



# 2016 ANNUAL REPORT





## Our Mission

Children First in Essex County partners with families and the community to provide individualized support for children (birth to 6 years) with developmental and/or mental health challenges, helping them reach their full potential through early identification, education, and clinical intervention.



## Our Vision

**Children First is a leader in providing services where:**

- All children and families are supported to help them reach their full potential;
- Children are supported to feel a sense of inclusion and belonging in the community;
- Relationships are nurtured with families, partner organizations, and the community to assist children who have developmental and/or mental health challenges;
- Timely and tailored supports are provided by professional staff who use innovative evidence-based practices.

## Our Values

**We believe in:**

- Supporting the child's best interest and recognizing that family relationships are the foundation for growth and learning.
- Providing timely, flexible services that support children to reach their potential.
- Promoting continuous learning, innovation and evidence-based services among our valued staff.
- Honouring our partners and committing to work together to address the unique and evolving needs of children, families, and the community.





# A MESSAGE FROM THE PRESIDENT

This shall be my third and final year as President of the Children First Board of Directors. I have enjoyed my tenure and am most grateful for the excellent support I have received from my fellow directors. The past year has been one of transition for the Board. Starting at last year's annual meeting, we lost several talented and long serving members including Rick Farrow, Bernadette Dzugan, Rosemary Waldron and Kate Dunlop. We thank them for their service and dedication to the best interests of families with special needs children.

On the other hand, we have been fortunate to welcome talented newcomers to the Board including Adriana McVicker, Christina Pottie, Bob Becken, Rachel Pepitone and Jennifer Rooke. They bring varied backgrounds and talents to the agency. Boards are subject to specific terms limits which affords the opportunity for renewal with fresh ideas and new energy. I am confident that our new directors will serve the agency well and I am pleased that Children First now has a full slate of directors.

Children First provides helpful, responsive and high quality services to families in Windsor and Essex County. On a service level, the past year has been busy. The agency was successful in achieving accredited status from the Canadian Centre for Accreditation. We recently opened a satellite office in Leamington in cooperation with a variety of other service providers who collaborated to form a community hub, named "Hub 33". We remain actively involved in significant community planning initiatives including the Special Needs Initiative and Children's Mental Health Transformation. We made a significant investment to support our community based service staff by providing them with tablets to enable remote access to files. We have been able to maintain high levels of service despite the continuing absence of base budget adjustments.

The coming year will include new challenges. It is anticipated that the community planning initiatives noted above will result in a reorganization of community services. Planning is underway to

reduce and reorganize main office space, both to control operational costs and fully support our community-based service model. With the announcement of Mark Donlon's pending retirement after eight years of service, the Board will need to undertake a search for a new Executive Director. Thanks to the dedication of the staff and my fellow directors, I am confident that Children First will be successful in meeting these and other challenges and continue to be a critical support for families with special needs children.

**BRIAN DUBE**

Accredited by  
Canadian Centre  
for Accreditation



Agréé par  
Centre canadien  
de l'agrément

*Children First is proud to be accredited by the Canadian Centre for Accreditation (CCA) which offers a third-party review process that is tailored to community-based organizations. CCA accreditation is based on widely-accepted best practice standards that promote ongoing quality improvement & responsive, effective community services.*



# A MESSAGE FROM THE EXECUTIVE DIRECTOR

This will be my final annual report as Executive Director for Children First. My initial commitment to the Board of Directors was for five years. By the time I retire, it will have been my honour to serve for eight years. A persistent comment in virtually all my previous annual reports has been to note the dizzying pace of change and the stress experienced by staff to make necessary adjustments. However, change can also be good. I believe that the time has come for the agency to reinvigorate itself with new leadership that will support Children First to move forward with the many challenges that will arise in the coming years.

During my tenure, what has impressed me most is the wonderful people associated with the agency. I have been very fortunate to work for a tremendous Board of Directors, filled with talented people who commit themselves to the best interests of families and children despite their own busy professional and personal lives. They work hard, enjoy each other's company and I have always found their input and guidance helpful. Similarly, I have been amazed by the commitment and dedication of the staff. One of my habits has been to review,

on a monthly basis, all parent satisfaction surveys submitted by families to the agency. I have been so impressed to repeatedly review comments thanking staff for helping families to make dramatic changes for the better. I have also noted how the staff care for and support each other in their work or with issues that arise in personal lives such as illness or changes in family circumstances.

