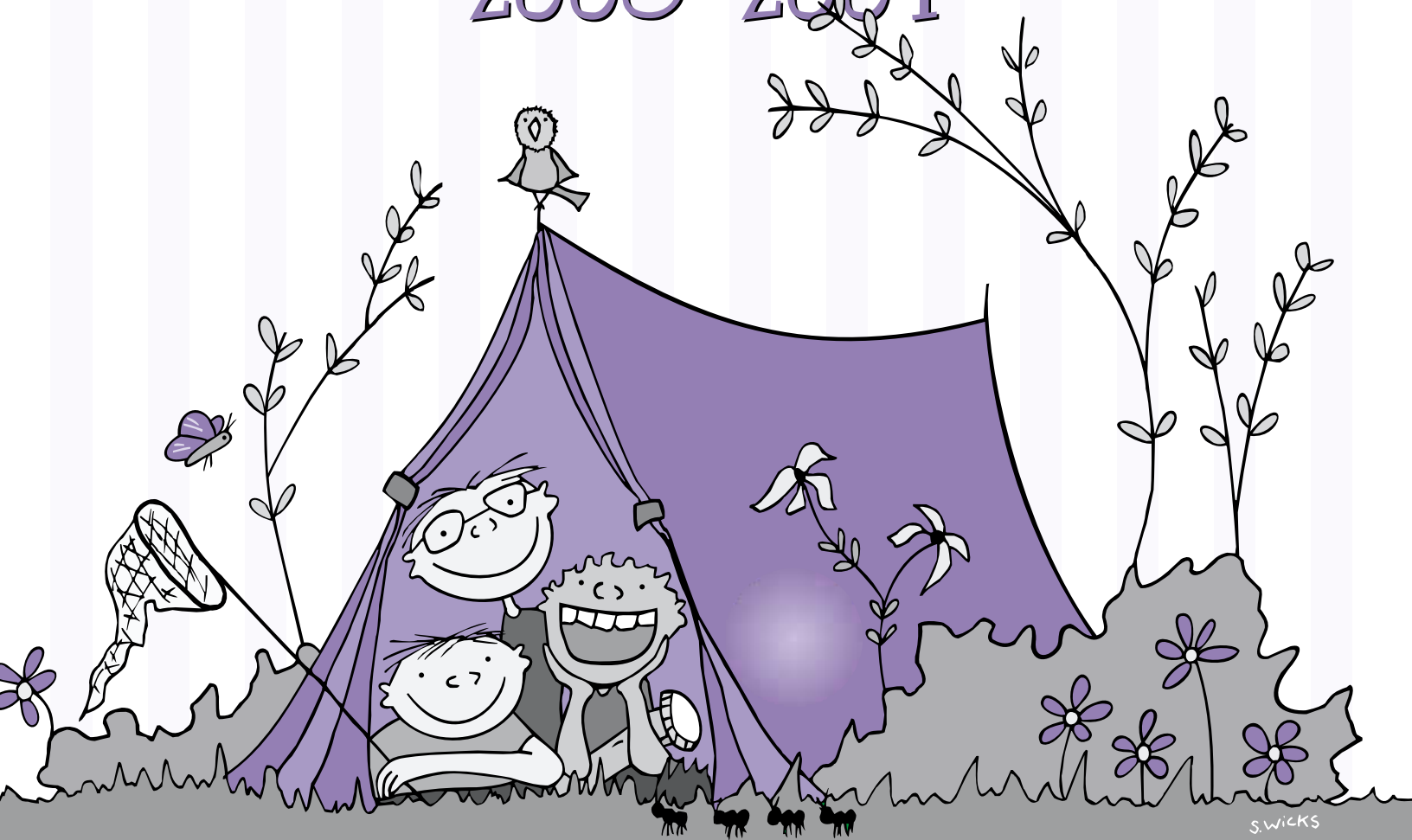




Annual Report 2003-2004



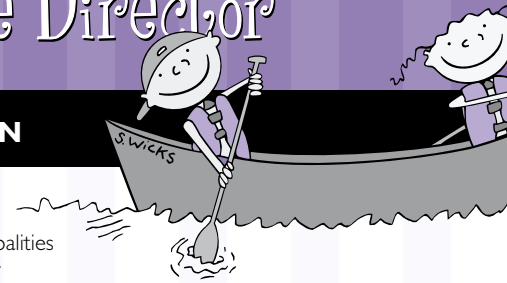
FAMILY AND CHILDREN'S SERVICES OF WATERLOO REGION

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."

