

Management Staff:

Sandy Moshenko, Director of Client Services
Jim Phillips, Director of Corporate Resources
Melanie Alles, Supervised Access Co-ordinator, Kitchener
Joan Allison, Senior Manager of Ongoing Services Kitchener & SATP (Temp)
Sharon Bach, Co-ordinator Team Admin Services Intake & Ongoing, Cambridge
Kent Bannister, Residential Services, Team Leader, Bedivere
Leanne Bast, Intake Services Supervisor
Marie Beattie, Ongoing Services Supervisor, Cambridge
Jeff Boich, Legal Counsel, Cambridge
Dawn Brandon, Co-ordinator Team Admin Services Intake & Ongoing, Kitchener
Danika Brown, Legal Counsel, Kitchener (LOA)
Cheryl Buehler, Legal Counsel, Cambridge
Joanne Burton, Ongoing Services Supervisor, Kitchener
Jean Cull, Residential Services, Supervisor Foster Care
Susan Dean Co-ordinator Admin Services Residential & Children's Services

Marlene Dei-Amoah, Child & Youth Services, Supervisor CARE Homes
Sonia Dennis, Ongoing Services Supervisor, Kitchener
Lisa Doran, Intake Services Supervisor

Shannon Drake, Ongoing Services Supervisor, Cambridge
Lovina Duguid, Co-ordinator Executive Administrative Services

Angela Duscio, Residential Services, Team Leader, Montrose Heights
Ken Eby, Ongoing Services Supervisor Kitchener

Mike Ethridge, Corporate Resources, Property & Maintenance Co-ordinator
Sharon Evans, Corporate Resources, Supervisor Training & Development

Ingrid Flaming, Ongoing Services,
Co-ordinator Supervised Access, Cambridge

Ken Friesen, Corporate Resources, Supervisor Technical Services
Lynn Marie Fry, Ongoing Services Supervisor, Kitchener

Irma Fuertges, Intake Services Supervisor
Andy Gaiger, Intake Services Supervisor

Pat Gillies, Senior Manager of Ongoing Services Cambridge (Temp)
Brenda Grieken, Ongoing Services Supervisor, Kitchener

Brenda Hall, Residential Services, Team Leader, Park Street
Randel Hamel, Senior Manager of Legal Services

Lisa Harlock, Corporate Resources,
Communications & Fundraising Supervisor

Jennifer Hazelwood, Residential Services, Team Leader, Rosemount (Temp)
Liz Hedley, Children's Services, Co-ordinator CARE Support Measures

Monica Heide, Senior Manager of Intake
Nancy Hilliard, Corporate Resources, Accounting Co-ordinator

Bonny Hobson, Ongoing Services Supervisor, Cambridge
Pat Jamieson, Child & Youth Services, Supervisor Youth Services

Trisha Johnson, Residential Services, Team Leader, Springhaven
Carrie Landry, Corporate Resources, Supervisor Volunteer Services

Joy Lang, Intake Services Supervisor

Genevieve Laroche, Residential Services, Team Leader, Preston View
Henny Laurin, Ongoing Services, Special Services Supervisor

Lisa Leiher, Ongoing Services Supervisor, Cambridge
Bryan Long, Corporate Resources, Property & Maintenance Supervisor

Jennifer Long, Ongoing Services Supervisor, Kitchener
Sue Maciaczyk, Residential Services, Co-ordinator Foster/Adoption Home Recruitment

Ron Martens, Corporate Resources, Senior Manager Information & Technology
Chris McElroy, Corporate Resources, Residential Properties Co-ordinator

Paul Melanson, Intake Services Supervisor
Rod Miller, Child & Youth Services, Senior Manager Children's Services

Trish Noordstra, Residential Services, CARE Program Co-ordinator
Anne O'Donoghue, Children Services, Supervisor Special Services Residential

Steve Pawelko, Corporate Resources, Senior Manager of Human Resources
Angela Perkins, Ongoing Services Supervisor, Cambridge

Dorothy Pikor, Children's Services, Supervisor of Children's Services
Kimberley Putman, Legal Counsel, Kitchener (Temp)

Chris Reitzel, Intake Services Supervisor
Kaye Rempel, Manager of Planning & Quality Assurance

