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The Children's Aid Society
La Société de l'aide à l'enfance
 of the United Counties of | des comtés unis de
Stormont, Dundas & Glengarry

Message from the President & Executive Director

2014-2015 has been another busy year for the Children's Aid Society of the United Counties of Stormont, Dundas & Glengarry. Our focus this year has been on improving our partnerships with our community partners, integrating our service delivery model and increasing our accountability and transparency. We spent most of our year strengthening partnerships by reviewing our service agreements and protocols, by inviting partners to present their services to our front line staff, and by returning the favour and presenting our services to their employees. We have continued to support *Koala Place* and *Triple P* as great examples of community partnerships.

As we have done in previous years, we continued to dedicate a lot of time and effort in the integration of our service delivery model through training, consultations and deliberate practice exercise. This year we went a little further with this process by inviting many community partners to attend these sessions which has helped all of us gain a better understanding of the work we do with families, children and youth.

With more and more focus on accountability and transparency, we have also reviewed some of our internal processes to make sure we are following all of the Ministry guidelines and directives. We spent a great deal of time auditing our Ministry standards and we are very proud of the hard work done by all of our employees as we have noticed a significant increase in our compliance over the past year.

We have so much to share about this past year. We invite you to read this report where you will learn about the great accomplishments of our youth in care and their amazing adventure in Nicaragua, how our community partners came together during our *Community Day* to hear Eliane - our inspiring youth representative - talk about her journey, how we broke another record during our purple ribbon campaign and so many more great stories.

Finally, we would like to express our sincere thanks to our service partners and to our community for your caring and compassionate support to the children and families we serve. To our volunteers, Board members, and resource families - you are invaluable to us and to the families and children of our community and we appreciate your dedicated service. We would like to recognize the amazing work done by the employees of the Children's Aid Society. Their dedication and commitment to the families of our community is priceless. Once again this year they have gone beyond the call of duty and have shown their tremendous generosity by raising funds to help send children to camp and to give snow suits to children in need during the long and cold winter.

Collectively, we are creating more opportunities to improve the safety and well-being of the children in our community. Thank you for sharing this journey with us.

Jeanette Despatie, *President of the Board of Directors*
Rachel Daigneault, *Executive Director*

Our strong
partnerships
have made this
community a
stronger & better
place to live.
Thank you!

transparency

unity

passion

commitment

understanding

family

teamwork

togetherness

respect

Public Relations

This past year, the Children's Aid Society of Stormont, Dundas and Glengarry celebrated a spectacular year in partnerships in both the public and private sector. We believe in the strength of partnerships - whether it is working together to provide service excellence to families, supporting one another's awareness campaigns, or simply caring enough to ensure our community is a safe and healthy place to live. In partnership we achieve great things and together anything is possible. Here are just some of the ways our partnerships have made a difference.

Child Abuse Prevention Campaign

This campaign serves to raise awareness about child abuse prevention and keeping kids/youth safe in our community. Without the many partnerships within our community, we could never have achieved results like this:

Launch:

- Approximately **2800 people** in attendance
- Bag popping recording breaking event - **801 people** vs last year's 721
- **221 passengers** rode the bus for FREE
- **Community partners** that donated to make this a totally FREE event: **40**
- **900 hamburgers/hot dogs, 600 bags of chips, 500 drinks** served FREE
- **168 volunteers** made this day a success

Community Dress Purple Day:

- **61 schools**
- **200 professional groups**
- 9 communities in the Eastern zone with over **10 000 'Break the Silence' shirts** ordered and distributed across Eastern Ontario
- **Presentations done in ALL schools** for grade 7–10 about child abuse and duty to report with a focus on Hard Choices – “Keep a Friend or Keep a friend safe”

Child & Youth Dinner of the Arts Finale event:

- **650 plates** donated and served to the community
- **75 community partners** donated to the finale event
- **\$13,364.00** dollars was raised to help send local kids/youth to camp

Send a Kid to Camp Campaign:

Our goal is to send a minimum of 100 community kids/youth for a one week camp experience. Money is raised all year long through different initiatives such as our annual 'Families Helping Families' golf tournament. This fundraising allows us to pay a) camp fee, b) transportation, c) camp kit which includes a sleeping bag, bug repellent, sun screen and \$10 for the canteen. This year, we are happy to say that, with the help of the community and some strong partnerships we:

