be considered crazy.

After all, at KidCareCanada we want to reach all new parents and convince them of the importance of early nurture.

We want to do this, even though we fully recognize that new parents are tired, generally overwhelmed, and bombarded with information.

As this report indicates we are nonetheless making an impact. That is because we do not work alone. Fortunately, other individuals and organizations are passionate about helping families and generously support our work.

The year 2014 was a productive and pivotal one. We reflected on our future direction and made key decisions about the upcoming three years.

By working with others who are “crazy”, the future looks bright.



Our Mission

Nurturing the Best Possible Start

KidCareCanada Society translates current research and applies progressive technology to produce appealing educational videos that are relevant to the 21st Century new parent. The wide accessibility of these resources enables all children to have equal opportunity to the best possible start in life, and promotes the health, happiness and well-being of future generations.



Our Vision

KidCareCanada Society's commitment is to contribute to society through well-informed parents and lovingly-nurtured babies who grow up to reach their full potential.

We are recognized as a trustworthy portal for new parents and health and service providers for our educational resources on infant development.

We collaborate with like-minded organizations to help us build and disseminate this body of knowledge.

It is our goal to create a positive cycle where parents pass on healthy and safe parenting practices to the next generation.



Our Values

We are guided by the following values:

- Evidence-based resources
- Equality of opportunity
- Safety and injury prevention
- Accessibility of resources (relevant, understandable, widely available, free)
- Individual and societal benefit (healthier infants lead to healthier adults and a healthier society)
- Support for vulnerable populations
- Respectful (of all stakeholders)
- Community Leadership

**The team:
Board Members**



Ms. Estelle Paget, née Estelle Geller
Executive Director



Mr. Carl Nilsen
Board President



Dr. Andrew Macnab
Director



Mr. Kevin Koch
Board Treasurer



Mr. Ned Goodman
Financial Director



Dr. Tisha Gangopadhyay
Board Vice-President



Ms. Mary Ann Cummings
Board Secretary



Ms. Sally Geller
Director



Ms. Susan Evans
Director

**The team:
Honorary Members**



Ms. Dana Brynelsen
Honorary Member



Dr. Adele Diamond
Honorary Member



Dr. Stefanie Green
Honorary Member



Ms. Diana Safarik
Honorary Member



Dr. Janet F. Werker
Honorary Member

The team: Advisors

We are delighted that in October the following three experts in their fields accepted to become advisors for KidCareCanada Society: **Dr. Gabor Maté, Ms. Pippa Rowcliffe, Dr. Carolyn Steinberg.**

All of our Advisors represent exceptional expertise; and they are highly respected among their peers. They generously share their knowledge and experience with us.



Dr. Padmapriya Kandhadai

Cognitive Psychologist, Research Associate UBC Infant Studies Centre

Dr. Gabor Maté

Renowned Physician, Speaker and Author

Dr. Julie Paget

Physician (Rural Family Practice, Emergency and Anesthesia)

Ms. Pippa Rowcliffe

Deputy Director of Human early Learning Partnership (HELP)

Dr. Carolyn Steinberg

Medical Leader Infant Child & Adolescent Psychiatry
Richmond Hospital, Dept. of Psychiatry

Dr. Lionel Traverse

Clinical Associate Professor Paediatrics, UBC



What makes KidCareCanada unique?

In the past there have been two barriers to helping all parents learn about the importance of early nurture:

- Research on infant brain development and social and emotional development is typically published in Academic Journals where it is not easily accessible.
- Professionals who work with parents lacked a visual tool to **teach** nurturing behaviours.

We address these barriers by producing evidence-based educational videos in which experts “translate” the science of infant development using easy-to-understand language. Real parents model nurturing behaviours. Health professionals and educators have a trustworthy tool to use in their work.

**Our videos show how
to raise emotionally-healthy babies.**

**Parents and caregivers feel empowered to give
their baby the best possible start to life.**



We focus on social and emotional development

Social and Emotional development enables us to form and maintain healthy relationships.

Relationships are key to a happy, healthy and productive life.

Early Nurture is critically important because:

A baby's first relationships affect every subsequent relationship in the child's life.

Kimberly Schonert-Reichl

Parents who did not experience nurture themselves often do not know how to nurture their child.

Our videos inform about and illustrate ways for parents to nurture their baby and build a strong foundation for life.



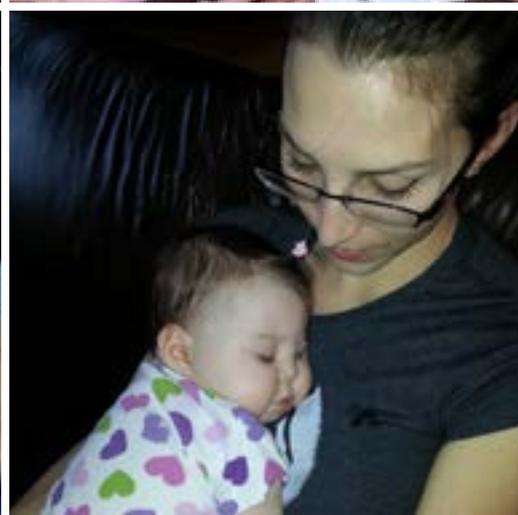
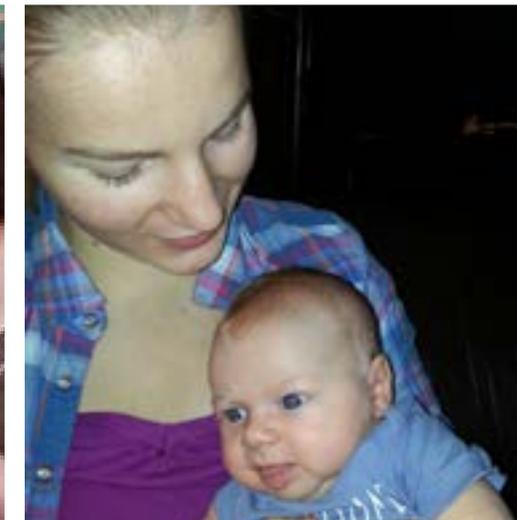
We believe all parents need to know about early brain development

Our research shows that once parents realize the connection between nurture, healthy brain development and their child's lifelong health, they engage in more nurturing behaviours.

