



**KNOWLES CENTRE INC.**

Helping Individuals Find Their Path: Yesterday, Today, and Tomorrow

# **Performance and Quality Improvement Report**

**September 1, 2015 – August 31, 2016**





## **Performance and Quality Improvement Report**

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# **Executive Summary**



## Executive Summary

Through the Performance and Quality Improvement (PQI) process Knowles Centre (KC) can ensure that its programs and services are both effective and efficient. The PQI process culminates with an annual report that is a collective effort of the senior management group. The PQI report covers the period from September 1, 2015 to August 31, 2016. KC's PQI process is usually comprised of seven sections, and each section can result in corrective action plans (CAPs) being identified and implemented.

1. Case record review assesses the quality of client files and is done quarterly during the year.
2. Clients' incident reports involved a monthly analysis of reported incidents, accidents, and grievances generated by clients. Its purpose is to discern any trends during the year with incident reports in order to identify and reduce risk.
3. Stakeholder satisfaction surveys are completed annually, soliciting their opinions about different aspects of KC services. Its purpose is to identify how KC could be improved, according to KC's stakeholders.
4. Client outcome measures are administered semi-annually (using standardized measures) to assess annually how effective treatment is in helping clients improve their functioning and achieve their treatment goals.
5. The John G. Stewart annual report involves an analysis of data collected on attendance, class completion rate, and change in student achievement scores. This report is completed by the school principal.
6. Staff retention data is annually analyzed.
7. A financial report assesses annually KC's financial performance.

KC made the recent decision to alternate the length of the PQI report during each four year cycle going forward (i.e., year 1 will be a longer report comprised of the seven sections listed above; year 2 will be a shorter report comprised of four sections; year 3 will be the longer report comprised of seven sections; and year 4 will be a shorter report comprised of four sections, which coincides with the year of the COA site visit). The shorter version of the PQI report in year 2 and 4 will consist of the following four sections: 1) stakeholder satisfaction surveys, 2) John G. Stewart School annual community report, 3) staff retention data, and 4) financial report. Therefore, the present PQI report for 2015-16 consists of four sections. Some of the highlights from this year's PQI report appear below.

Concerning stakeholder satisfaction surveys, KC foster parents rated KC favorably relative to the COA average from COA's data pool of stakeholder surveys (over 240,000 stakeholder surveys submitted between 2009 to present). Multiple KC stakeholder groups (i.e., CFS workers for KC clients; clients from the Day Treatment Program, Sexual Abuse Treatment Program, Independent Living Program, Treatment Foster Care Program; KC supervisors and managers; KC board

members) provided ratings comparable to the COA average (from COA's data pool of stakeholder surveys). Two KC stakeholder groups (KC personnel and Group Care Program clients) rated KC lower relative to the COA average (from COA's data pool of stakeholder surveys). KC has started the process to address those items where KC personnel provided KC with lower ratings, with the goal to improve its ratings in these areas (e.g., orientation of new staff, personnel handbook, performance evaluations). As well, the Group Care Program Director and unit supervisors will review the survey results provided by the residents in order to determine how best to improve these scores. Finally, the response rate for KC's various stakeholder groups ranged from a low of 11% (for CFS workers of KC clients) to a high of 64% (for KC supervisors and managers). Therefore, another goal will be to find ways to increase the response rate of all the stakeholder groups going forward.

Concerning the John G. Stewart report, a total of 91 high school credits were earned in the 2015-16 year. There were only 9 students who were registered at the school for a minimum of 150 days. For those students, 44% achieved an improved reading score of at least one grade level and 62% achieved an improved math score of at least one grade level. The school introduced a culinary arts option for high school students (i.e., students had the option to work in the culinary arts program for 40 minutes per day to see if it was something they wanted to attempt full-time). This option resulted in the culinary arts program having its best numbers since its inception 7 years ago. The culinary arts students helped with the preparation for the True North Foundation Gala Jets dinner at the MTS Centre in October and Grey Cup Gala dinner at the RBC Convention Centre in November. The school also introduced two new programs: 1) a music program and 2) a bike repair program (a half credit offered to high school students).

Concerning staff retention, KC had an 88% staff retention rate this year. This is the first time since KC implemented its annual PQI process that the staff retention rate fell below 90%. There are three explanations for this slight decline: 1) the Group Care Program went through a restructuring (i.e., the two 10-bed units were reduced in size to 6 beds) resulting in a slight staff reduction; 2) there was one more retirement relative to last year; and 3) given KC's medium size, a slight change in staff departures can skew downwards the final staff retention rate.