- Sent **123 kids/youth** to a one week overnight camp
- Sent **20 kids/youth** to local day camps

Christmas Star Campaign:

No child or youth should be without a gift to unwrap under the tree. This campaign strives to ensure that all the community families that we work with have a happy Christmas day morning. This would not be possible without the strong support from community partners who truly care about our local kids and youth. This year we provided:

- **811 children/youth** in our community with gifts for the holidays.
- **30 community donors** made it possible

Snow Suit Fund:

Children and youth should never feel the bitter sting of the winter season. As such, we collect and purchase new and gently used snowsuits for kids/youth. With the help of big-hearted community members, we ensure that all the kids and youth we work with are dressed warmly for the winter months. This year, we delivered:

- **377 snowsuits** to local families



Our Employees

In 2014, we had a total of 169 employees working at our agency. This includes our management team, our front line employees, Child Protection Workers and Child and Family Workers, as well as our various administration departments working behind the scenes. When we look at how long employees have been at the agency, we have workers who have been with us for over 30 years while others have just started in the past year. The average employee has been employed at the agency for almost nine years.

This year, we greeted a few students from St. Lawrence College who came to do a placement in our Public Relations Department. Last summer, we provided employment to nine students through our Summer Student Program.

The birth of new babies is a common event at our agency! Sixteen employees left for a parental or maternity leave this year and welcomed healthy additions to their families. Congratulations!

Agents of Change

On April 9th, we held our Annual Staff Recognition Dinner. Over 130 employees attended our event. We recognized our employees/Agents of Change who had celebrated years of service milestones as well as our retirees.

A few years ago, we had introduced a *Peer-to-Peer Nomination Program*. Seventy-four nominations were submitted this year in various categories. Distinction Awards were presented to Melanie Munday for the “*Partner in Excellence Award*”; Jennifer Rutt and Lyne Delage-Beeston for the “*Service Award of the Year*”; Tammy Turbide for the “*Behind the Scenes Award of the Year*”; Brigitte Clément was the recipient of the “*Manager of the Year Award*”; Robert Desgrosseilliers received the “*Rookie Award of the Year*” and Kimberly Kyer won the “*Heart and Spirit Award*”. Although a special congratulation goes to these recipients, we thank all of our employees for their hard work.

We had a wonderful evening with music, games and two very entertaining MCs. Thank you to the recognition committee who planned this memorable event.



PHOTO DESCRIPTIONS:

1. Recognition Committee | 2. 15 years of service—from left to right: Brigitte Clement, Robin Young, Sue Billard, Joanne Fortier |
3. Service Award of the Year - Jennifer Rutt & Lyne Delage-Beeston | 4. Rookie Award of the Year - Robert Desgrosseilliers | 5. Heart and Spirit Award - Kimberly Kyer

Signs of Safety (SOS)

We are approaching the end of year five of our intense, multi-year learning journey into the implementation of *Signs of Safety*. In 2008, we began our search for a strength-based model that was in line with our provincial Transformation agenda. We learned about Andrew Turnell and *Signs of Safety* through other agencies and by attending training in southern Ontario in 2009. Following senior management endorsement of the approach in 2010, and with the assistance and collaboration of Olmsted County Child & Family Services in Minnesota, USA, we formed our SOS Committee, established our implementation plan and immersed ourselves in training. We quickly worked on skill development in team consultation and through supervision. Because *Signs of Safety* is ever evolving, we worked hard to keep up with changes and incorporate them into practice.

In 2013, we had to take a step back. We had seen some problems developing since beginning implementation, and we became worried about our progress. Our greatest worry was that if we didn't do something differently, we would fail. We are so thankful we paused, took stock and reassessed what we were doing because, as a result of this, we established a relationship

with practice leaders from SafeGenerations (Connected Families) who were amazing to work with and helped us evaluate just where we were at. Surprisingly, we found out that we were exactly where we should be on the journey! We once again launched into moving *Signs of Safety* forward with renewed confidence and a clearer vision. We are more excited than ever about helping families and integrating *Signs of Safety* into our Service Delivery Model.

Since then, we have made some in-roads in several areas suggesting that our practice has reached a new level. We have worked on merging the sister approaches of *Family Finding* and *Signs of Safety*. We are increasing mapping in group consultations across the agency, having more family meetings with an informed support network, using appreciative inquiry as a parallel process at all levels, redesigning our internal SOS website, hosting a community forum for our partners, and developing and delivering training for staff from orientation to safety planning. We can't believe what a difference one year can make! Families, kids and community partners agree.