Jim Robertson, Intake Services Supervisor
Mike Rogers, Child & Youth Services Team Leader, Bedivere House

Tina Sanders, Child & Youth Services, Adoption Supervisor (Temp)
Erin Schreiter, Ongoing Services Supervisor, Cambridge (Temp)

Val Smith-Sellers, Corporate Resources, Senior Manager Finance & Property
Karen Spencer, Senior Manager Ongoing Services, Kitchener (LOA)

Christine Stevanus, Child & Youth Services, CARE Program Co-ordinator
Linda Stewart, Corporate Resources, Co-ordinator of Human Resources Administration

Jill Stoddart, Children's Services, Supervisor of Children's Services
Lynn Taylor, Corporate Resources, Supervisor Human Resources Residential Services

John Thompson, Intake Services Supervisor
Mary VanderSchaaf, Supervisor, Sexual Abuse Treatment Program

Jeff Von Zuben, Residential Services, Team Leader, New Beginnings
Roxanne Warford, Children's Services, Supervisor Children's Services

Janice Weiler, Co-ordinator of Legal Services
Kelly Witteveen, Child & Youth Services, Senior Manager Residential Services

Staff of Family & Children's Services



AS OF MARCH 31, 2003



Executive Director:
PETER RINGROSE

Courtney Adams
Allison Adcoe
Valerie Ager
Daniel Alcock
Brian Allison
Jeff Allman
Paulina Arruda
Agnes Arthur
Denny Aschnaki
Rebecca Atkinson
Amanda Baigent
Pam Baldwin
Joanna Balija
Sandra Ball
Luke Balwar
Hardeep Banwait
Lee-Anne Barker
Kelly Barnett
Amanda Barron
Leane Bast
Jessica Beattie
Monica Beaulne
Angela Bebenek
Peggy Becker
Rick Bednarek
Paul Behin
Ingrid Bell
Jennifer Benallick
Rosemary Benbow
Kendra Bender
Billie-Jo Bennett
Stephanie Bergey
Kimberley Bichener
Catherine Bird
Amanda Blake
Duane Boles
Tara Bolton
Julie Bond
Gregory Bonney
Andrea Borden
Robin Bouck
Shaina Boudreau
Debora Bowler-Sprague
Todd Bowman
Rick Brayshaw
Angela Brenner
Tracey Brick
Nancy Bricker
Julie Brithwaite
Henry Brodofski
Daniel Brown
Shane Brown
Mike Buchnea
Mike Buckley
Cheryl Buehler
Heather Burden
Natalie Burrell
Brenda Butler
Kelli Byers
Susan Cabral
Lucy Cain
Colin Carmichael
Jo-Ann Carpenter
Daniel Carruthers
Ken Carter
Leanne Carter
Anjannette Carter-MacAsh
Gail Caslick
Katherine Catalan
Marta Celejewska
Anu Chahauver
Amy Chapeskie
Kimmie Chapin
Victoria Chippindale
Sherry Christner
Alicia Church
Gail Clark
Darlene Clark
Kathleen Clemens
Brenda Clements
Kent Clements
Carole Clyde-Ellis
Heather Cochrane
Nora Coffin
Jean Cojocariu
Michelle Collins
Ruth Connor