Concerning the audited financial statement, KC reported a small deficit.

In closing, although the biennial abridged PQI report is comprised of fewer sections than the biennial full PQI report, it still provides useful information to KC and its stakeholders.

Michael Burdz, Ph.D., C.Psych.  
Chief Executive Officer

## **Stakeholder Satisfaction Surveys**

On January 18, 2017, the KC senior management group reviewed the various stakeholder satisfaction survey results, and generated recommendations on how to improve on those items where a lower score was obtained. More details on these results and recommendations can be found in the Executive Summary on page 7.



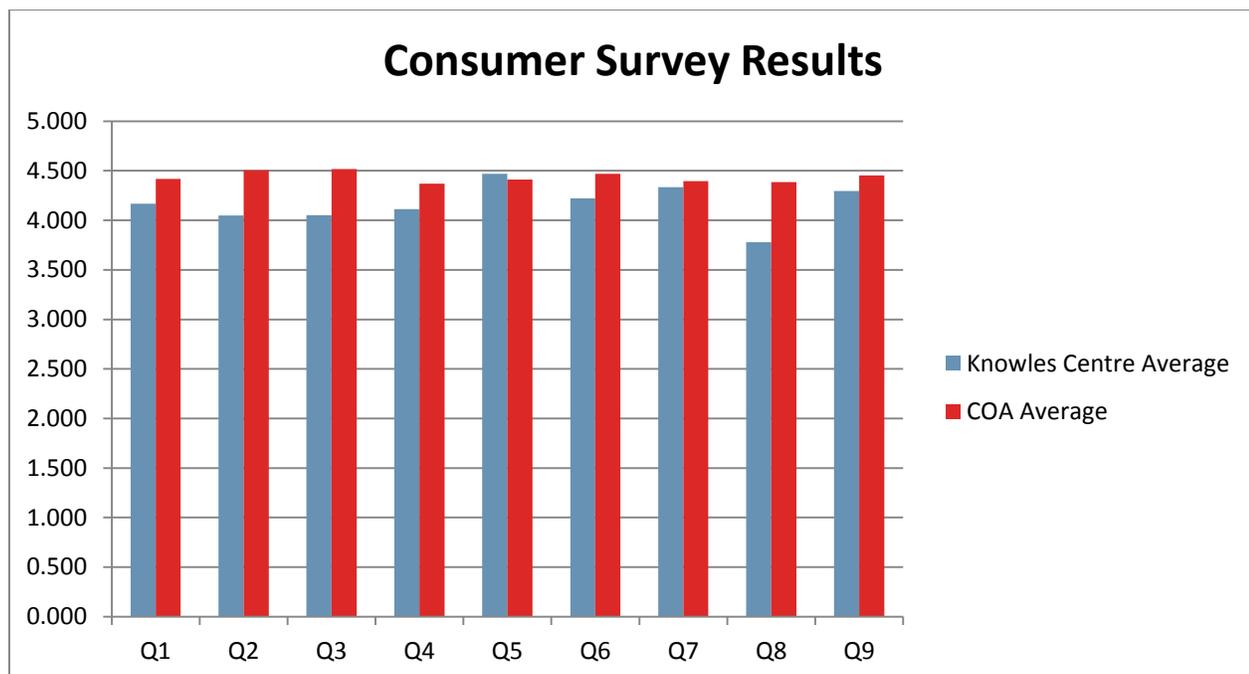


## Consumer Stakeholder Satisfaction Surveys

(Includes Sexual Abuse Treatment, Day Treatment, and SAIL Clients)

Consumer Survey				
Number of Surveys Sent	Number of Surveys Received	Knowles Centre Average	COA Average	Variance
35	21	4.164	4.436	-6.533%

Q#	Text	Knowles Centre Average	COA Average	Variance
Q1	I was given written information about my rights and responsibilities as a consumer or client.	4.167	4.417	-5.674%
Q2	The people who work at the organization treat me with respect and courtesy.	4.050	4.504	-10.072%
Q3	The staff is respectful of my confidentiality and privacy.	4.053	4.519	-10.314%
Q4	The organization's services are available at times that are good for me.	4.111	4.371	-5.943%
Q5	The organization's building and offices are clean.	4.471	4.412	1.320%
Q6	I feel safe while at the organization and on its property.	4.222	4.468	-5.495%
Q7	I help plan my services and set my goals.	4.333	4.396	-1.427%
Q8	If I needed help or services again I would come back to the organization.	3.778	4.386	-13.875%
Q9	Overall, I am satisfied with the services that I am receiving.	4.294	4.454	-3.587%