I am proud of how demand for agency services has consistently risen over the years, a marker of an agency that provides good programs, valued highly by families. We made excellent progress in using more evidence based and evidence informed service approaches. We have greatly strengthened our quality improvement outcome measurement system with the Child and Adolescent Needs and Strengths (CANS) tool. We revamped our intake procedures and reduced waiting lists for service without significant budgetary increases. We invested in better technology tools to enable staff to work more efficiently outside of the office. We opened a satellite office in Leamington to better serve that community and reduce our floor space at our main office location. We successfully

completed another accreditation review during this past year. We have enjoyed relative stability in our staff complement and replaced long serving employees with talented and committed newcomers, motivated to make a difference.

There will always be challenges and agencies must continue to change and adapt, much like the needs of families and communities do. In the coming year, more community planning will occur related to the Special Needs Initiative. We need to complete internal planning and implement physical changes to the main office so that operational costs can be further controlled. We need to strengthen our use of social media to ensure the agency reaches families who would benefit from service. We will need to recruit a new Executive Director.

I am so very thankful for the support of the Board of Directors and staff. I remain optimistic regarding the agency's future, primarily because of the quality and dedication of the people who work for Children First.

**MARK DONLON**



# 2015-16 BOARD OF DIRECTORS



**Brian Dube**  
President



**Marina Iannitelli**  
Vice President



**Kristen Micallef**  
Treasurer



**Andrea Tremblay**  
Secretary



**Paul Layfield**  
Past President

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**Bob Becken**

**Rachel Pipitone**

**Adriana McVicker**

**Christina Pottie**

**Jennifer Pestrin**

**Jason Pillon**

# SERVICE HIGHLIGHTS

## OUR WORK WITH CHILDREN & FAMILIES

*April 1, 2015 to March 31, 2016*

### *Intake & Brief Services*

In April of 2015, clinical staff took part in focus groups to explore staff experiences and feedback regarding four key areas: intake and brief services, paperwork, information technology, and staff wellness. Staff feedback and input, as well as reviews of evidence based practices in infant and children's mental health and developmental services contributed to evaluation and refinement of our agency service model. The feedback received regarding intake and paperwork was integrated with a review of best practices for eligibility, orientation, and initial assessment as well as processes at children's mental health and development agencies province-wide. Positively, this review highlighted that we already had some of the shortest wait times in the province. In an effort to further streamline the process for families and the over 70 families per month referred to the agency, this evaluation informed a redesign of our Intake and Brief Services processes, with the Child and Adolescent Needs and Strengths (CANS) serving as the backbone of the Initial Child and Family Assessment and documentation. The assessment, combined with utilizing a continuum of consultation with various disciplines at the intake level, emphasizes timely and individualized clinical recommendations and strategies to address identified risks and priorities. This results in provision of immediate and meaningful service to children and families 'at the front door' while awaiting connection with a Family Service Worker and development of an *Individualized Family Plan*.

### *Mental Health*

Mental health staff worked with 454 children in the 2015-2016 year. An evidence-based emphasis on attachment continues through offerings of Circle of Security and Road to Resilience. Collaborative Problem Solving is offered as a primary behavior support strategy and supervision of staff is bolstered through partnership with the Regional Children's Centre. Based on the needs of families, individual Social Work Consultations on separation and divorce were provided to families struggling with this transition, versus in a group format as previously offered. Evidence-based training was a focus, with 11 staff taking part in Mindfulness training and six staff taking part in training to support children with Selective Mutism. Work is underway to develop a pathway of care to address this

need. We planned with other community agencies to best meet the needs of Syrian refugees where their children are identified as needing support from children's mental health services. Mental health staff received training in family and youth engagement and currently serve on community advisory groups leading Windsor Essex family and youth engagement initiatives. Through the participation of a Mental Health Supervisor on the Dads Matter Steering Committee, Children First engaged in an agency self-evaluation examining the inclusion of fathers across services and are working to develop a formal plan to support their ongoing involvement. Finally, two staff presented the Mandatory Information Program through Bridging Family Conflict.