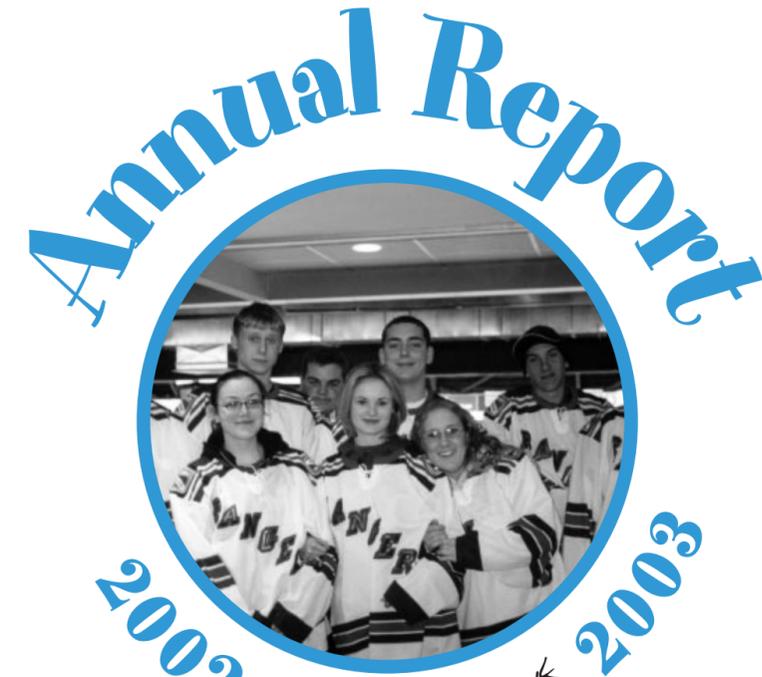
Theresa Coon
Nicole Cooper
Jennifer Corbett
Mary Ann Costea
Eileen Cotey
Renee Coulombe
Sarah Couray
Caroline Cousineau
Kerry Craigmile
Pamela Craven
Jon Cressman
Patricia Cronin
Susanne Crouse
Jennifer Cumberland
Marilyn Curry
Susanne Dalmus
Lori Damaren-Hesch
Chuck DaSilva
Ivy Davidson
Tammy Davidson
Carrie Davis
Susan Dean
Rochelle DeBoer
Tanner DeBruyne
Rick Defoe
Nicole Demant
Carolyn Deneau
Scott Deneau
Sonia Dennis
Shannon Deobald
Donna DesGroseilliers
Kimberley DeVos
Steve Dick
Tara Dickson-Jessome
Anita Diebel
Bernice Dietrich
Seana Dobbins-Gayowsky
Dale Dobrzal
Kim Dolf
Carolyn Dolson
Alyson Domm
Bonnie Doumchuk
Amy Doran
Candice Dosman
Kathleen Downey
Valerie Dreisinger
Grace Dubecki
Kendra Dunkley
Debashis Dutta
Terry Ehn
Bev Elder
Jennifer Ellerbrun
Fran Elliott
Andrew Elliott
Kate Ellis
Larry Ellis
Derek Ethier
Kelly Farrell
Debbie Fazari
Lihong Feng
Michelle Fernandes
Amanda Ferrara
Michael Ferrara
Dawn Finlay
Bonnie Fischer-Foertsch
Amy Flanagan
Maria Flikkema
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Danielle Foster
Kim Fowler
Jean Fretz
Michael Frey
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Cathy Gavel
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Gail Gerber
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Meghan Gingrich
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Lisa Leihar

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Glenn Grainger
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Corrie Harvey
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Julie Heavener
Paul Heldman
Sarah Henderson
Tara Henderson
Beth Hicks
James Hiuser
Chris Hoffer
Brandi Hoffman
Susan Hollihan
Lori Hollohan
Gabriella Hoogstra
Leanne Horney
Angela Hosner
Tom Howard
Marion Howden
Tara Howell
Petra Hroch
Sheila Hull
Rick Humphreys
Carol Hunsdale-Loh
Leslie Huys
Peter Hymmen
Jamie Lee Ignor
Shawna Ingraham
Barbara Ireland
Melissa Ireland
Victoria Jacobs
Crystal Jacobson
Monique Jacques
Rosemary Janzen
Heather Jeffery
Tecla Jenniskens
Sheri Jesso
Beverly Johnson
Mary Johnson
Nathalie Jollette
Kimberly Jorgensen
Debra Joslin
Tyrone Jubinville-Degenhardt
Paulette Kane-Abbott
Theresa Kaszowski
Annette Katchaluba
Katherine Katsambroks
Joanne Kavanagh
Mike Kaytar
Julie Keagan
Karen Keenan-Chyc
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Edda Kerr
Hilary King
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Melissa Kotnik
Denise Krebsz
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Sab Kulafofski
Krystyna Kulik
Thanh Lai
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Judith Lee
Rhonda Lee
Chua Lee
Renee Lefebvre
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Lisa Leihar