A child's voice is heard: “A young girl victim of severe emotional abuse shares her feelings about her victimizer by changing her marker color to black. This little girl is very artistic and has a non-verbal learning disorder.”

Cecilia, Child & Family Worker, shares *Words & Pics* with two boys

“Jack was very excited about a story written for him & his brothers by his mother who he had not seen in four months. He was the most focused I have ever seen him. He wanted more and more of the story shared, and when I would check in with him, he would tell me “I'm good – keep reading.” When the story was finished, he said the story was true and that he remembered it all. Both boys stated they wanted mommy and daddy to get back together, and believed mommy was sad because she couldn't find daddy, and daddy didn't know where they were. Jack wanted the judge to make a plan “already” as “I have family – why am I not living with family?” The children are now living with family in their forever home.”

Feedback Informed Treatment (FIT)

Feedback Informed Treatment (FIT) is a way of working with families and children that promotes engagement, and a positive alliance and working relationship between families and workers. It was a clinical tool created by Dr. Scott Miller, and has been successfully integrated into Child Welfare practice (www.scottdmiller.com). We began piloting the use of *FIT* in April 2014, when we trained two Family Centered Teams and one Permanency Team, and they began using the tools with their families. The teams who are using *FIT* are excited and passionate about the difference that this is making in their work with families! Families are able to be comfortable providing feedback to their worker, about the strength of their working relationship, and whether or not they feel that they are working toward their goals. Our motto is “We are here to help”, and now we have a concrete measure to see if we are actually helping.

Our agency has also taken a lead in the community with inviting other Community Service Providers to our own *FIT* training dates in order to give them an overview of the service we are providing, and the ability to use *FIT* in their practice, which encourages professional development and consistency across community services. Staff from Cornwall Community Hospital (Child and Youth Counselling Services and Addictions Services), and YouTurn Youth Support Services, are also using the tools. A Regional Clinical Supervisor Network is in the process of being developed, with the agencies listed above, as well as the addition of Valoris for Children and Adults of Prescott-Russell, and we will be working toward a Regional Practitioner Support Network as well, in order to better integrate the use of *FIT* into our clinical practice. This speaks to the strength of the working relationships between our Community Services, and how we will learn and develop in our use of *FIT* together, thus providing more consistent care for people in our community.

In April 2015 we trained four more teams in the agency, including our Child and Family Worker Teams, who are now using the *FIT* tools in their daily work with families and children. We are using *FIT* with families in the community, as well as with resource families, and children in care. *FIT* allows the worker to “check-in” with the family throughout their involvement, and after each visit, in order to ensure that the family is progressing toward their goals, and the worker is providing

the service that the family needs. If the family identifies things that could change in the way the worker is delivering the service, the worker actively attempts to make these changes and listens to the voice of the family. By asking for feedback from families and children, we are ensuring quality in our Service Delivery, and we are now able to see the positive outcomes that are being achieved based on the families own report. Within the next year we will implement the use of *FIT* agency-wide, and continue to work toward perfecting our Service Delivery Model.

The teams who are using *FIT* are excited and passionate about the difference that this is making in their work with families!

One of the best ways to describe the positive impact that *FIT* has had in our work with families comes from the words of a Family Centered Worker, who shares his experience using *FIT* in his daily practice: “As an assessor I have found the use of *FIT* to be amongst the most significant tools I have used that promotes open and constructive dialogue with parents and children and has become an integral component of my assessment process. The ORS (Outcome Rating Scale) has been the catalyst for significant discussion and has helped focus the needs of the family and in many instances I have been able to address the reported concerns in a very non-intrusive manner as the family self identifies the issue. Since introducing *FIT*, I repeatedly hear both the adults and children with whom I engage say, they felt heard, non-judged and wished others with whom they have worked would have used this tool. The process genuinely promotes feedback, which I have found enhances my interactions with each individual. The feedback provided by families has identified issues that I may have otherwise missed, which in turn has meant a more thorough service to the family. Additionally the feedback provided by families provides me with a genuine opportunity to improve my level of service”.