### *Child Care Stream*

Over the past year, the child care stream supported 539 children within approximately 80 child care centres in Windsor Essex. We continued our participation in Raising the Bar, an initiative to increase the quality of care in child care centres and in 2015 we achieved Gold Level Status. Both team Supervisors sit on the community steering committee and other staff assisted in reviews for this committee. Children First continues to complete program support applications to determine if centres meet eligibility requirements for extra staffing within specific classrooms. Over the past year program support funding was approved for 50 classrooms within 26 centres.

Child care stream supervisors attended the Provincial Special Needs Resourcing Network committee meetings and the Inclusive Child Care Network committee meeting over the past year. This allowed the opportunity to gain information and share challenges faced in supporting children within community child care centres. Finally, a growth chart, outlining typical developmental milestones for children ages 3-6 was developed in partnership with the City of Windsor. These have been provided to community child care centres. The growth charts extend the valuable information in our 0-3 developmental wheels, already available at Children First.

## Infant & Child Development

The Infant and Child Development (ICD) stream continues to respond to referrals and waitlist demands in a timely way. On an average, the ICD stream serves approximately 900 children annually. Twenty percent of children referred to this stream are under two years of age; we continue to focus on the ongoing agency objective of promoting early referrals. Pathways for Early Signs of Autism Spectrum Disorder, Neo-Natal Abstinence Syndrome, and Late Preterm Care are in place to prioritize these children appropriately. Staff work from a Resource Based/Transdisciplinary approach, identifying the variety of professionals who could join with families as needed to provide consultation, assessment, treatment and education in their natural environments (e.g., home, child care centre, and/or other early childhood setting). In other news, two staff from the ICD stream recently joined the OAICD board of directors while a third staff completed an 8-year term on the OAICD board.

## In the Community

**Community Education and Partnerships:** On request, Children First staff are available to attend community education activities. In 2015-2016, 27 agency staff attended 22 events, including presentations to child care centres as well as Ontario Early Years Centre talks and presentations to either parents or staff. Topics included encouraging positive behaviour, working collaboratively as a team in the classroom, and helping staff to identify concerns. Also, staff provided detailed presentations around “How Does Learning Happen” and the change in legislation from the Day Nurseries Act to the Child Care and Early Years Act. Based on conversations with the City of Windsor a presentation was made to the Home Child Care Network, sharing general information about Children First, how to make referrals and how to speak to parents about concerns they, as providers, may have about a child’s development. Staff also participated in Community Health and Wellness Fairs and orientation of staff from the newly formed Healthy Families Department of the Windsor-Essex County Health Unit. Several events included parent/participant evaluations, all of which were very positive. In other regards, Children First supports community partners by offering student placements for students in Masters level Speech and Language Pathology programs, St Clair College (Child and Youth Care Program), and the University of Windsor (Psychology PhD program).

**Screening Clinics:** Staff took part in the community-wide Calling All 2 and 3 Year Olds initiative, with events held at two sites in Leamington and two in Windsor. Children First staff provided both developmental and behavioural consultations, receiving positive feedback from parents

and caregivers in attendance. These four community events facilitated 12 behavioural and 24 developmental consultations. In addition, staff took part in 10 Promoting Early Development Screening Events (PED) across the city and county in 2015/2016, with very positive feedback from families around consultation about and screening of development, behavior, and speech and language concerns. Eighteen mental health and 12 developmental consultations were provided.

**Groups:** Group interventions remain an integral part of Children First’s service delivery model, as well as a means to engage with community partners and share resources within the community. In the 2015-2016 year, 475 caregivers and 91 children took part in 39 staff-facilitated groups. Parent and caregiver feedback about the groups highlights the significant benefits to families, their satisfaction with the services, and the effectiveness of these initiatives. Visit the agency website for more information about group descriptions and availability.

# Want To Stay Informed?

Make sure to sign-up to receive our newsletter through e-mail by visiting our website

[www.children-first.ca](http://www.children-first.ca)



# BOARD ANNUAL COMMITTEE REPORTS

## *Marketing Committee*

After several very productive years for the Marketing Committee, 2015/2016 has been a re-assessment year for a few reasons. We experienced some technical issues while attempting to roll out some of our plans. Rest assured that we are well on our way to getting beyond these issues and are eagerly planning our next steps which are the implementation of Facebook and Twitter pages. We realize that these marketing pieces are essential in today's world and we are eager to put our foot forward in that regard.