By working with our partners and parents directly, we strive to reach parents during the **critical formative period of their child's life**.

Parents learn in our videos the importance of early experiences. Early experiences:

- Form the architecture of the child's brain
- Establish the patterns for emotional processing used in later life.



We recognize the importance of emotionally-healthy parents

The emotional health of parents affects their ability to nurture their child. The level of stress and adversity parents experience can change their child's biology.

Through our videos parents learn the importance of managing stress and seeking support.



Who uses KidCareCanada resources?

- Parents and family members – ideal for inter-generational discussions about current child-rearing practices
- Health Professionals and Educators
- Hospitals, Health Units and doctors' offices – on TV monitors in waiting rooms
- Prenatal classes
- Parenting groups in Neighbourhood Houses and Family Resource Programs
- Early Years Centres

We grant permission to organizations to link to our videos or post them to their websites with acknowledgement to KidCareCanada Society.

Upon request, we create customized DVDs for organizations with videos that are most relevant for them, on a fee-for-service basis.

All videos have Public Performance Rights and may be used in educational contexts at no cost.



Filmed at Mothering Touch

We do not work alone

When developing and reviewing our resources we draw on the expertise of individuals and organizations so that our resources are current and trustworthy.

We foster an integrated approach and partner with organizations in Government, Academe and the community, including:

Aboriginal Infant Development Programs; BC Association for Child Development and Intervention; BC Children's Hospital; BC Council for Families; BC Healthy Child Development Alliance; BC Ministry of Health; BC Ministry of Children and Family Development; BC Women's Hospital; Camosun College; Child Care Resource and Referral (CCRR); Family Resource Programs; Human Early Learning Partnership (HELP); Mothering Touch; Native Friendship Centres; Neighbourhood Houses; Perinatal Health; Success by Six; Pacific Postpartum Depression Society; Single Parent Resource Society; University of British Columbia; United Way; YMCA; Young Parent Support Network



Strategic approach

Between 2011 and 2013 KidCareCanada Society experienced significant growth. It became imperative to clarify our direction.

Board Retreat

In June we held a Board retreat and developed a plan in three strategic areas:

- Distribution/Network
- Financial Stability
- Relevant and Resonant Resources

This plan has informed all of our work since then.

In October, we worked with RRU students, already media professionals, through the RRU Communications Challenge.

We thank them for suggesting our new tagline and for their recommendations which aligned with the conclusions from our Board Retreat and included:

- Develop a comprehensive Communication Plan
- Revise the website to make it more user-friendly
- Build partnerships with umbrella organizations that support children and families

KIDCARE CANADA

nurturing the best possible start

Communication plan

In last years' annual report we highlighted the need for a comprehensive communications strategy. We are pleased that we now have a solid strategy that informs our planning process. As 2014 wound down we began to see the fruits of our new approach. We anticipate on-going improvements in 2015.

We adopted the tagline
nurturing the best possible start

New website

Throughout the year we worked on improving our website. Early in 2014 it was optimized for mobile devices. Later in the year we focused on SEO (Search Engine Optimization) and adapting the look and feel to make it more accessible for our users.

Umbrella partnerships

We are building on our relationships with our partner organizations to include distribution of our resources through their existing networks.



vancouver
foundation

Funding

In 2014 we developed proposals and submitted three applications for funding for 2015.

Vancouver Foundation

We applied for funding from the Vancouver Foundation for a 3 year project to caption and translate our videos. At the end of December we were awarded a grant for \$123,500.00 on the understanding that we would match these funds.

Victoria Foundation

In September we submitted a proposal to develop Learning Guides based on The Born to Communicate Video Series. These guides would enable experienced and new facilitators to lead sessions for parents and educators. We were awarded \$12,300.00.

Province of BC - Gaming Funds

For the third straight year we applied to the Provincial Government for \$100,000.00 to continue to develop and disseminate our Hugs for a Brighter Future Educational Program. Our application was approved at the end of the year.



VICTORIA
FOUNDATION



BRITISH
COLUMBIA





D7 Visual Media, a Tool to Teach Social and Emotional Development

Standard Lecture – Intermediate

Estelle Paget, Executive Director, KidCareCanada Society, Victoria, BC
Padmapriya Kandhata, PhD, Research Associate, Infant Studies Centre, Instructor Cognitive Systems, University of British Columbia, Vancouver, BC

Participants will view samples of KidCareCanada videos on topics such as emotional safety, toxic stress, epigenetics and postpartum depression, discuss their relevance to new parents, caregivers, health providers and others who support families, and other innovative and inclusive approaches to supporting new parents, helping them gain insights and skills.

Learning Objectives

1. Experience an innovative approach to knowledge translation for new parents and those who support them, using visual media
2. See how leading researchers share complex concepts in an inclusive and accessible format
3. Discuss collaborative approaches using visual media to enhance early child development

Highlights of 2014: January to December

Early Years Conference

KidCareCanada led a session, Visual Media, a Tool to Teach Social and Emotional Development at this conference in Vancouver at the end of January. Our Advisor Dr. Padmapriya Kandhadai and Estelle Paget facilitated the session. Dr. Tom Boyce was a keynote speaker at the conference.

University of Victoria

The Centre for Early Childhood Research and Policy hosted a one-day update on recent research on Early Childhood development as part of their Ideas Fest. Researchers reported an exciting link between early language development and higher order cognitive processes. This confirmed the importance of our Born to Communicate video series. Children as young as three exhibited:

- Higher functioning working memory
- Improved inhibitory control
- Enhanced cognitive flexibility



PRE-CONFERENCE | January 30, 2014

JANUARY 31
to **FEBRUARY 1** 2014

POST-CONFERENCE | February 2, 2014

KIDCARE
CANADA

A photograph of a man in a blue t-shirt looking at a sleeping baby in a hospital bed. The baby is lying on a yellow blanket. The man is looking at the baby with a gentle expression.

BC Healthy Child Development Alliance

BC Healthy Child Development Alliance

At this meeting Dr. Bruce Lanphear of Simon Fraser University, a clinical scientist, presented on the impact of toxins on the developing brain.