Report of the President & Executive Director

FAMILY AND CHILDREN'S SERVICES OF WATERLOO REGION



One of the most constant themes running through our Annual Reports of the last five years has been the need to revisit and revise some of the Child Welfare Reforms which were introduced by the Provincial Government starting in 1998. The Reforms, comprising measures such as Risk Assessment, Child Protection Standards, revisions to the Child and Family Services Act, Child Protection Training, and the Funding Framework, were the government's response to seven inquests into the deaths of children which had occurred in the mid-1990's while they were being served by Children's Aid Societies.

While the Reforms have ensured that the community and Children's Aid Societies identify more children needing protection, and that the circumstances of these children are investigated in a much more comprehensive manner than prior to the Reforms, neither the CAS's, nor the families and children they served, nor the provincial government have been content with the way in which the child welfare system is now working.

The concerns of families, the agencies and the Ministry may have focused on different things, but they have been united in recognizing that further change is required. Families and CAS's have tended to draw similar conclusions: the Reforms shifted the emphasis of service heavily in the direction of investigating risk to children according to comprehensive, standardized procedures, in a rigid way, at the expense of providing sufficient helping services to enable families to make changes and develop capacity to care for their children safely. The shortage of helping services available either through the agency or the community has resulted in too great a reliance on case plans which are court-ordered (as opposed to being agreed upon by family and agency), in too much conflict, instead of collaboration, between agencies and families, and in too great a dependence on the use of residential care. These problems have been exacerbated by escalating deficits caused by lack of adjustment to the Funding Framework. From the perspective of the Ontario government, the operating costs of the child welfare system have become too large since the introduction of the Reforms, and such growth is not sustainable in the long term.

During 2003-4, the Ministry undertook a major review of the child welfare system, called the Child Welfare Program Evaluation, the report and recommendations of which were released in February 2004. In parallel, a number of CAS's have also devoted substantial effort to identify the changes they need to make in order to serve families and children more effectively. Our agency has been particularly active in this regard, a taskforce having carried out a thorough review of our current approaches to delivery of services and making a number of recommendations for change responding to the shortcomings we have mentioned.

The recommendations of the Child Welfare Program Evaluation Report are forming the policy directions of the new Ministry of Children and Youth Services. We are very encouraged that the Ministry's policy directions appear to give strong support to the service directions which are being recommended by the agency's Model of Service Taskforce and which have been adopted by the Board. The Ministry's policy is setting directions towards:

- ✿ An emphasis on outcomes for children (from services provided)
- ✿ An emphasis on strengthening services by refocusing worker time more towards work with children and families (and less towards process and administration)
- ✿ Strengthening foster care and increasing permanency for children through adoption
- ✿ Integration of services for children within the Ministry, across other provincial Ministries and with services provided by the Federal

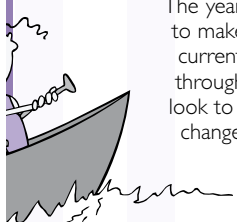
- Government and by municipalities
- ✿ More effective measures for accountability, including the creation of a common information system
- ✿ A review of the Child Welfare Funding Framework, and a move towards multi-year funding allocations
- ✿ Reducing the extent of court-ordered interventions in child welfare
- ✿ Reviewing and updating the Ontario Risk Assessment Measures and their application

Set against the backdrop of these policy directions of the Ministry, the changes upon which the agency is now embarking seek to increase the availability of programs which strengthen the capacity of parents to care well for their children and which enhance the development of their children, increase services to families by agreement and reduce court ordered intervention, and expand initiatives to enable children in the care of the agency to reach their full potential. We believe that by shifting the direction of our services in ways such as these, we will succeed in helping families more effectively and in a spirit of agreement and working together. Further, we believe that the more we are able to provide timely, supportive help to families, the more there will be a reduction in the number of children who can only be protected by admission to residential care. Any progress that we can make to lower the volume of litigation and the population of children in care, will favourably impact two of the most costly elements of our expenditures and will increase the sustainability of our services.