Triple P – Positive Parenting Program

Triple P is one of the key components of our Service Delivery Model. It completely fits with our agency philosophy and motto, “*We are here to help!*” It supports the safe and healthy development of children within their family and community. It honours the fact that parents are the experts of their situation. It encourages a customized approach to child welfare service delivery with the goal of helping families remain intact while reducing reoccurrences.

There is just no way to talk about our pride and excitement about the difference *Triple P* is making without first recognizing that *Triple P* is the greatest example of what can be accomplished through strong community partnerships. The Children's Aid Society has joined with several community partners to undertake the huge initiative to become a *Triple P Community*. The Children's Aid Society, Cornwall Community Hospital, Counselling and Support Services, Cornwall Police, Eastern Ontario Health Unit, Youturn, Equipe Psycho-Sociale, Laurencrest, Ontario Early Years Center, Partir d'un bon pas, Valoris and other agencies have collaborated to make this dream a reality.

In fall of 2014, the Healthy Families Coalition was developed. This governing body manages system level issues to ensure the sustainability of the program and is inclusive of multiple sectors. The Steering Committee ensures the implementation and maintenance of the program, guides the work and roll-out of the community model, and ensures equitable services delivery across the community. The Evaluation Subcommittee has continued to focus on formative and summative evaluation to date with planning for how individual organizations and the community can measure outcomes. We have recently decided to adopt the *Triple P Ontario Client Scoring Tool* that was developed by the Sault Ste Marie Innovation Centre. The Healthy Families Coalition recognized that as this initiative continued to grow, the role of Coordinator needed to continue and a new position, the Outreach Worker, was created. The Outreach worker promotes *Triple P* in the 5 counties and coordinates training for both staff and families.

Since the community launch in February 2014, the *Universal Triple P marketing program* moved forward with promoting this free, accessible, evidence-based program throughout SDG and Prescott-Russell to ensure that families had access to the right level of *Triple P* at the right time. Parents can access

information on Facebook, Twitter or the www.mytriplep.ca or www.montriplep.ca website. They can self-select and register for seminars, discussion groups and groups that are co-facilitated by trained practitioners from community partners, including CAS staff. We are proud to have been part of the many programs that have been delivered in SDG. Our community initiative was celebrated when practitioners from SDG presented our journey at the Helping Families Change Conference in Amsterdam, Holland in February 2015.

CAS staff and supervisors have continued to be part of the Regional Practitioner and Clinical Supervisor Networks to facilitate the integration of *Triple P* into clinical practice. The Children's Aid Society's Champion Committee support agency staff in implementation by providing mentorship, help with documentation, providing workshops, developing internal website with information on how to access TPI and local website, providing information on the various levels of *Triple P* and other relevant information. There are over 105 CAS staff in all levels so that every family working with the Society can have immediate access to the right level of intervention.

Triple P supports the safe and healthy development of children within their family and community.

Perhaps the best way to explain the difference *Triple P* has made to the Children's Aid Society's ability to provide help is by viewing it through the lens of one staff who reported that a family, “talked about their stress levels being lowered since starting the program. They have never felt this happy with their family and their relationship. They both agreed that they have not had any arguments since starting the strategies. They mentioned that they use to argue often although this has not been an issue.

The family had great things to say about the program and expressed that any parent would benefit from taking *Triple P* programs.”

Annual Statistics *as of March 31, 2015*

Families helped in our community this year	2013-14	2014-15
Total calls received	3476	3302
Family Assessments or Investigations opened	1425	1387
Community Links provided to families	347	343
Assessments closed	920	940
Assessments transferred to ongoing family service	352	458
Total Assessments/ investigations completed this year	1272	1398
Number of families opened for Ongoing service	342	443
New Families served this year	2399	2344

Our Children in Care

Total Children in care at March 31	281	278
Total number of Child Admissions this year	75	116
Children admitted more than once during the year	n/a	3
Total number of children discharged	92	121
Number of children discharged to permanency (bio or adoptive family)	61 (26%)	80 (66%)

Age of children in care

0-5 years	39 (14%)	46 (17%)
6-9 years	21 (8%)	24 (9%)
10-14 years	41 (14%)	43 (16%)
15-17 years	81 (29%)	70 (25%)
Over 18 years	99 (35%)	95 (34%)