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Pierre Lepage
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Evelyn Lewis
June Licht
Marie Linder
Nichole Lipish
Johnathan Lloyd
David Lobe
Patricia Losier
Stephen Lott
Roberta Loyie
Tracy Lyons
Kevin Lyons
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Ben MacDonald
Robert MacDonald
Janice MacGregor
Tracy MacGregor
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Janine Mackay
Lisa Maenpaa
Zack Makrydakakis
Izabella Malecki
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Karl Maracle
Sara Marshall
Walter Martins
Martin Mathews
Heather Maxwell
Pat Mayer
Alice Mazere
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Malcolm McAuley
Ruth Ann McBride
Melanie McComb
Loretta McCormick
Meridith McCrea
Catriona McDonald
Kelly McEvoy
Liz McGrath
Kevin McIntyre
Tammy McKnight
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Rhonda McNabb
Kathy McNorton
Laura McPherson
Krista Mehring-Wiebe
Karen Melanson
Erika Melnyk
Shannon Mercier
Melissa Mercier
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Karyn Mierau
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Susan Milligan
Sherry Mohr
Phoebe Montgomery
Brian Moore
Lynn Moore
Dwayne Morin
Kerri Morris
Roxanne Morrison
LeeAnne Moses
Patti Moses
Carri Muegge
Nancy Murdock
Patricia Murko
Shelley Murphy
Kelly-Jo Murphy
April Muszik
Jerry Mykitschak
Steve Krulicki
Julia Naylor
Shaeron Newark
Anne Newton
Tina Nimmo
Kelly Noble
Dean Noel
Patricia Noordstra
Zina Noronha
Shelley Norton
June Oakes
Christine Okum
John Olliffe
Sandra Ordiway
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Susan Owens

Laurie Pacheco
Allyson Parker
Sheri Parkin
Evelyn Lewis
Cherie Parsons
Barb Pasqualini
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Gretchen Perry
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Wayne Peters
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Marlene Peterson
Wesley Phillips
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Gail Pienta
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Ashley Prince
Esther Puklicz
Kimberley Putman
Shelley Puttock
John Rawson
Yvonne Reade
Virginia Reade
Chad Reay
David Reeve
Sherry Rehkopf
Kevin Reiger
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Andrea Rideout
Amber Ridi
Lisa Robbins
Cheryl Roberts
Daniel Roberts
Kyle Robertson
Sarah Robertson
Jeanne Robinson
Nicole Robson
Patti Rocco
Mike Rogers
Katrina Rolfe
Rebecca Rose
Daryl Roth
Greg Rousell
Rebecca Roy
Antoney Ruddock
Linda Rush
Susanne Rutledge
Angela Ryan
Simaran Saini
Tina Sanders
Reid Sasyniuk
Lori Scarfone
Amanda Schaffner
Charlotte Scheifele
Erin Schreiter
Melissa Schuit
Alicia Schuster
Elizabeth Schwartz
Lisa Self
Sandra Serpa
Jane Seward
Rosemarie Sewitt
Sonia Sferrazza
Barb Shannon
Kristin Shantz
Gavin Sharma
Lori Ann Shatto
Deb Shaw
Lucille Shaw
Tariq Sheikh
Bill Shin
Connie Barret Silvestro
Neil Simpson
Indira Singh
Colleen Smith
Lorraine Smith
Michelle Smith
Paul Smith
Shonna Smith

Andrea Smith
Virginia Smith
Carla Snider
Andrea Snyder
Janice Sorochuk
Teresa Sousa
Sabrina Spicer
Clinton Spindley
Shannon Stampatori
Penny Stathopoulos
Ahren Steinman
Sara Stephenson
Pam Stewart
Scott Stewart
Kathie Stone
Maria Strada
Vickie Straicher
Michele Stranz
David Strome
Nancy Stuckum
Angela Szabatin
Kristine Tadashore-Thomas
Theresa Tamburro
Jana Tatton
Lisa Taylor
Shelley Taylor
Andrea Tesolin
Karen Thompson
Kirsty Thomson
Sarah Thomson
Matthew Tiessen
Troy Tilley
Elaine Tompkins
Thomas Tomza
Michelle Toth
Dawn Travers
Cheryl Treige
Teresa Trofymowych
Sandy Turner
Terry Turton
Julie Van Rooyen
Kimberly Vanderburg
Kelly VanDerGeld
Mary VanderSchaaf
Robin Vermeiren
Patti Vernon
Wanda Vey-Formica
Stephanie Visentin
Tania Volpe
Jadranka Vukasinovic
Randall Waechter
Dawn Waldhaus
Karen Walker
Verna Walz
Jennifer Watson
Julie Watts
Jennifer Wearie
Carol Weber
Tracey Weber
Jamie Weber
Rachel Webster
Janice Weiler
Mary-Lee Wells
Louise Wentzel
Erika Wettlaufer
Claire White
Adam Whyte
Karen Willms
Betty Wilson
Josh Windsor
Magdalena Wodnicki
Shelley Wojtala
Jim Woodstock
Janet Woodworth
Mark Wotton
Wilma Wuersch
Muriel Yeung
Lisa Young
Mindy Zelinsky
Nora Lee Zettler
Peggy Zimmer