The big picture changes that we are seeking to make in the directions of our services will be achieved through program developments and other actions such as the following:

- ✿ Re-configuring our approach to the provision of supervised access (between parents and their children) such that as much access as possible will, in future, occur in groups, those groups forming a venue for the delivery of some program content for parents and children.
- ✿ Through the greater efficiency of providing supervised access through groups, re-deploying a number of Protection Support Workers to begin group support programs to parents and children, delivered, where possible, in partnership with other community organizations such as neighbourhoods and community centres.
- ✿ Reinvesting some dollars currently committed to residential group care in developing expanded foster care programs for teens, and in developing kinship care.
- ✿ Seeking resources to establish a crisis response to families whose children are at immediate risk of admission to care, with the goal of averting admissions where possible.
- ✿ Developing a volunteer-based tutoring program for any child or youth requiring it, whether in care or living at home, in order to help raise their educational accomplishment to grade level.
- ✿ Seeking the leadership of the Ministry of Children and Youth Services in working with the Ministry of the Attorney General to re-establish scheduled dates for child protection trials in Waterloo Region. (The current "running list" approach proves extremely costly and inefficient to the agency).
- ✿ Making a request to the Ministry to grant agencies more discretion in applying the Risk Assessment Measures to cases, in part or in full, according to circumstance, thereby enabling agencies to save staff time in unnecessary process and to re-direct that time into more direct service with families.



The year 2003-4 was truly a year of ferment and planning for change to make our services work better for children and families. The current year will be a year of challenge and hope as project groups throughout the agency work hard to initiate these changes, and as we look to the Ministry for essential assistance to facilitate some of the changes.

Service delivery patterns remained very similar in 2003-4 to the previous year and there were no major fluctuations in volume. The stabilizing of growth in demand for services is a trend that has been observed over the last three years, after several preceding years of double-digit growth after the introduction of the Reforms.

- ✿ Child Protection referrals totalled 6,073, an increase of 1.2% from 2002-3. Major reasons for service remained unchanged, 27% of referrals relating to concerns of emotional harm (most concerning situations of domestic violence), 21% deriving from concerns relating to mental health, substance abuse or other similar difficulties, and 19% concerning exposure to physical harm.
- ✿ The number of families requiring Ongoing Services from the agency (following the initial investigation) increased by 3.1% from 2002-3, a significant slowing in the rate of growth after the 14% increase reported the previous year.
- ✿ Children needing residential care outside of their families totalled 963, a small decline of 2.9% from the total served in 2002-3. Where children require permanent care within a new family, adoption offers the greatest measure of security for children. In 2003-4, the agency achieved 25% more adoptions than in 2002-3, providing 55 children with permanent families. Of the 55 children adopted, 44 had become free for adoption as a result of child protection proceedings.



The relatively stable volumes of service in 2003-4 and strenuous efforts to contain expenditures during the year resulted in the smallest growth in agency expenditures since the introduction of the child welfare reforms in 1998. Net expenditures increased from \$36,479,663 in 2002-3 to \$37,774,174 in 2003-4, or 3.4%. Achieving the funding of the agency's expenditures, however, proved challenging due to the fact that the funding formula for Child Welfare which determines funding according to service volumes, now very much out-of-date, provided an allocation of \$34,005,445. The shortfall of \$3,768,729 was funded late in the year as a result of the Ministry of Children and Youth Services obtaining an additional \$64 million allocation from Management Board of Cabinet to address the funding pressures facing CAS's. As a result of this adjustment in funding, the agency was able to conclude the year with a balanced financial statement.

The Strategic Plan, updated as recently as the beginning of 2003, continues to guide important initiatives of the agency. During the last year, much work has been done to forward implementation of the Strategic Direction "strengthening the agency's response to an increasingly diverse community". Two task forces, the Taskforce on Cultural Diversity and the Taskforce on Sexual Orientation have been central to the progress that has been made.

The Taskforce on Cultural Diversity has developed and begun to deliver a program of cultural competency training that will reach all staff. Additionally, communications and working relationships are being established with different cultural groups and organizations in the community, for example, the African Women's Alliance, the YMCA Immigrant Settlement Services, and the K-W Multicultural Centre. These connections and relationships are leading to greater mutual understanding of child rearing practices and the cultural context of those practices both in the home countries of the parents and here in Canada. Specific collaborations between the agency and the groups mentioned have begun during the last year. These have involved piloting workshop/discussion groups for new Canadians on parenting practices and on the role of child welfare in Canada, and establishing a program to increase recruitment of foster parents from the multi-cultural community.