Board Retreat

Our Board Members spent a day in June outside of the regular meeting schedule. During this interactive and innovative session they shared many ideas and the result was a strategic plan for the upcoming three years. See Strategic Approach on [page 40](#).



Film shoots and published videos

Throughout 2014 we continued to develop educational resources. We are excited about several film shoots to prepare for videos on baby massage, bathing baby (Fun in the Tub) and how to prepare a child for a new sibling.

We completed *Born to Communicate - Version 2*. This version includes key messages interspersed within the videos.

We completed editing for new videos based on interviews from the July 2013 Brain Development and Learning Conference. These videos feature:

- Dr. Helen Neville
- Dr. Karen Pape
- Dr. Daniel Siegel
- Dr. Moshe Szyf



Human Early Learning Partnership (HELP) Fall expo

In October 2014 Estelle Paget attended a day of presentations and updates on the EDI – Early Development Instrument and other current research. Of great interest was the report on *Sensitive Periods in Early Brain Development – the importance of stimulation, support and nurturance*. Once again it was an outstanding event and a great opportunity to network and gain new insights about HELP’s early childhood research.

Early Years Forum “Transforming the Patchwork”

Estelle Paget felt privileged to work, as a member of the planning committee, with **Joanne Murrell**, Manager of Success by Six, **Suzanne Jackson**, Aboriginal Manager of Success by Six, **Nicky Logins**, Executive Director of the Sooke Family Resource Society and **Colleen Hobson**, Executive Director of Saanich Neighbourhood Place. The goal of this event, held at Songhees Health and Wellness Centre, at the end of November, was to move from a patchwork of disparate early childhood services to a more integrated approach. The outcome of the event is a five year plan, and the event helped to set funding priorities for Success by Six. Please find these at <http://www.successby6victoria.ca>





Opening of Early Years Centre (Saanich)

BC created 12 Early Learning Centres to provide a range of early learning, health and family services in each location. Estelle Paget attended the opening of the Saanich Peninsula Centre in November.

Best Babies

One of the ways in which Estelle Paget keeps in touch with new parents is by presenting to Best Babies groups throughout the region. This is a great way to stay up-to-date with the concerns and needs of new parents and connect with Public Health Nurses and Dietitians who support Best Babies families.



Shaw TV Story

The year ended with a Shaw TV video story showcasing the work of KidCareCanada Society. It included mothers and babies who use and star in KidCareCanada resources, Ruthild Ohl, a key member of the KidCareCanada team, and Estelle Paget as well as her two grandsons. To air in 2015.



KidCareCanada in the Community: Volunteer Work

Mother Child Prison Health Guidelines

Dr. Andrew Macnab was invited to contribute his expertise at a Provincial workshop to develop Mother Child Prison Health Guidelines. The final document which is based on *World Health Organization* principles now includes KidCareCanada videos as recommended educational resources for Mothers in Prison and their care providers.



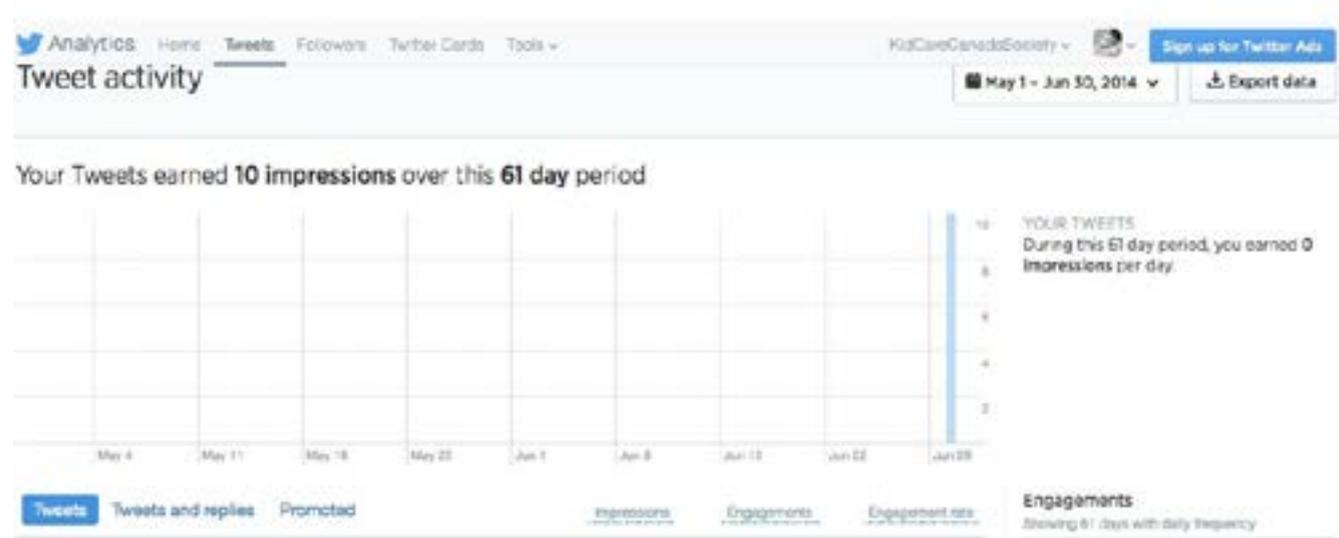
Leadership Victoria

Estelle Paget was invited along with Victoria Mayor Lisa Helps and United Way Director of Community Investment Lee-Anne Davies, to provide feedback to Leadership Victoria Participants on their Community Leadership Projects.