FAMILY AND CHILDREN'S SERVICES OF WATERLOO REGION

OUR MISSION

“Finding the way forward with our community to protect children, to support all children and strengthen families, and to develop a caring environment for children.”



Adjusting to stabilizing service volumes, reaching out and building relationships with ethnic communities, breaking new ground with Quality Assurance practices, looking to broaden our ability to serve more children and families by agreement (without a court order), struggling with the demands of our mandate and the tight constraints of funding, opening up new opportunities for more youth to attend university or college through growing support from the community...have been some of the highlights, opportunities, and challenges in the life of Family and Children's Services in 2002-2003.

After four consecutive years in which growth in many of our services exceeded 20% each year, service volumes in 2002-2003 began to show signs of reaching greater stability. Initiated in large measure by the Child Welfare Reform program of the Ontario Government which responded to the recommendations of a series of inquiries in the late 1990's, Children's Aid Societies across the province are now providing protection to approximately twice as many children as was the case before the Reforms were introduced. The slowing trend of growth in services, which had been experienced by many other Children's Aid Societies earlier than in Waterloo Region is evident from the following excerpts from our statistics:

Child Protection referrals to the agency increased by a modest 2.7% in 2002-2003, to 5,965, in contrast with an expansion of 6% in 2001-2002. Emotional harm caused by exposure to domestic disputes and violence again remained the circumstance which led to a greater proportion of referrals to the agency than any other. Twenty-eight percent of referrals were made for this reason. Twenty-one percent resulted from concerns related to mental health problems, substance abuse or other similar difficulties, while reports of physical harm to children accounted for 19% of referrals.

The number of families requiring Ongoing Services from the agency (following the initial investigation) increased by 14%, a significant figure, but much less so than the 32% increase which occurred in 2001-2002.

Children needing residential care outside of their families for some period during 2002-2003 totalled 991, a very moderate increase of 2.7% beside the 16.8% evident in the previous year.

The moderating rate of increase in service demand has also been reflected in the growth in both the expenditures of the agency and in its staff complement. After four years of annual expenditure growth of between 20% and 30% over the prior year, the agency's expenditures in 2002-2003 increased by 10.6% to \$36,479,663. Growth in staff complement reduced similarly from 33% to 15.4%. It seems that the

agency has now largely adjusted to the new realities of greater protection for children and lower thresholds for intervention on their behalf, as conceived by the Reforms.

Within the picture of stabilizing service volumes, the agency continues to wrestle with large amounts of child protection litigation resulting from those situations which require service under the terms of a court order. Forty-five percent of Ongoing Service cases were served under court orders in 2002-2003, the vast majority of these involving supervision of the child and family as opposed to wardship of the child. Forty-four matters resulted in a trial, each one requiring extensive time for preparation and court attendance by caseworkers and by legal counsel representing the agency. The court's difficulty in resourcing this level of child welfare litigation has resulted in an approach to hearing trials known as a "running list" (trials called in succession without fixed court dates). The extent of preparation (and cost) of trials for social workers and lawyers that may (or may not) be called during the trial period each month is considerably greater than is the case when fixed trial dates are given. In 2002-2003, costs of litigation constituted approximately 66% of the agency's deficit of \$2.4 million before additional funding assistance from the Ministry was received.

Family and Children's Services of Waterloo Region experiences higher volumes of litigation than any of the five Children's Aid Societies in Central-West Region. To try to establish the reasons for this, and to discover whether different approaches are in place in other agencies or communities which enable service to be delivered more frequently by consent, without litigation, the agency is currently partnering with the other four CAS's and the Ministry in a research project on the subject.