The Sexual Orientation Taskforce developed the policy, now adopted and prominently displayed by the agency, which forms the foundation of our actions to strengthen our response to the diversity of our community. This policy commits us to:

- ✿ Serving people in a manner which is knowledgeable, inclusive, and respectful of their diversity, and which is competent in its ability to respond appropriately to their needs
- ✿ Creating a working environment which welcomes and encourages the open appreciation of the diversity of all who work for us and with us.

Linked closely to this policy, the Sexual Orientation Taskforce took the lead in redrafting the agency's Values Statement to ensure that our values reflect our commitment to an environment supportive of diversity. Our new values statement entitled "The Values that Guide our Work" has been produced in booklet form and is available to everyone in the public.

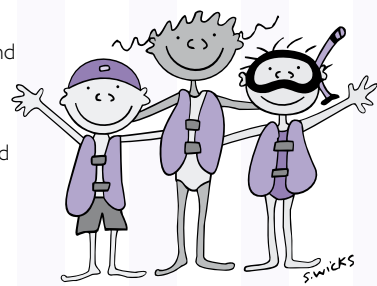
The Strategic Plan has also been the mobilizing force behind the joint actions of the agency and the Foundation to increase our support to youth in care. With the help of scholarships provided by our Foundation, we are able to encourage and help increasing numbers of our youth to enter post-secondary education in University, College, or other vocational training, opening up a lifetime of better opportunities for them. In 2003-4, we were very proud of our 9 young people who started or continued their post-secondary education, at either University or College. The support provided by the Foundation, however, is really the support of the community, of the many 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 again to our youth in the Annual Meeting program this year!

In a brief report of a whole year's activities such as this, it is impossible to speak to the all of the accomplishments in all of the services of the agency that are deserving of recognition and appreciation. In conclusion, though, to everyone: to our staff, to our foster and adoptive parents, to our volunteers, to our Board Members, to the Ministry, as well as to all of the agencies, organizations, groups and individuals in the community who work with us, we want to thank you heartily 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 to the lives of our children and to the health of our community. With you, and with your assistance and partnership, we look forward to a year of exciting developments in our services as we start to adopt some new directions to better serve our children and families.

KEVIN CHALK
President

PETER RINGROSE
Executive Director



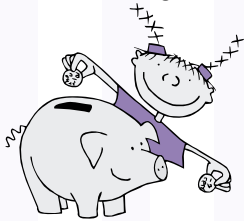
Financial Report

FAMILY AND CHILDREN'S SERVICES OF WATERLOO REGION

2003/2004 Condensed Financial Report

Balance Sheet As at March 31, 2003

Assets		Liabilities and Equity	
Operating Funds	\$2,338,646	Accounts Payable	\$2,226,738
Special Funds	963	Deferred Revenue	111,908
Building Fund	9,207,885	Special Funds	963
		Building Fund – Equity	6,874,995
		Building Fund – Debt	2,332,890
		Net Deficit	-
	<u>\$11,547,494</u>		<u>\$11,547,494</u>



Child Welfare Statement of Net Expenditures For the Year Ended March 31, 2004

Expenditures		Revenue	
Salaries & Benefits	\$18,093,138	Prov. of Ontario Subsidy	\$37,774,174
Child in Care Related		Family Allowance/ Child Tax Credit	1,104,680
- Boarding Rates, Clothing, Health, Education	16,870,240	Income from Investments	78,903
Travel & Transportation	902,633	Maintenance from Parents	141,379
Professional Services -Client	1,145,477	All Other Income	228,402
Technology	553,404	Grants from Foundation	190,669
Building Occupancy	522,554	Rebates	186,393
Capital & Non-Recurring	98,219		<u>\$39,704,600</u>
All Other Expenses	1,518,935	Net Deficit	-
	<u>\$39,704,600</u>		

Sexual Abuse Treatment Program Net Expenditures For the Year Ended March 31, 2004

Expenditures	\$275,721	Revenue	\$275,721
		Net (Surplus) Deficit	-

Special Service Programs Net Expenditures (12 Months ended December 31, 2003)

Expenditures	\$211,401	Revenue	\$211,401
		Net (Surplus) Deficit	-

(Extracted from Audited Statements prepared by KPMG Chartered Accountants)