Social Media

Twitter

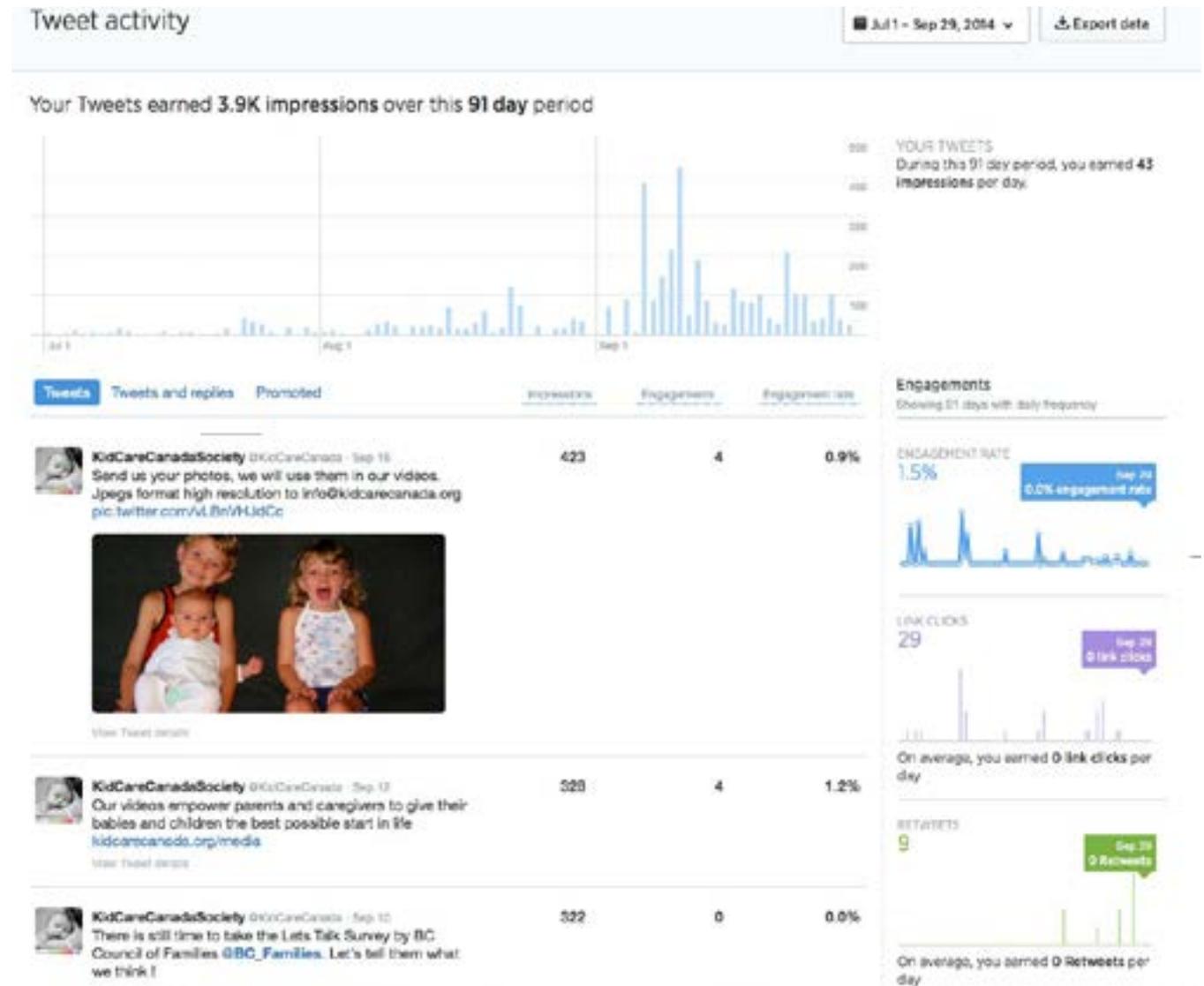
May-June 2014



Tweeting was just beginning and impressions averaged 10 per day.



July-September 2014



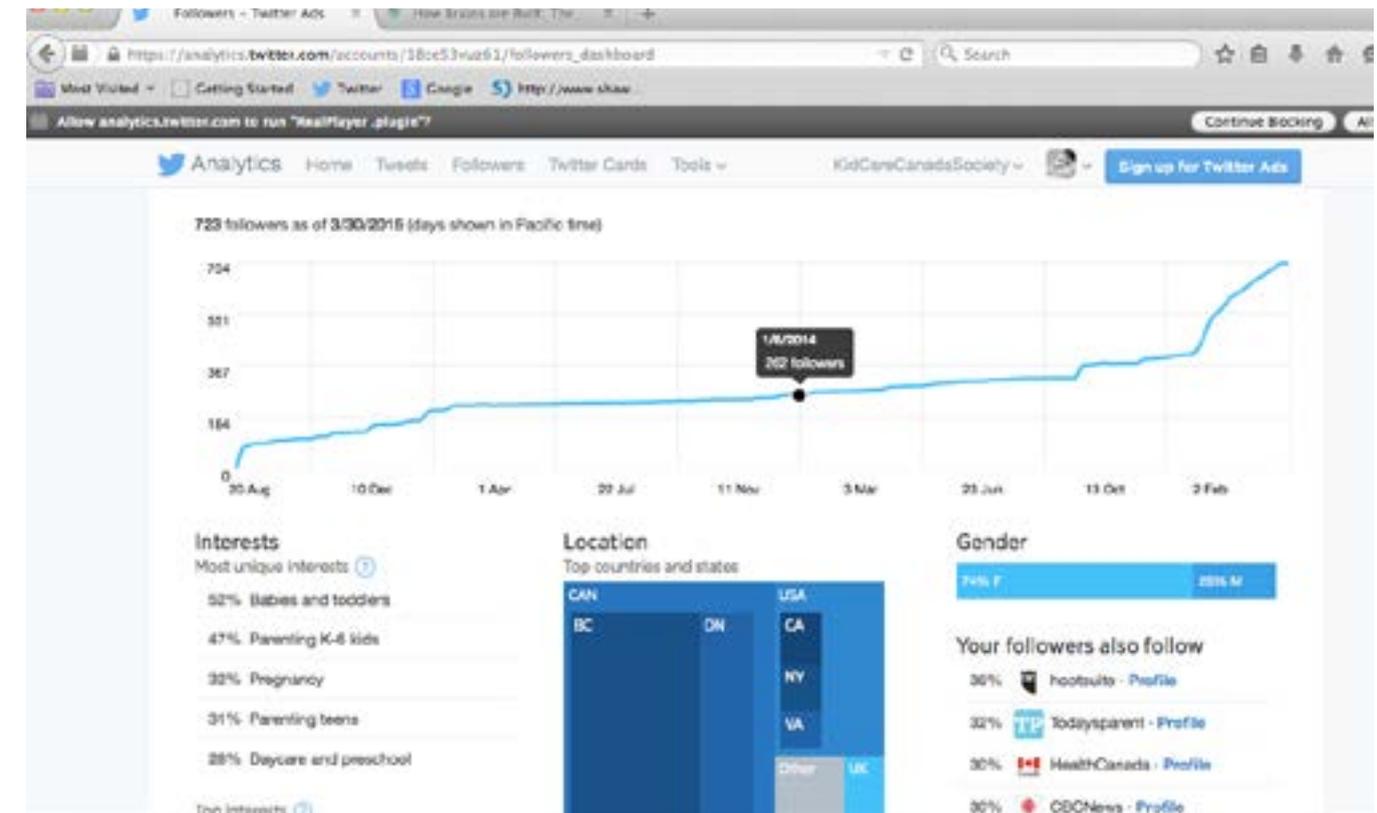
Provides a baseline of early Twitter activity - engagement rate of 43 impressions per day.