As you will remember, last year (through the tremendous work of several staff), we were involved with the City of Windsor (Ontario Early Years Centres) to coordinate the design of development wheels for distribution through various channels. In 2015/2016, we ensured continued distribution of these valuable tools throughout Essex County. We also continued our Marketing campaigns on City of Windsor Buses and in Devonshire Mall to promote the agency as we have in the past few years.

As opportunities arise, we make every effort to promote the agency and in 2015/2016, we continued to do so. Children First is such an important agency for our community and we are really seeing and hearing this from our community partners and families. What a great reward that is for all of us.

- Andrea Tremblay, Chair

## *Recruitment & Nomination Committee*

The Recruitment and Nomination Committee includes Board members Paul Layfield, Jason Pillon and Mark Donlon. The Committee's mandate is to monitor the ongoing membership needs of the Board, screen expressions of interest from community representatives and make recommendations to the Board for the addition of new Members.

The past year has been exceptionally busy for our committee. Four Board members left the agency. Two, Rick Farrow and Bernadette Dzigan, departed at the 2015 annual meeting. Two others resigned during the past year including Rosemary Waldron and Kate Dunlop. All are thanked for their years of dedication and service to families with special needs children.

I am pleased to advise that the agency was successful in attracting talented replacements for the above group and the Board now has a full complement of directors. Adriana McVicker is a manager at Community Living Windsor. Christina Pottie is a teacher and vice-principal. Bob Becken is a news director. Rachel Pepitone is a professor in the Early Childhood Education program at St. Clair College. Jennifer Rooke is a lawyer. Collectively, the group brings wide expertise to the Board, including experience with special needs populations, education, media, post-secondary learning and law.

The Children First Board of Directors is a diverse group of dedicated volunteers with valuable expertise in areas critical to the agency's core mission. The Recruitment and Nomination Committee will continue to monitor the needs of the Board in the coming year.

- Paul Layfield, Chair

## *Governance Committee*

This will be my first report as Chair of the Children First Governance Committee. I am pleased to advise the membership that during the past year, the Governance Committee continued to provide oversight to operations and ensure that all regulatory requirements are met by the agency. During the past year, Children First underwent another successful accreditation review. It is noteworthy that the site reviewers concluded that one of the agency's strengths was its rigorous and comprehensive governance system. In preparation for accreditation, all Board policies were reviewed and a number of revisions were made to strengthen specific policies and practices. Within the upcoming year, the Board will begin the preparation to review our strategic directions and possibly engage in the development of a new strategic plan.

For the current year we have completed:

- Executive Director Annual Performance Review
- Board Effectiveness Surveys
- Board Member Personal Survey
- Board and Staff Police Check Annual Declaration
- Organization Performance Report
- Quality Assurance Report
- Insurance Policy History Report
- Risk Task List Questionnaire Review

Sincere thanks to Mark, Sharri and fellow board members for your welcoming kindness and support. I am honoured to be Chair of the Governance Committee and full heartedly believe that within the year to come, Children First will continue to make a positive difference within the lives of children and their families in Windsor-Essex.

- Adriana McVicker, Chair

## *Fundraising Committee*

The fundraising committee includes Board members Jennifer Pestrin (Chair), Andrea Tremblay, Adriana McVicker and staff members Sharri Hamelin, Jane Patterson and Mark Donlon. The mandate of the committee is to seek out opportunities to raise funds for various agency initiatives.

Fundraising is always a challenge. To try and keep things fresh, this year the fundraising committee reached out to our employees for some new ideas and possible volunteers. A brainstorming meeting was held at Children First and staff presence at the meeting was amazing. The employees came to the meeting with many innovative ideas, offers of donated time, space, and their community connections. We compiled all of the suggestions and are currently working through the list of possible fundraisers to determine which ones we will pursue. We are excited to get started!

In the last year, our focus has been on smaller events. The agency continues to participate in the Caboto Club pasta dinner fundraisers. At the pasta dinners, the staff volunteer their time and exceptional baking skills to run a bake sale. The baked goods are so in demand that you must arrive early in order to get some as they sell out fast! From the pasta dinners we have raised \$1,400. We also received \$300 from the Windsor Transportation Club's annual Lobster Dinner, as well as cash donations from generous donors.

As always, fundraising is a group effort. Without the hard work and dedication of my fellow Board members and staff volunteers, these fundraisers would not happen. Many thanks to all who raise their hand to volunteer and continue to do so for Children First.