Board

OF DIRECTORS

2003-2004

President

Superintendent Kevin Chalk

Vice-President

Ms. Leanne Way

Secretary-Treasurer

Ms. Ann Eby

Directors

Ms. Keren Adderley

Ms. Maria Alvarez

Mr. Gord Beckenhauer

Mr. Gary Boug

Mr. Vince Carruthers

Mr. Lee Fitzpatrick

Ms. Sadia Gassim

Dr. Stan Iwan

Ms. Janice Kroetsch

Ms. Elba Martel

Mr. Shawn Morrison

Mr. Lyle Pearson

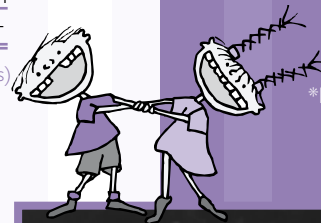
Ms. Karen Quigley-Hobbs

Mr. Earl Rayner

Ms. Ines Sousa-Batista*

Ms. Carolyn Ward*

*Resigned during the term



Highlights

OF SERVICES PROVIDED

2002-2003 2003-2004

Investigations Completed & Closed	3,581	3,338
Investigations Opened for Ongoing Service	704	670
Ongoing Child Protection Cases Served	1,694	1,699
Children Receiving Residential Care	992	963
Days of Paid Care	197,740	197,243
Foster Homes Available	292	318
Volunteers Available	200	230
Children Placed for Adoption	44	55