Oct-Dec 2014



This screenshot shows a gradual increase of engagement, at 66 impressions per day at the end of December 2014.

Followers

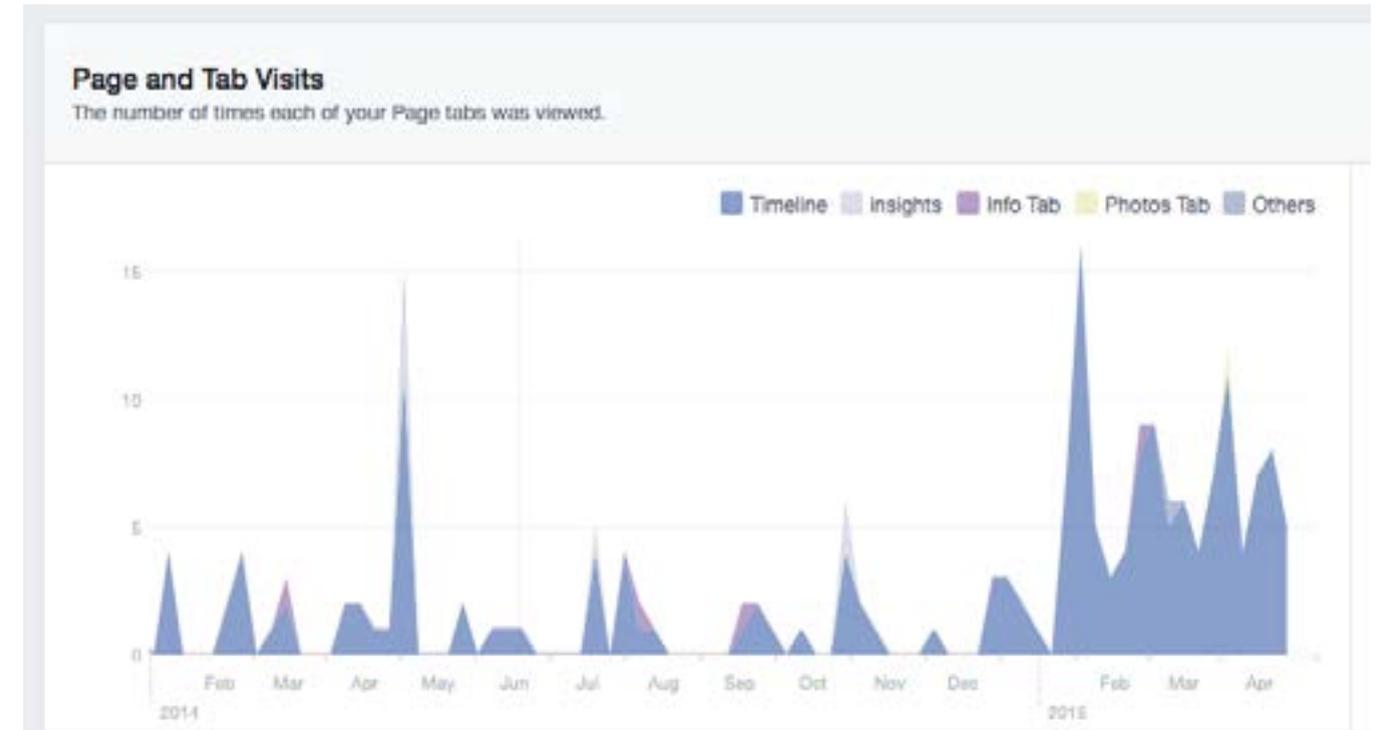


- January 2014 number of followers on Twitter 262
- By December 2014 this had risen to just under 400 followers

In 2014 our social media people only tweeted to promote specific events. While the trend was going in the right direction we were still not attracting the early childhood audience.

We hired Elizabeth Wellburn at the end of December and feel confident that we are coming closer to our goals. Our strategy has changed to incorporate daily tweeting, which includes sharing information across the community by retweeting as well as being more proactive in promoting all KidCareCanada materials.