Types of Placement for children in care

Foster care	137 (49%)	117(42.5%)
Kinship care	24(8.5%)	35 (13%)
Outside paid resource	8 (3%)	6 (2%)
Medical Foster	4 (1.5%)	4 (1.5%)
Independent Living	73 (26%)	79(28.5%)
Adoption Probation	7(2.5%)	13 (5%)
Extended access with family	19 (7%)	20 (7%)
Other (alternate resource)	5 (1.5%)	2 (0.5%)

Legal Status of our Children in care

Crown Ward	116 (41%)	97 (35%)
Society Ward	16 (9%)	8 (9%)
Temporary Care Agreement	6 (9%)	3 (9%)
Temporary Care and Custody	30 (11%)	53 (19%)
Extended Care/CCSY	99 (35%)	95 (35%)
Other (OPW and OSW)	13 (5%)	16 (6%)

Children Adopted this year	14	15
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Our Resources

Foster family Homes	105	108
Kin family homes	10	16

Financial Report

REVENUES	2013-2014	2014-2015
MCSS Transfers	22,763,275	23,080,269
Child Welfare Recoveries	716,884	896,266
Investment Income	44,874	36,558
Amortization of deferred contributions	196,159	161,725
Other	356,863	79,130
Total Revenues	24,078,055	24,253,948

EXPENDITURES

Salaries and Wages	9,098,720	10,146,387
Benefits	2,320,303	2,590,588
Building Occupancy	626,422	1,231,760
Office Administration	332,383	312,237
Training & Recruitment	467,875	255,662
Promotion & Publicity	174,760	132,006
Professional Services Non-Client	302,406	233,737
Travel	922,419	987,594
Boarding Rate Payments	6,027,075	5,086,164
Professional Services Client	250,860	273,935
Health & Related	578,446	558,535
Client's Personal Needs	1,024,112	947,309
Camp/Program Fees	16,788	30,309
Adoption Subsidies	42,614	60,744
Targeted Adoption	99,750	196,345
Miscellaneous	155,624	177,529
Technology	620,807	672,288
Total Expenditures	23,061,364	23,893,129

Net Revenues over Expenditures	1,016,691	360,819
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Youth Programs & Initiatives

MOTIVATE our children and youth to want to achieve higher education and to career cruise with the intention of finding their dream employment. Through our youth programs, agency Youth in Care Network and through other youth initiatives like the Crown Ward Education Championship Team we are creating opportunities for youth to explore various academic institutions and employers in our community and in neighboring communities. The activities we plan build skill, are experiential and are a lot of fun too!

EMPOWER our children and youth to accomplish great things, be successful, find their spark and develop increased assets. We are here to help youth build on their interest and we empower them to feel motivated and committed to their education and their own personal successes. This year the Travel your Dreams program has some slight variances. Typically, the travel program is in place to help broaden horizons, explore and learn about cultures outside of their own. TYD: 2015 edition looked a little different for youth as it was a mission trip to Nicaragua. The goal of this travel was on service learning and on building a school for children of this developing country. The youth learned about sustainability, how to build and how their service can greatly impact a community.