Staff of Family & Children's Services

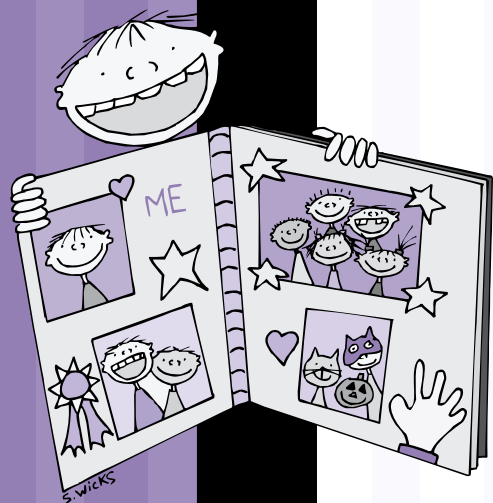
AS OF MARCH 31, 2004

Management Staff

Executive Director

PETER RINGROSE

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, Cambridge & SATP
Sharon Bach, Co-ordinator Team Admin Services Intake & Ongoing, Cambridge
Leanne Bast, Intake Services Supervisor
Marie Beattie, Ongoing Services Supervisor, Cambridge
Brenda Bell, Residential Services, Team Leader, Park Street
Jeff Boich, Legal Counsel, Cambridge
Robin Bouck, Ongoing Services Supervisor, Cambridge (Temp)
Dawn Brandon, Co-ordinator Team Admin Services Intake & Ongoing, Kitchener
Danika Brown, Legal Counsel, Kitchener
Cheryl Buehler, Legal Counsel, Kitchener
Joanne Burton, Ongoing Services Supervisor, Kitchener
Mary Ann Costea, Legal Counsel, Cambridge
Jean Cull, Residential Services, Supervisor Foster Care
Muriel Davidson, Corporate Resources, Transportation Co-ordinator
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
Angelo Duscio, Residential Services, Team Leader, Montrose Heights
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, Child & Youth Services, Children's Services Supervisor
Kiaras Gharabaghi, Child & Youth Services, Manager Residential Services
Pat Gillies, Child & Youth Services, Supervisor Adoption
Brenda Griecken, Ongoing Services Supervisor, Kitchener
Randel Hamel, Senior Manager of Legal Services
Tania Harper, Legal Counsel, Kitchener
Candace Harrington, Supervisor Communications & Fundraising
Liz Hedley, Child & Youth Services, Co-ordinator CARE Support Measures
Monica Heide, Senior Manager of Intake
Nancy Hilliard, Corporate Resources, Supervisor Staff Compensation
Bonny Hobson, Ongoing Services Supervisor, Cambridge
Pat Jamieson, Child & Youth Services, Supervisor Youth Services
Trisha Johnson, Residential Services, Team Leader, Springhaven
Linda Keating, Corporate Resources, Transportation Co-ordinator
Carrie Landry, Corporate Resources, Supervisor Volunteer Services
Joy Lang, Intake Services Supervisor
Genevieve Laroche, Residential Services, Team Leader, Preston View (LOA)
Henny Laurin, Ongoing Services, Special Services Supervisor
Lisa Leier, Ongoing Services Supervisor, Cambridge
Pierre Lepage, Residential Services, Team Leader, Rosemount Long-term Care Home
Bryan Long, Corporate Resources, Property & Maintenance Supervisor
Jennifer Long, Ongoing Services Supervisor, Kitchener
Sue Maciaczyk, Residential Services, Co-ord. Foster/Adoption Home Recruitment (LOA)
Ron Martens, Corporate Resources, Senior Manager Information & Technology
Chris McElroy, Corporate Resources, Residential Properties Co-ordinator
Paul Melanson, Intake Screener Supervisor
Rod Miller, Child & Youth Services, Senior Manager Children's Services
Trish Noordstra, Residential Services, CARE Program Co-ordinator
Anne O'Donoghue, Child & Youth Services, Supervisor Special Services Residential
Susan Owens, Child & Youth Services, Team Leader, Glenview Group Home (Temp)
Steve Pawelko, Corporate Resources, Senior Manager of Human Resources
Angela Perkins, Intake Supervisor, Cambridge (LOA)
Dorothy Pikor, Child & Youth Services, Recruitment Supervisor (Temp)
Kimberley Putman, Legal Counsel, Kitchener
Chris Reitzel, Intake Services Supervisor
Kaye Rempel, Manager of Planning & Quality Assurance
Jim Robertson, Intake Services Supervisor
Ed Robinson, Residential Services, Team Leader, Preston View (Temp)
Mike Rogers, Residential Services, Team Leader, Bedivere House
Erin Schreiter, Intake Supervisor (Temp)
Val Smith-Sellers, Corporate Resources, Senior Manager Finance & Property
Karen Spencer, Senior Manager, Ongoing Services, Kitchener
Christine Stevanus, Child & Youth Services, CARE Program Co-ordinator
Jill Stoddart, Child & Youth Services, Supervisor of Children's Services
Lynn Taylor, Corporate Resources, Supervisor Human Resources Residential Services
John Thompson, After Hours Supervisor
Virginia Torrance, Legal Counsel, Cambridge (Temp)
Mary VanderSchaaf, Supervisor, Sexual Abuse Treatment Program
Jeff Von Zuben, Residential Services, Team Leader, New Beginnings
Roxanne Warford, Child & Youth Services, Supervisor Children's Services
Janice Weiler, Co-ordinator of Legal Services
Kelly Witteveen, Child & Youth Services, Senior Manager Residential Services