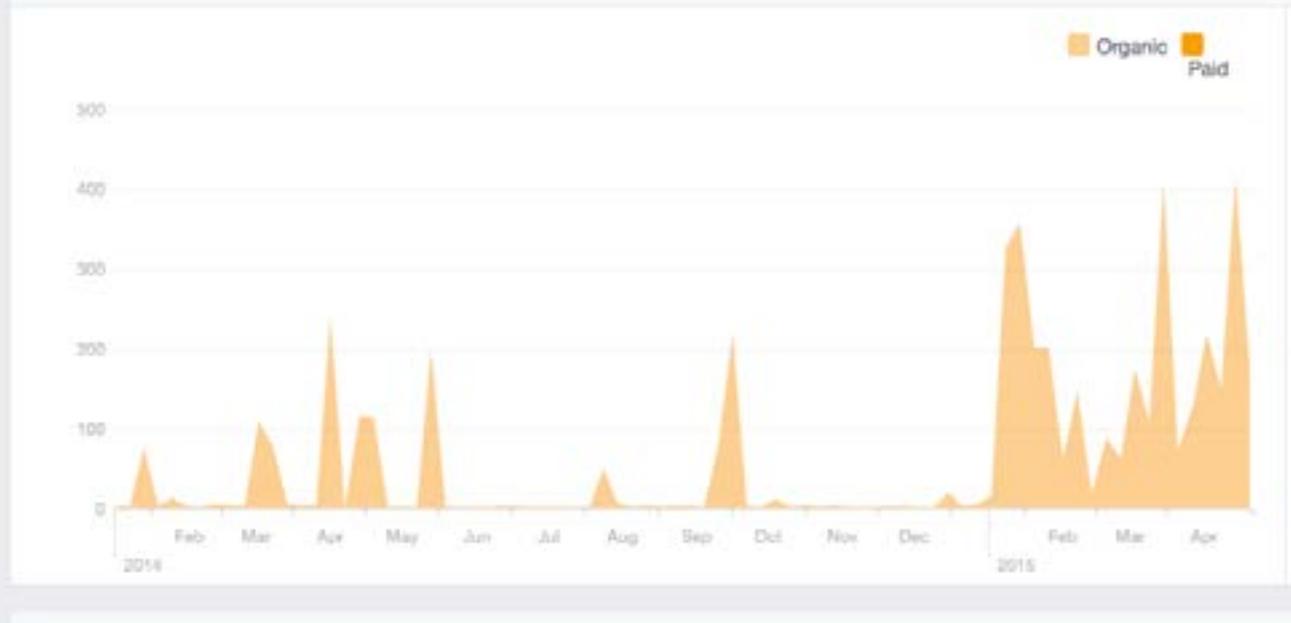
Facebook



Sporadic activity related to postings which, like the early phases of Twitter, were not done on a daily basis.

Post Reach

The number of people your post was served to.



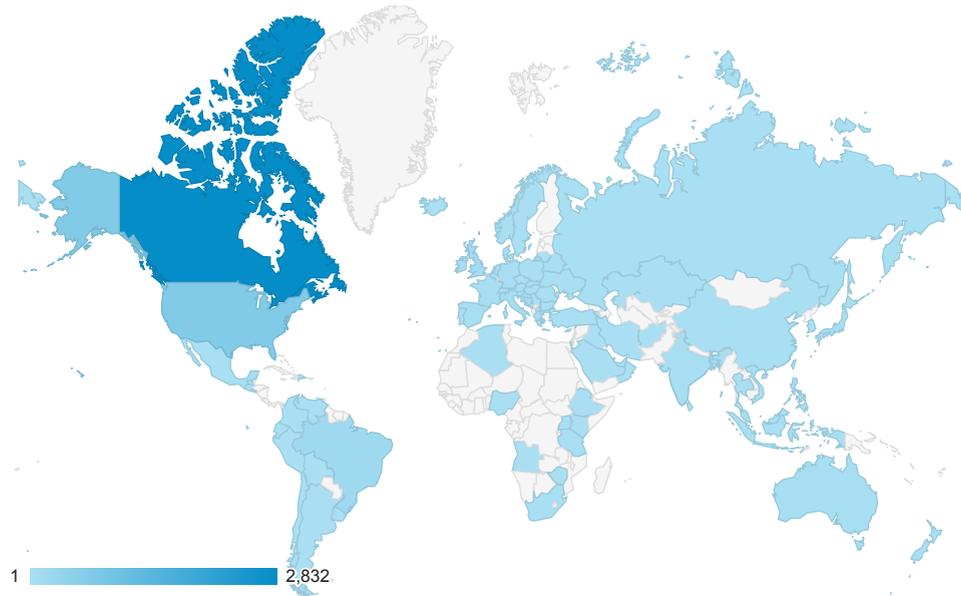
New Strategy

Our new strategy incorporates daily postings and a conscious sharing of relevant Facebook postings from other valued sources.

Facebook has also changed its strategy and does not record followers from accounts that have been inactive. A goal will be to encourage followers of KidCareCanada on Facebook to become more active.

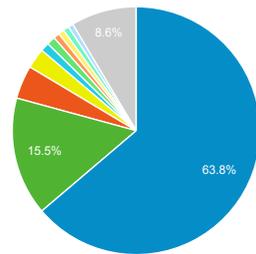
Post Reach was also sporadic because reaching people on Facebook requires regular posts.

Google Analytics



Country	Sessions	Sessions
	4,440 % of Total: 100.00% (4,440)	4,440 % of Total: 100.00% (4,440)
1. Canada	2,832	63.78%
2. United States	686	15.45%
3. Brazil	193	4.35%
4. United Kingdom	117	2.64%
5. Australia	51	1.15%
6. India	49	1.10%
7. France	35	0.79%
8. Spain	34	0.77%
9. Italy	34	0.77%

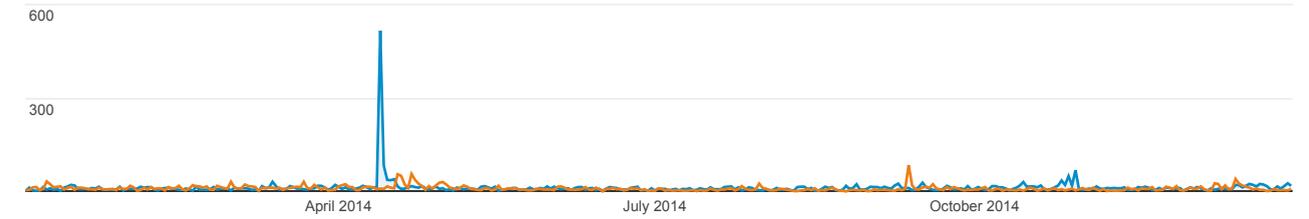
Contribution to total: Sessions



Our focus is British Columbia and Canada but our reach extends beyond our borders.