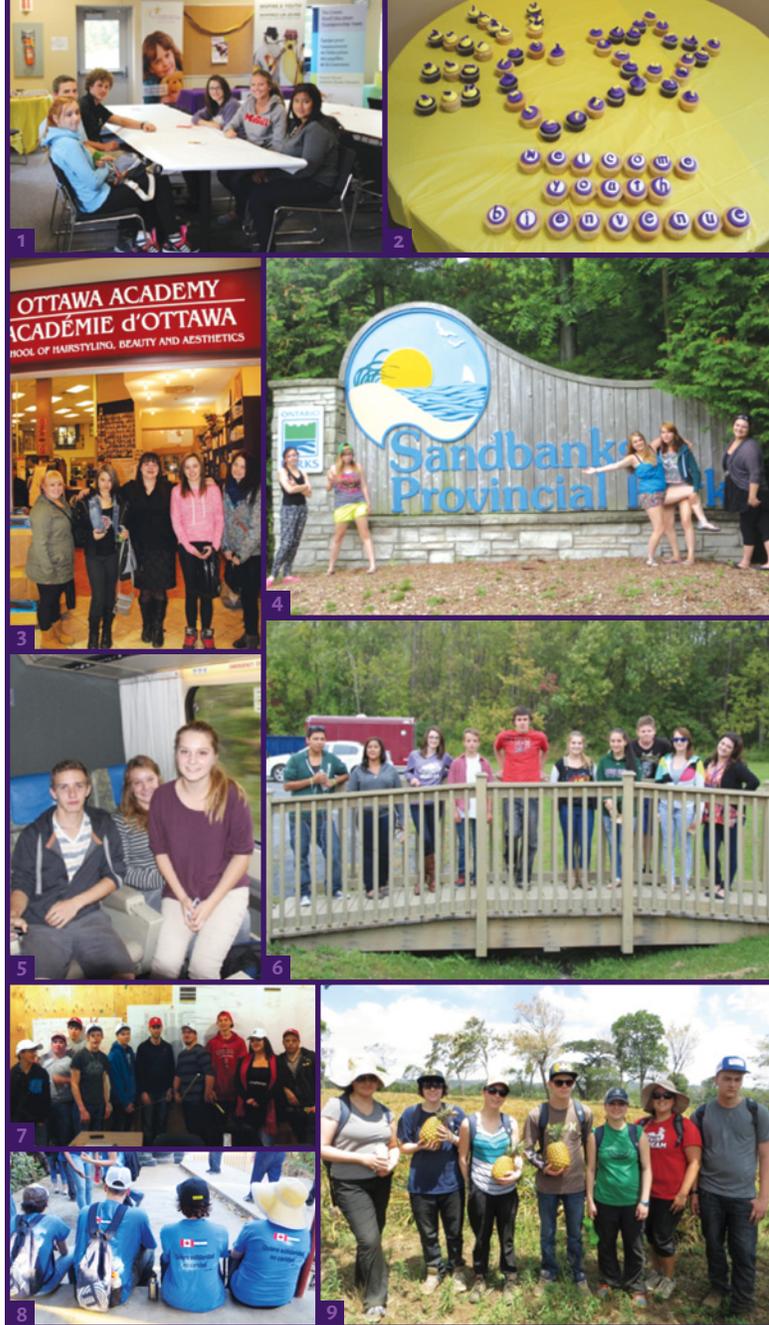
LEADERSHIP skill building is at the forefront of our goals for youth. A leader is someone who demonstrates what is possible and this is what we want for our youth. One youth can become a mentor or a leader for another youth and this role modeling can be a wonderful asset for another youth.

EDUCATE youth on their educational options, resources available and on the variety of programs offered. We hope to help our youth increase their educational outcomes whether they choose college, university or an apprenticeship program.

STRIVING for excellence with our children and youth in practice and we want them to strive for this same excellence in their lives. In our youth programs our goal is to help youth strive for success in their lives at home, at school and in all their environments. These programs include Coming of Age, Youth in Care Network, CWECT (Crown Ward Education Championship Team), Youth Leadership Committee, Youth CAN, WE DAY and other unique youth opportunities.

PHOTO DESCRIPTIONS:

1. Youth Launch - Overview of our programs for youth | 2. Celebrating our youth | 3. CWECT, Ottawa Academy - Learning about hairstyling and esthetics | 4. Youth CAN - Beach day at Sandbanks | 5. WE DAY Toronto- Via Rail experiential learning | 6. Celebrating our youth- Youth programs launch | 7. Experiential Learning - Apprenticeship programs | 8. Nicaragua - After a hard day of building "It's not about a hand out, it's about a hand up" | 9. Nicaragua - Taking a break from building the school to visit a pineapple plantation



Hi I am the Youth Representative at C.A.S. but I am also a youth in care. The agency gives youth in care the opportunity of employment, so we may gain assets in the work place, but to also lead other youth towards success. This position is unique, and includes many different tasks. I help empower other youth, I connect them to resources and I also have a role in being the "Youth Voice" on several agency and community committees. I assist in educating others, supporting them, and encouraging them in hopes to help the younger generation of youth in care.

"For me, being a youth representative is an honor. I have the opportunity to advocate in something I believe in. I just want to break the stigma & I know I can make a difference. I have seen the path of change that I have created while in this role."

— Eliane Bergeron, Youth Rep.