The Strategic Plan continues to guide a range of important projects and activities in which the agency is engaged. Reaching the forefront in the last year have been our actions under the Strategic Direction "strengthening the agency's response to an increasingly diverse community". The agency invited representatives from the multi-cultural community to meet with agency staff and provide feedback and suggestions as to how the agency could increase its knowledge of other cultures, its relationships with them, and its competence, sensitivity and respect in serving them. Several working groups have developed under this initiative to develop a model for an ongoing education program for stakeholders within the agency, to identify the resources that staff already bring with them in terms of knowledge of other cultures and languages, and to actively seek out relationships with different cultural groups.

Also related to the same Strategic Direction, a taskforce has been active within the agency identifying the policies and actions necessary to establish an accepting and inclusive environment in our services and in the workplace for clients, staff, and other stakeholders who are gay, lesbian, or bi-sexual.

Deriving from this same Strategic Plan direction, the agency has completed a draft Code of Ethics, entitled "Values that Guide our Work" which will be finalized and published shortly.

The agency has continued to place a high priority on building and maintaining strong working relationships with many other organizations in the community whose services in some way contribute to the well-being of children or the support of families. This emphasis on strong partnerships reflects our Strategic Direction of "building a united, well-connected community for children and families". The work of protecting our children can only be done successfully through the whole community working together as a team. Our collaborations this year have extended to a new network of agencies responding to domestic violence who are creating a new protocol for working together. We have also made a good start in building links with some key organizations and groups in the multi-cultural community and look forward to many more exciting developments in this area this year. In Cambridge, the agency has been very happy to have members of staff volunteer to work on the Board of a Neighbourhood Organization and in a community conflict-resolution project. Beyond these new developments, the agency remains a strong supporter of established community networks such as the Alliance For Children and Youth of Waterloo Region and the Community Safety and Crime Prevention Council, and is active in many other committees and projects across the community, which are too numerous to mention.

Our Strategic Plan, and the Future Search Conference that helped to build it, have led us to a stronger appreciation of our role as parents to children and youth in our care, especially to our Crown Wards who live in our care long-term and often move from our care to independence in the community without the support of family. With the help of scholarships provided by our Foundation, we are able to encourage and help increasing numbers of our youth to enter post-secondary education in University, College, or other vocational training, opening up a lifetime of better opportunities for them. This year, we are very proud that we will have 11 young people in post-secondary education, up from 7 last year and 3 in the year before. The support provided by the Foundation, however, is really the support of the community, including businesses, employee groups, individuals, service clubs, and others who have donated to the Foundation because they know the importance of making better futures for our young people and because they are committed to making those opportunities a reality. We will be paying special attention to our youth in our Annual Meeting program this year!

Consistent with our Strategic Plan, Quality Assurance practices have steadily been extended into all of our major services during the last two years. Continuous tracking of our performance in relation to standards established by the Ministry regarding Intake, Ongoing Services, Children in Care, Foster Care and Adoption takes place and is analysed and reported on a quarterly basis. Encouraging improvements in our achievement of standards have been demonstrated through our Quality Assurance activities. A survey of feedback from adult clients and from children in care regarding their experience of service provided were conducted for the first time in 2002-2003. Results were affirming. A similar survey seeking the feedback of our youth is now in process.

Implementation of our Strategic Plan goals is also tracked through a Quality Assurance mechanism known as the Balanced Scorecard.

Funding of the agency's services is becoming increasingly challenging. Although the introduction in 1998 of a volume sensitive approach to funding Children's Aid Societies was an important step forward from the previous approach of base budgetting, the benchmarks in the Funding Framework which form a critical part of the mechanism to calculate funding to each agency are now seriously in need of revision and updating to reflect current costs. The undertaking of the government in 1998 to undertake a comprehensive review of the Funding Framework every three years, has not been honoured to this point. Benchmarks are still delivering funding levels deemed appropriate five years ago. In the interim, agencies have been faced with a variety of cost increases from sources such as increased child

protection litigation, new labour contracts, per diem charges for private children's residences, insurance premiums, and inflation in general. In the absence of an updating of the Funding Framework, in the last several years the agency has experienced expenditure levels which have increasingly exceeded the levels of funding provided by the Framework, necessitating additional assistance from the Ministry in the form of one-time funding to balance the financial statement. It is important to remember that the services provided by the agency are mandated by law and by Standards of the Ministry of Community, Family and Children's Services. A Children's Aid Society cannot reduce expenditures by reducing its services or by introducing waiting lists without violating its legal obligations to protect children.