Site Visits

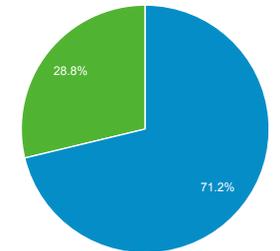
Jan 1, 2014 - Dec 31, 2014: Sessions
 Jan 1, 2013 - Dec 31, 2013: Sessions



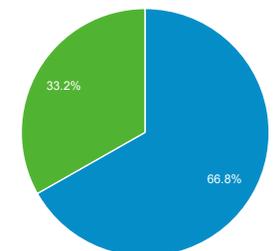
User Type	Sessions	Sessions
	28.70% 4,440 vs 3,450	28.70% 4,440 vs 3,450
1. New Visitor		
Jan 1, 2014 - Dec 31, 2014	3,163	71.24%
Jan 1, 2013 - Dec 31, 2013	2,304	66.78%
2. Returning Visitor		
Jan 1, 2014 - Dec 31, 2014	1,277	28.76%
Jan 1, 2013 - Dec 31, 2013	1,146	33.22%

Contribution to total: Sessions

Jan 1, 2014 - Dec 31, 2014

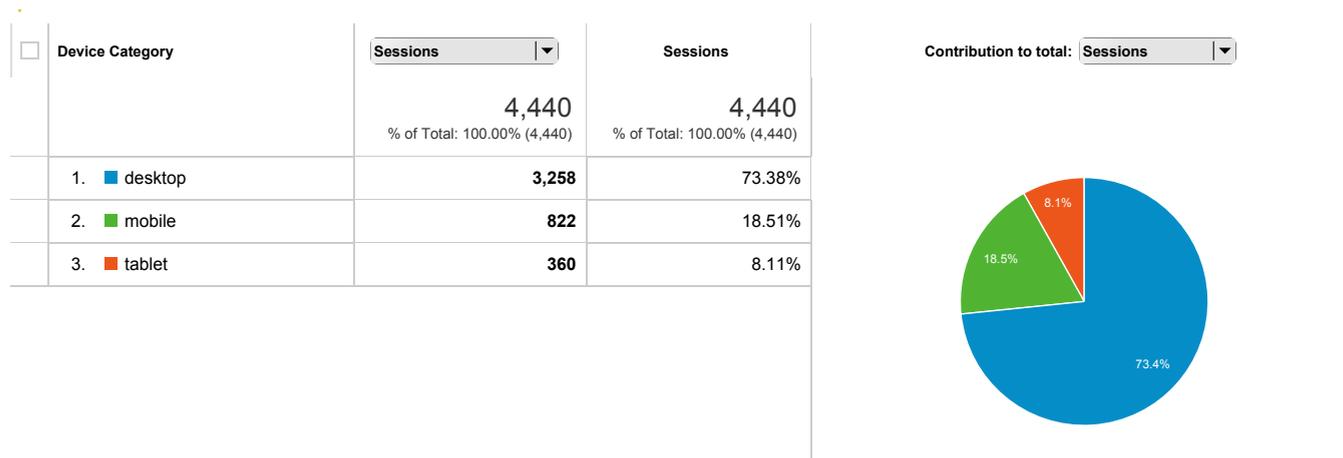
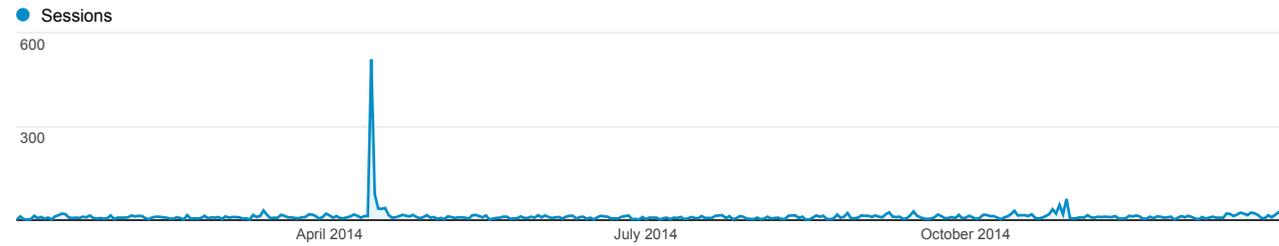


Jan 1, 2013 - Dec 31, 2013



Overall we had more site visits in 2014 than in 2013. Out of the Visits to the site 71.24% of them were new users. This is an increase of 5% from 2013. Both returning and new users are important to our growth and this represents a good balance.

Summary



Video Views

Site visits to our website do not tell the whole story!

Many viewers watch our videos from YouTube.

January 1, 2014 - December 31, 2014

Video Views: **52,805**

Total Minutes Watched: **126,858**

Compared to 2013 ...

January 1, 2013 - December 31, 2013

Video Views: 34,052

Total Minutes Watched: 74,209

Total views are up by nearly 20,000 in 2014, and the total minutes watched have almost doubled.

In 2014 we anticipated that mobile use was growing and modified our website to make it mobile-friendly.

As the graphs indicate, mobile use increased dramatically -- on average a 300% increase from 2013. We believe this trend will continue and we will continue to prepare for it.

Top Videos from 2014 are:

1. Skin to Skin Contact- Dr Nils Bergman - 7,529 Views
2. The Roots of Addiction - Dr. Gabor Maté - 6,715 Views
3. Social & Emotional Intelligence of Infants - Dr. Nils Bergman - 4,518 Views
4. Born to Communicate - Chapter 05 - Dr. Janet Werker - 4,447 Views
5. Love is not enough: Early Childcare and Emotional Development - Dr. Gabor Maté - 3,886 Views
6. See the World Through Your Baby's Eyes - Dr. Carolyn Steinberg - 2,422 Views
7. Postpartum Depression: Not the Baby Blues - Multiple experts - 1,913 Views
8. Joys of Being a Parent - Dr. Jon Kabat-Zinn - 1,636 Views
9. What we can learn from horses - Dr Nils Bergman - 1,506 Views
10. Pregnancy and the Role of Fathers - Dr. Carolyn Steinberg - 1,478 Views

Top Geographical areas watching the videos are:

1. United States
2. Canada
3. United Kingdom
4. Australia
5. Germany
6. Sweden
7. India
8. Netherlands
9. Poland
10. Spain

Genders of our Viewers are:

Male: 36%

Female: 64%

Other: unavailable



Governance

Our achievements have been made possible by stable governance through a very talented Board of Directors, Honorary Members and Advisors who consistently provide high-level and hands-on guidance and support.

A goal for the upcoming year is to invite two or three new Directors with expertise in Aboriginal Early Childhood and Marketing and Business acumen.

As indicated on [page 26](#), we are delighted to welcome Dr. Gabor Maté, Ms. Pippa Rowcliffe and Dr. Carolyn Steinberg as Advisors.