**Jennifer Pestrin, Chair**

## *Finance Committee*

Children First's Finance Committee seeks to ensure the financial health of Children First by providing oversight to the agency's financial planning, budgeting, and reporting. Each month, the Finance Committee meets with the Executive Director and Administration Manager and reviews the current financial statements, discusses any variances from budgeted amounts, and reviews projections as well as proposals for spending that are required to be approved by the Board. These discussions along with the financial statements are reported by the Treasurer at each meeting of the Board of Directors. The Finance Committee also reports on agency investments on a quarterly basis and insurance coverage on an annual basis. The Finance Committee is proud to play its role in supporting Children First's work with children and families in Windsor and Essex County.

**Kristen Micallef, CPA, CA, Chair**



*Children First would like to thank Windsor Family Credit Union for selecting us to benefit from your Joy of Giving Program. We are honoured to have been recognized by your employee, Brynne Burgess, for the services we provide to the community.*



— Submitted by Andrea Kraler, Resource Consultant —

Over the years many of the staff at Children First have found a way to give back to our community whether it is in a competitive sporting event or a fundraising gala. One Friday evening in March, twenty staff attended the Gala for Cerebral Palsy held at the Fogolar Furlan club. In February another group participated in the United Way's iClimb held at the WFCU arena. Staff climbed the stairs in the arena raising money

and awareness of local mental health initiatives. These are only a few of the fundraising efforts staff at Children First have participated in over the past year. We also took part in a bike ride in support of Juvenile Diabetes in October 2015 while other staff ran in colourful tutus for the Access Centre in Kingsville last summer.

Finally, every Friday staff can choose to dress in denim for a small donation in

support of a charity. The named charities accept collections for a two month period after which time we distribute the funds to that charity. Some of the causes we have supported through this weekly initiative are TLC Animal Aid, local food banks, New Song's Meal Program, Street Help Windsor, and Matthew's House for Refugees.



*Olivia was absolutely delightful and talked about all the things she did with Andrea, her Children First Resource Consultant.*

Dear Andrea + everyone at  
Children's First,

We hope the "presents" Olivia brought for you help many families as you helped us! You all stepped in to help her when everyone was telling me I'm imagining things. She now is doing well in school (first!) with no more fears of her future in her language abilities!

She raised \$460 from her birthday party and she is happy to help others achieve their goals!

Thank you for your help,  
and we hope this helps others!

Mam Anne + Gavin

## *Sometimes the selflessness of children can be really amazing!*

As Olivia approached her 9th birthday, her thoughts turned to the needs of others rather than herself. Instead of gifts, Olivia asked her family and friends to give her money to purchase toys for donation to Children First. She asked that these toys be used by Resource Consultants in their work with children in need, or that they be given to those children who may not have the educational toys needed to support their development.

Olivia knows what it's like to need support from Children First. Three years ago she received home-based services from a Children First Resource Consultant as well as a Speech and Language Pathologist.

Andrea Kraler, Olivia's Resource Consultant, also attended school meetings to help with the transition to school and to support the parents in accessing services. Andrea recalls how supportive Olivia's family was by following through in all activity suggestions and engaging in services.

Olivia's charitable act follows a family history of putting others before oneself. Her twin sister donated the money that she received for her birthday to Hospice for children, a tradition which was started several years ago by an older sibling of the sisters. All told, Olivia was able to donate \$460 worth of educational toys and items to help children in need and her generosity benefitted countless families. Children First would like to acknowledge her selflessness and sincerely thank Olivia for her incredible donation. We wish her and family all the best for the future.

*Dear Olivia:*

*I work at Children First and I am a Resource Consultant just like Andrea. She told me that you had a birthday and that you collected lots of money to buy toys for other children. That is a very thoughtful and generous idea!*

*I have a little boy who is 3 ½ years old and I go to his house to play with him, but he does not have many toys to play with, so I picked out a colouring book, some crayons and some markers for him to have. I know that he will like colouring with his crayons, markers and new book.*

*Thank you so much Olivia for thinking of all of the other children who do not have toys and play things. You are a very special little girl!*

*- Nicole*

*Staff at Children First who took a toy for use in their work or donation to a family individually thanked Olivia for her amazing and selfless generosity.*