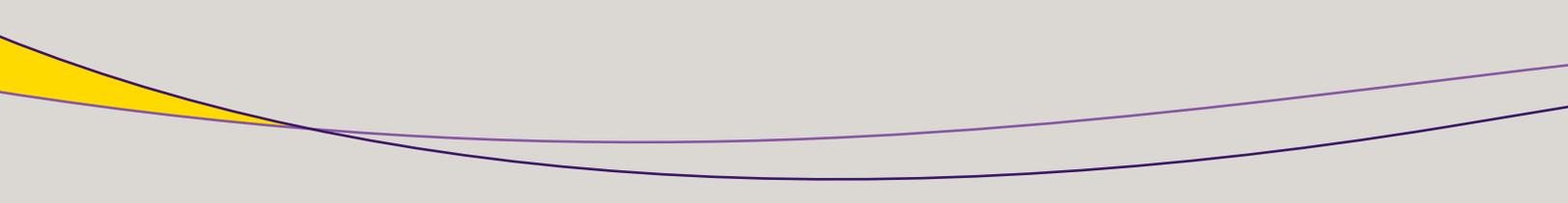


Thank You!

We would like to send out a heartfelt THANK YOU to the community partners that we worked closely with in the past year. Your contribution is immeasurable and has made a significant difference in the lives of our community families, youth and kids. Our success is your success!

Merci!

Nous aimerions REMERCIER chaleureusement les partenaires communautaires avec lesquels nous avons collaboré étroitement au cours de la dernière année. Votre contribution est inestimable et a changé de façon significative la vie des familles, des jeunes et des enfants de notre collectivité. Notre succès, c'est votre succès!



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Dave MacLean
Benoit Veilleux
Stéphane Bissonnette
Peggy Campbell-MacLean
Alice Wilson-Haramis
Scott Coulter
Natalie Cameron
Ian Murphy

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Betty Bronson
Tom Reed
Linda Hay
John Jans
Hans vonBornhoft
Sherry Smrczek
Chris Craig
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BUSINESSES / ENTREPRISES

Astro Printing
Au Vieux Duluth
Baxtrom's Your Independent Grocer
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Benson Auto Parts / Benson Pièce D'Auto
Chabo Communications & Design
Corus Entertainment
Delaney Bus Lines Ltd.
Max Keeping Foundation Cornwall Edition
Pommier Jewellers / Bijouterie Pommier
Protech Printer Solutions
Rodney Rivette Productions
Scotiabank – Alexandria
Visible Solutions

COMMUNITY PARTNERS / PARTENAIRES COMMUNAUTAIRES

Akwesasne Child
and Family Services

Assault and Sexual Abuse Program /
Programme d'urgence pour victimes

Canadian Mental Health Association /
Association canadienne pour la santé
mentale

Catholic District School Board
of Eastern Ontario

City of Cornwall / Ville de Cornwall

Community Integration Services /
Services de soutien communautaire

Cornwall Community Hospital /
Hôpital communautaire de Cornwall

Cornwall Community Hospital, Children's
Mental Health program / Hopital
communautaire de Cornwall, Programme
de santé mentale pour les enfants

Cornwall Community Police Service /
Service communautaire de la Police
de Cornwall

Cornwall Fire Department /
Service d'incendie de Cornwall

Counseling and Support Services of SD&G /
Services de counselling et de soutien
de SD&G

Crown Attorney Office / Bureaux
des procureurs de la couronne

Educational Consultant – Helene Periard

French Catholic School Board of Eastern
Ontario / Conseil scolaire de district
catholique de l'Est ontarien

French Public School Board of Eastern
Ontario / Conseil des écoles publiques
de l'Est de l'ontario

Koala Place / Place Koala

Laurencrest Youth Services /
Services à la jeunesse Laurencrest Inc.

Ministry of Children and Youth Services /
Ministère des services à l'enfance
et à la jeunesse

Ministry of Community Safety
and Correctional Services / Ministère
de la sécurité communautaire
et des services correctionnels

Office of the Children's Lawyer /
Le bureau d'avocate des enfants

Ontario Provincial Police /
Police Provinciale d'ontario

Ontario Works / Ontario au Travail

Partir d'un bon pas

Canadian Red Cross /
Croix-Rouge canadienne

Royal Canadian Mounted Police /
Gendarmerie Royale du Canada

SD&G Developmental Services Centre /
Centre des Services de Développement
SD&G

Triple P Healthy Families Coalition /
Triple P Coalition mieux-être des familles
de l'Est ontarien

Upper Canada District School Board

Victim Witness Assistance Program /
Programme d'aide aux Victimes

York Centre / Centre York

Youth & Adult Probation Services / Services
de probation et libération conditionnelle

YouTurn Youth Support Services /
YouTurn Services d'appui à la jeunesse