Social Work & Administration Support Staff



FAMILY AND CHILDREN'S SERVICES OF WATERLOO REGION

Courtney Adams	Amy Chapeskie	Chris Gatten	Melissa Kotnik	Nancy Murdock	Gavin Sharma
Allison Adcoe	Kimmie Chapin	Cathy Gavel	Mark Krulicki	Patricia Murko	Lori Ann Shatto
Valerie Ager	Victoria Chippindale	Neta Gear	Steve Krulicki	Shelley Murphy	Deb Shaw
Daniel Alcock	Sherry Christner	Norma Geisel	Sab Kulafofski	Kelly-Jo Murphy	Lucille Shaw
Brian Allison	Alicia Church	Jacob George	Krystyna Kulik	Sarah Murphy	Tariq Sheikh
Jeff Allman	Darlene Clark	Gail Gerber	Stephen Lacruix	April Muszik	Bill Shin
Paulina Arruda	Gail Clark	Laurie Geschi	Thanh Lai	Jerry Mykitschak	Indira Singh
Agnes Arthur	Brenda Clements	Craig Gibson	Dave Lambert	Julia Naylor	Carrie Small
Denny Aschnaki	Sabrina Clemmer	Jim Gignac	Tammy Laundry	Shaeron Newark	Colleen Smith
Jan Atkins	Carole Clyde-Ellis	Roger Gilbert	Claire Lawlor	Anne Newton	Ilonka Smith
Jo-Ann Babb	Nora Coffin	Irene Gillin	Gwenyth Le	Kelly Noble	Lorraine Smith
Amanda Baigent	Jean Cojocariu	Meghan Gingrich	Alexa Le	Shelley Norton	Michelle Smith
Amanda Baker	Ruth Connor	Andie Glazer	John Leacock	Perry Nurse	Paul Smith
Joanna Balija	Nicole Cooper	Tracy Glidden	Chua Lee	Jennifer O'Connor	Virginia Smith
Kent Bannister	Meagan Copland	Christine Glogovic	Rhonda Lee	June Oakes	Carla Snider
Hardeep Banwait	Jennifer Corbett	Oksana Goertzen	Carolyn Leigh	Funke Oba	Anna Soubliere
Lee-Anne Barker	Sarah Courtney	Debbie Gollnick	Joanne Lennon	Christine Okum	Teresa Sousa-Truss
Kelly Barnett	Kerry Craigmile	Sheldon Golloher	Lydia Leskovar	John Olliffe	Carrie Spence
Connie Barrett	Susan Crawford	Russell Goodman	Christopher Leslie	Deanne Olver	Clinton Spindley
Silvestro	Patricia Cronin	Theresa Goodwin	Michael Letts	Sandra Ordway	Rhonda St. Laurent
Jessica Beattie	Jennifer Cumberland	Jason Graham	Evelyn Lewis	Sharon Owen	Shannon Stampatori
Monica Beaulne	Marilyn Curry	Glenn Grainger	June Lichti	Jessica Papernick	Maria Stefan
Angela Bebenek	Brent Dalley	Trish Grenier	Marie Linder	Allyson Parker	Ahren Steinman
Peggy Becker	Susanne Dalmus	Tamara Groff	David Lobe	Sheri Parkin	Sara Stephenson
Ingrid Bell	Lori Damaren-Hesch	Debra Gross	Erin Locke	Janice Parrot	Linda Stewart
Jennifer Benallick	Chuck DaSilva	Ed Gruszka	Steve Lott	Cherie Parsons	Lori Stewart
Rosemary Benbow	Sanja De Araujo	Tommy Hall-Stoll	Roberta Loyie	Barb Pasqualini	Scott Stewart
Kendra Bender	Rick Defoe	Julie Halushenski	Tracy Lyons	Renata Pauser	Kathie Stone
Roseie Bendix	Tiffany Delsaut	Brandi Hamilton	Kevin Lyons	Myra Payne	Vickie Straicher
Billie-Jo Bennett	Donna DesGroseilliers	Rosemary Hanley	April MacDonald	Erin Penney	Michele Stranz
Stephanie Bergey	Naomi Devonport	Corrie Harvey	Ben MacDonald	Gretchen Perry	Pam Stroeder
Melanie Bergsma	Jeanie Diamond	Jennifer Hazelwood	Robert MacDonald	Sarah Peters	David Strome
Kimberley Bichener	Steve Dick	Paul Heldman	Janice MacGregor	Marlene Peterson	Tina Stuart
Catherine Bird	Tara Dickson-Jessome	Christine Hemple	Janine Mackay	Serena Piekosz	Nancy Stuckum
Anne Boatman	Anita Diebel	Tara Henderson	Lisa Maenpaa	Michele Pomeroy	Angela Szabatin
Duane Boles	Bernice Dietrich	Stephen Hendriks	Zack Makrydakias	Ana Popa	Lisa Taylor
Tara Bolton	Susanne Dobbin	Sandra Henry	Izabella Malecki	Ingrid Pottkamper	Shelley Taylor
Julie Bond	Seana Dobbin-	Beth Hicks	Joan Manning	Ashley Prince	Andrea Tesolin