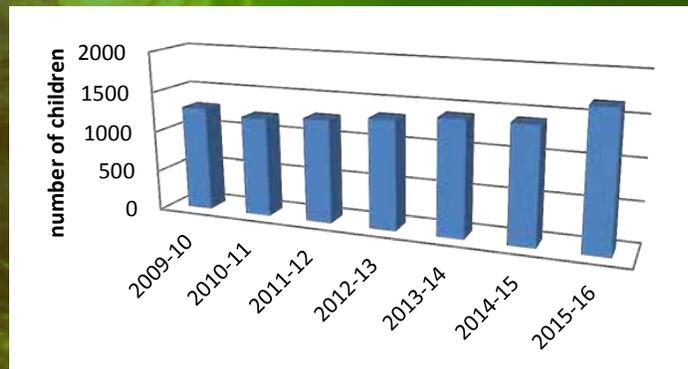
# WHO WE SERVE

## AGE OF CHILDREN AT REFERRAL



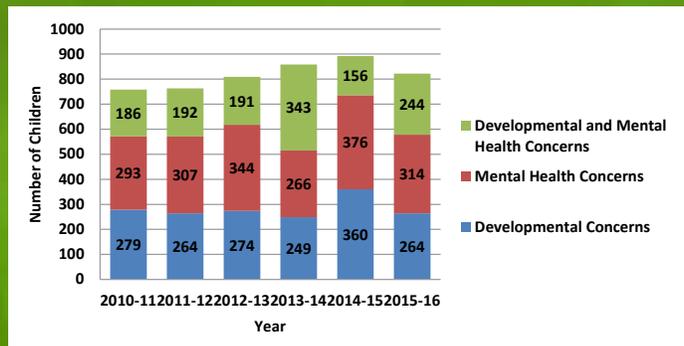
Children up to the age of six are referred to our program. The average age of referral is three years old.

## CHILDREN SERVED BY YEAR



There were 1,669 children receiving services from Children First in 2015-16. Children First's professional staff met with children and their families in homes, child care centres and other community settings.

## REASONS FOR REFERRAL



Children First receives referrals for children with a variety of concerns, with or without a formal diagnosis. In 2015-16 the agency received 822 referrals. Of these, a significant portion (244) were for children with both mental health and developmental concerns

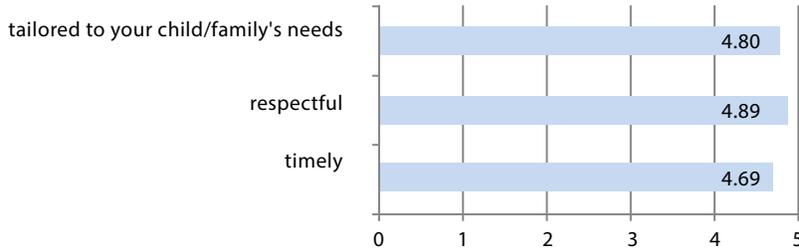
# FAMILY SATISFACTION

Every family participating in our program receives a Family Satisfaction Survey at the end of their service. These survey results are reviewed and form part of our Quality Improvement process. Families consistently report that they feel respected by our staff and are involved as full treatment team members. They also report positive changes as a result of the interventions provided.

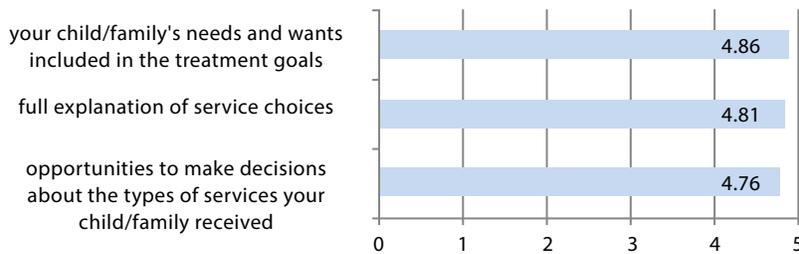
Families are asked to evaluate our service on a five point scale as follows

Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1	2	3	4	5

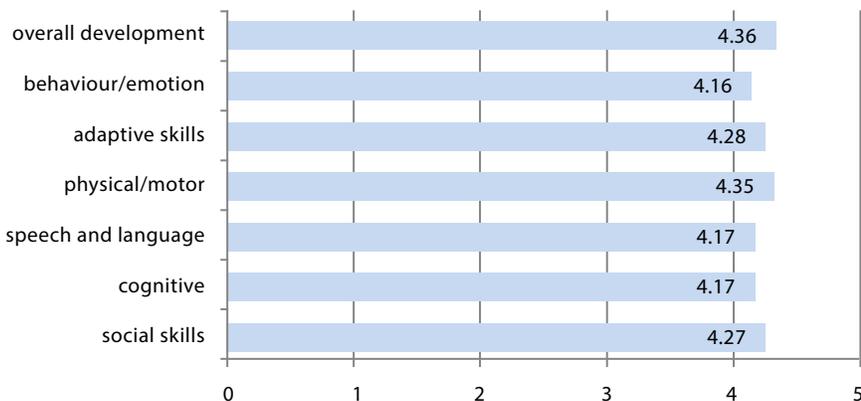
**We want you to think about your experiences with Children First. Would you agree that services provided to your child/family were: (on a scale from 1 to 5)**



**We want you to think about your experiences with the service planning and goal development process. Would you agree that during these processes you had:**



**Would you agree that services helped improve your child's progress in the following areas**



# FEEDBACK

*"They (Children First) took our child's needs/strengths and gave us a better understanding of how to help her in these areas. We are very pleased with the services we received."*

*"It was wonderful to have them come to our home to work with our newborn."*

*"I am a better parent to my daughter because of your assistance. She is a happier child."*

# CHILDREN FIRST IN ESSEX COUNTY

Summarized Statement of Financial Position for the year ended March 31, 2016

	Revenue Fund	Capital Fund	Total
	March 31,	March 31,	March 31,
	2016	2016	2016
<b>Assets</b>			
Current assets:			
Cash - unrestricted	\$ 195,572	\$ -	\$ 195,572
Investments	423,281	-	423,281
Accounts receivable	53,783	-	53,783
Due from operating fund	-	208,393	208,393
Prepaid expenses	33,039	-	33,039
	<u>705,675</u>	<u>208,393</u>	<u>914,068</u>
Cash - restricted	54,110	-	54,110
Capital assets	-	232,331	232,331
	<u>\$ 759,785</u>	<u>\$ 440,724</u>	<u>\$ 1,200,509</u>

## Liabilities and Fund Balance

Current liabilities:			
Accounts payable and accrued liabilities	\$ 97,742	\$ -	\$ 97,742
Due to capital reserve fund	208,393	-	208,393
	<u>306,135</u>	<u>-</u>	<u>306,135</u>
Fund balance:			
Externally restricted	54,110	-	54,110
Unrestricted	399,540	440,724	840,264
	<u>453,650</u>	<u>440,724</u>	<u>894,374</u>
	<u>\$ 759,785</u>	<u>\$ 440,724</u>	<u>\$ 1,200,509</u>

# CHILDREN FIRST IN ESSEX COUNTY

Summarized Statement of Operations and Changes in Fund Balances for the year ended March 31, 2016

	Revenue Fund 2016	Capital Fund 2016	Total 2016
<b>Revenue:</b>			
Grant revenues	\$ 6,307,071	\$ -	\$ 6,307,071
Fundraising and donations	4,140	-	4,140
Other	25,944	-	25,944
	<u>6,337,155</u>	<u>-</u>	<u>6,337,155</u>
<b>Expenses - program:</b>			
Salaries and benefits	4,925,573	-	4,925,573
Program supplies and services	23,888	-	23,888
Transportation and travel	136,317	-	136,317
Training	20,766	-	20,766
Building occupancy	383,908	-	383,908
Fundraising	-	-	-
Funding agreement payments	8,000	-	8,000
Amortization	-	101,860	101,860
	<u>5,498,452</u>	<u>101,860</u>	<u>5,600,312</u>
<b>Expenses - administration:</b>			
Salaries and benefits	401,224	-	401,224
Administration	299,701	-	299,701
	<u>700,925</u>	<u>-</u>	<u>700,925</u>
<b>Total expenses</b>	<u>6,199,377</u>	<u>101,860</u>	<u>6,301,237</u>
Excess of expenses over revenue	137,778	(101,860)	35,918
Fund balance, beginning of year	512,063	346,393	858,456
Interfund transfers	(196,191)	196,191	-
<b>Fund balance, end of year</b>	<u>\$ 453,650</u>	<u>\$ 440,724</u>	<u>\$ 894,374</u>



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[www.children-first.ca](http://www.children-first.ca)