In 2002-2003, the agency's expenditures totalled \$36,479,663. Funds allocated under the Funding Framework, however, fell short of this total by \$2,156,789, at \$34,322,874. Although the Ministry worked very hard to provide \$2,144,826 in additional one-time funding to help offset the shortfall, it was unable to obtain sufficient funding to eliminate the deficit in full. For the first time in almost 20 years, a small deficit of \$11,963 has been carried forward from 2002-2003 into the current 2003-4 year. For the Societies provincially, a deficit of approximately \$19 million has been carried forward into the present year, a significant and disturbing indicator of the serious and urgent resourcing challenges facing this agency and many others throughout Ontario.

In concluding, and most importantly, we want to thank all of our staff, our foster and adoptive parents, volunteers, Board Members, the Ministry, as well as all of the agencies, organizations, and groups and individuals in the community who work with us, for your caring, compassion, support and tireless efforts to provide for the children of Waterloo Region who need our help and protection. Your support and your commitment to the mission of Family and Children's Services make an important difference in the lives of our children and to the health of our community.

GORD BECKENHAUER
President
PETER RINGROSE
Executive Director



FAMILY AND CHILDREN'S SERVICES OF WATERLOO REGION 2002/2003 Condensed Financial Report

Balance Sheet - As at March 31, 2003

Assets		Liabilities And Equity	
Operating Funds	\$2,565,525	Accounts Payable	\$2,577,486
Special Funds	753	Special Funds	753
Building Fund	9,529,415	Building Fund - Equity	7,087,141
	<u>\$12,095,693</u>	Building Fund - Debt	2,442,274
		Net Deficit	(11,961)
			<u>\$12,095,693</u>

Child Welfare Statement of Net Expenditures For the Year Ended March 31, 2003

Expenditures		Revenue	
Salaries & Benefits	\$16,727,909	Prov. of Ontario Subsidy	\$36,467,700
Child in Care Related		Family Allowance/ Child Tax Credit	991,220
- Boarding Rates, Clothing, Health, Education	16,335,572	Income from Investments	65,265
Travel & Transportation	843,028	Maintenance from Parents	81,060
Professional Services (Client)	926,949	All Other Income	160,595
Technology	540,705	Grant from Foundation	155,448
Building Occupancy	547,571	Rebates	212,632
Capital & Non-Recurring	599,219		<u>\$38,133,920</u>
All Other Expenses	1,624,928		
	<u>\$38,145,881</u>	Net Deficit	<u>\$(11,961)</u>

Sexual Abuse Treatment Program Net Expenditures For the Year Ended March 31, 2003

Expenditures	\$305,721	Revenue	\$305,721
		Net (Surplus) Deficit	-

Special Service Programs Net Expenditures (12 Months ended December 31, 2002)

Expenditures	\$185,352	Revenue	\$185,352
		Net (Surplus) Deficit	-

(Extracted from Audited Statements prepared by KPMG Chartered Accountants)



Highlights OF SERVICES PROVIDED

	2001-2002	2002-2003
Investigations Completed & Closed	3,290	3,581
Investigations Opened for Ongoing Service	685	704
Ongoing Child Protection Cases Served	1,482	1,694
Children Receiving Residential Care	965	991
Days of Paid Care	181,345	199,852
Foster Homes Available	287	293
Volunteers Available	220	200
Children Placed for Adoption	45	44



2002 * 2003

President

Mr. Gordon Beckenhauer

Vice-President

Ms. Rennie Brudnjak

Secretary-Treasurer

Ms. Lori Payne

Directors

Ms. Keren Adderley

Ms. Maria Alvarez

Mr. Gary Boug

Superintendent Kevin Chalk

Mr. Ron Dowhaniuk

Ms. Ann Eby

Mr. Lee Fitzpatrick

Dr. Stan Iwan

Ms. Elba Martel

Ms. Karen Quigley-Hobbs

Mr. Earl Rayner

Ms. Ines Sousa-Batista

Ms. Marilyn Stephenson

Ms. Carolyn Ward

Ms. Leanne Way