Ivan Bondarenko	Gayowsky	Andrea Hill	Rebecca Mantynen	Yvonne Reade	Dawn Thiessen
Gregory Bonney	Dale Dobratz	Chris Hoffer	Karl Maracle	Virginia Reade	Karen Thompson
John Bookjans	Patricia Dobson	Susan Hollihan	Sara Marshall	David Reeve	Troy Tilley
Andrea Borden	Carolyn Dolson	Renee Holmes	Walter Martins	Sherry Rehkopf	Elaine Tompkins
Shaina Boudreau	Alyson Domm	Leanne Horney	Martin Mathews	Kevin Reiger	Thomas Tomza
Deborah Bowler-	Bonnie Domonchuk	Tom Howard	Heather Maxwell	Paul Reimer	Penny Toogood
Sprague	Leah Donoghue	Marion Howden	Pat Mayer	Cindy Reis	Dawn Travers
Julie Braithwaite	Amy Doran	Tara Howell	Alice Mazere	Marnie Reynolds	Cheryl Treige
Erin Brandon	Candice Dosman	Leisha-Marie Huber	Malcolm McAuley	Andrea Rideout	Teresa Trofymowych
Samantha Brandon	Anikica Drakulic	Rick Humphreys	Loretta McCormick	Amber Ridi	Terry Turton
Rick Brayshaw	Grace Dubecki	Carol Hunsdale-Loh	Meridith McCrea	Renee Ritter	Julie Van Rooyen
Angela Brenner	Kendra Dunkley	Leslie Huys	Cindy McDonald	Lisa Robbins	Kimberly Vanderburg
Tracey Brick	Terry Ehni	Jamie Lee Ignor	Kelly McEvoy	Cheryl Roberts	Penny Vassiliou
Nancy Bricker	Bev Elder	Melissa Ireland	Connie McFatridge	Daniel Roberts	Robin Vermeiren
Ryan Broadfoot	Jennifer Ellerbrun	Victoria Jacobs	Christina McCrea	Kyle Robertson	Patti Vernon
Henry Brodofske	Fran Elliott	Crystal Jacobson	Liz McGrath	Jeanne Robinson	Wanda Vey-Formica
Carri Bryce	Kate Ellis	Monique Jacques	Kevin McIntyre	Nicole Robson	Tania Volpe
Mike Buchnea	Larry Ellis	Rosemary Janzen	Stacey McKinnon	Patti Rocco	Jadranka Vukasinovic
Lauren Buckley	Theresa Ertel	Heather Jeffery	Tammy McKnight	Katrina Rolfe	Andrea Wadel
Mike Buckley	Derek Ethier	Tecla Jenniskens	Shelley McLean	Rebecca Rose-Cotter	Randall Waechter
Kara Burkett	Kelly Farrell	Beverly Johnson	Troy McLean	Greg Rousell	Karen Walker
Natalie Burrell	Debbie Fazari	Mary Johnson	Krista Mehring-Wiebe	Antoney Ruddock	Jennifer Warren
Jill Burrows	Lihong Feng	Amanda Jordan	Karen Melanson	Linda Rush	Jennifer Warren
Brenda Butler	Michelle Fernandes	Debra Joslin	Shannon Mercier	Susanne Rutledge	Julie Watts
Lindsay Butson	Amanda Ferrara	Seth Jutzi	Melissa Mercier	Angela Ryan	Jennifer Weare
Kelli Byers	Michael Ferrara	Paulette Kane-Abbott	Tina Metcalfe	Simran Saini	Jamie Weber
Susan Cabral	Nadine Feser	Kelly Kasper	Brenda Mikol Lubczuk	Melissa Saunders	Erika Wettlaufer
Lucy Cain	Zisca Findlay	Theresa Kaszowski	Susan Milligan	Jana Sauve	Claire White
Cheryl Callan	Amy Flanagan	Annette Katchaluba	Amy Moffatt	Lori Scarfone	Terry White
Sarah Campbell	John Fleming	Katherine	Phoebe Montgomery	Charlotte Scheifele	Betty Wilson
Colin Carmichael	Chrissy Foley	Katsambrokos	Brian Moore	Andrea Schrumm	Madgalena Wodnicki
Ken Carter	Rebecca Fontes	Sherry Kaufman	Lynn Moore	Melissa Schuit	Shelley Wojtala
Leanne Carter	Stephanie Ford	Joanne Kavanagh	Sarah Moore	Alicia Schuster	Jim Woodstock
Anjannette Carter-	Joseph Forte	Karen Keenan-Chyc	Kerri Morris	Elizabeth Schwartz	Janet Woodworth
MacAsh	Danielle Foster	Kristy Kelterborn	Roxanne Morrison	Lindsay Scott	Mark Wotton
Gail Caslick	Kim Fowler	Edda Kerr	LeeAnne Moses	Kirsten Service	Wilma Wuersch
Katherine Catalan	Jan Fretz	Cindy King	Patti Moses	Jane Seward	Gabriella Zazzarino
Marta Celejewska	Michael Frey	Hilary King	Pam Mounsey	Sonia Sferrazza	Nora Lee Zettler
Heather Chandler	Rebecca Furlong	Sonia Koprivnikar	Amy Muir	Barb Shannon	Peggy Zimmer