Goals

Establish an effective and stable Social Media Strategy.

- We welcome Elizabeth Wellburn to our team and look forward to working together in 2015.

Develop Learning Guides – Born to Communicate

- This project is funded through a grant from the Victoria Foundation. We believe Learning Guides will support the work of early childhood educators.

Caption our Videos

- Captioning our Videos' is step one of the three-year Vancouver Foundation project.
- Secure matching funds

Complete and Publish new Videos

- Baby Massage
- How to prepare your child for a new sibling
- How to help your baby feel relaxed and secure
- Fun in the Tub

Distribute our resources more systematically

- Build on our partnerships with umbrella organizations

Focus on our YouTube channel

- Organize our channel to align with our website



Historical Timeline

- **2007/9** - conducted a needs assessment with physicians, health providers and social service organizations
- **2010** - created a preview DVD and conducted a research study through UBC Faculty of Medicine and BC Children's Hospital
- **2010** - incorporated in the Province of British Columbia
- **2011** - received our charitable designation, commenced our HUGS FOR A BRIGHTER FUTURE Educational Series
- **2012** - expanded our resources, created collaborative partnerships with like-minded organizations
- **2013** - extended our reach to parents and educators, engaged with partners, continued to build our resources, grew our online presence and reputation
- **2014** - recognized that we were at a critical turning point, streamlined our focus and laid the foundation for the next 3 years; developed a comprehensive communication strategy; played a more active role in the Early Childhood Community



... **Carol Matusicky**, an early supporter of our work who sadly, died much too young in December 2014.

A true Community Champion

To Our Amazing Supporters

The purpose of life is to contribute in some way to making things better.

Robert F. Kennedy

We remain indebted to you ...

... the many **individuals** and **organizations** who believe in us and the work we do. You contribute your talent, time,

intellectual and financial resources, and often secure the talent of others on our behalf.

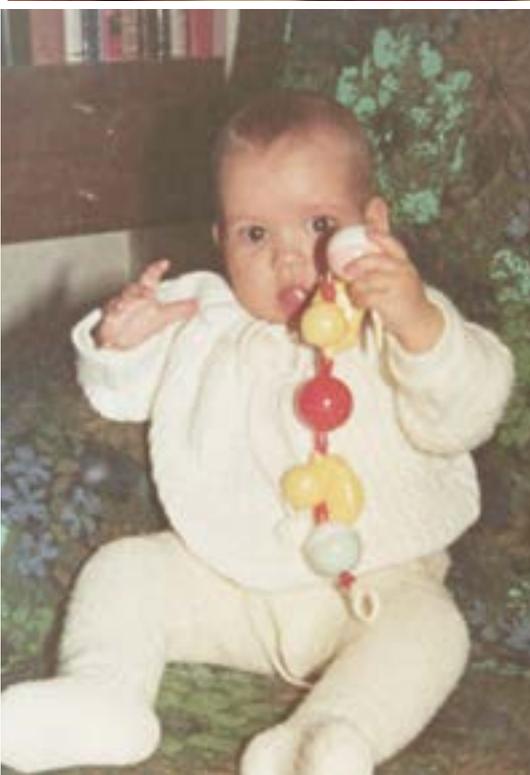
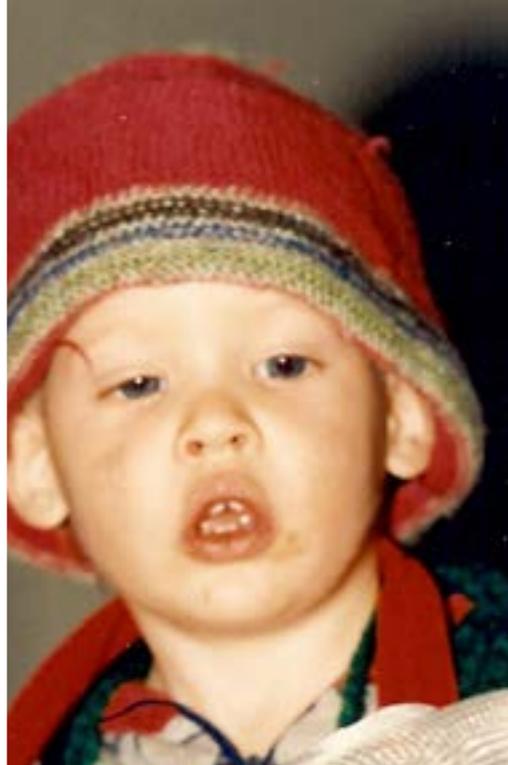
... the **parents** who convey to us what is important. You provide invaluable feedback and participate in our film shoots.

... the **experts**. You generously donate your time and talent. Your commitment makes a real difference.

... members of the **community**, who deserve a special mention:

- **Kate Chandler**, MA student in Library Archival Sciences UBC, for researching new resources and developing bibliographies
- The Royal Roads University **faculty and students in the MA Professional Communications Program** for creatively propelling us forward!
- **Tru Value Foods**. Your Community Giving Program enables us to provide nutritious food to participants in our film shoots.
- **Printorium Bookworks, Munro's Books** and **London Drugs**. We appreciate your generous discounts for KidCareCanada.
- Our Accountants **Trenholme & Company**

... the **Directors on our Board** who inspire and shape the direction of KidCareCanada. All are volunteers.



... the **AMAZING technical, creative and administrative team** who have other jobs and only work with KidCareCanada on a part-time basis. Yet we have formed a team.

We acknowledge the financial support of:
 The Province of British Columbia
 The Vancouver Foundation
 The Victoria Foundation

All of the above people and organizations contribute to making us better!

The Team

Filmmaking/editing/graphic design/web development

Alisa (Kerr), Chad (Galloway), Denis (Falardeau), Jenny (Mendoza), Rob (Lyons), Shane (Robinson)

Social Media

Elizabeth (Wellburn)

Everything Else!

Edia (Dittman), Ruthild (Ohl)



KIDCARE CANADA

Fifth Annual Report
2014

Prepared by:
Executive Director, Estelle Paget

Approved by:
The Board of Directors

www.kidcarecanada.org



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