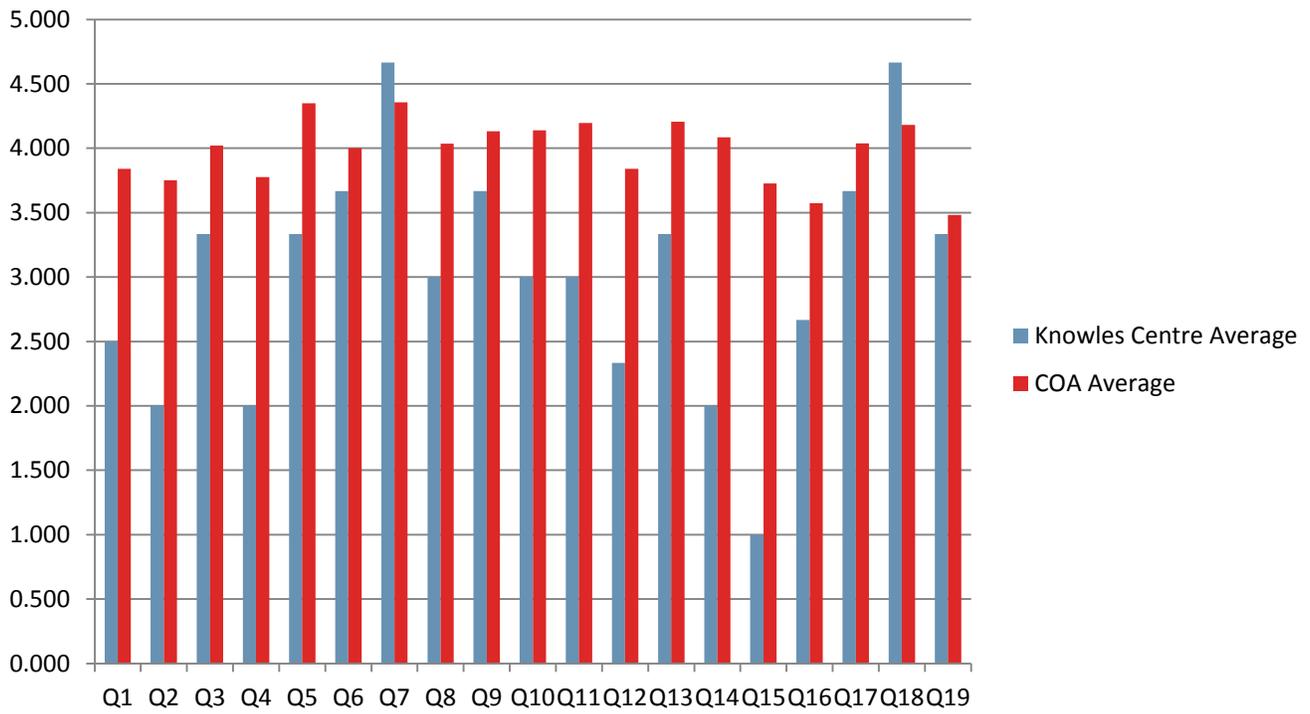


## Group Care Treatment Stakeholder Satisfaction Survey

Youth and Child: Residential/Group Survey				
Number of Surveys Sent	Number of Surveys Received	Knowles Centre Average	COA Average	Variance
27	5	3.009	3.986	-32.483%

Q#	Text	Knowles Centre Average	COA Average	Variance
Q1	I feel comfortable here.	2.500	3.841	-34.916%
Q2	Adults who work here listen to me.	2.000	3.752	-46.702%
Q3	Adults here treat me with respect.	3.333	4.022	-17.123%
Q4	The adults who work here are fair to everyone.	2.000	3.777	-47.053%
Q5	I know who I can ask for help here.	3.333	4.351	-23.382%
Q6	My privacy is respected here.	3.667	4.001	-8.357%
Q7	I get enough to eat and drink.	4.667	4.356	7.138%
Q8	The rooms and buildings here are clean.	3.000	4.035	-25.656%
Q9	I feel safe while living here.	3.667	4.132	-11.262%
Q10	I am included in the planning of the services that I receive.	3.000	4.139	-27.514%
Q11	I receive services here that help me.	3.000	4.196	-28.510%
Q12	I have a say in the kind of services I receive here.	2.333	3.840	-39.244%
Q13	While living here, I am receiving the services I need.	3.333	4.207	-20.772%
Q14	The adults who work here help me see my family.	2.000	4.086	-51.047%
Q15	There is enough for me to do here when I am not in school.	1.000	3.726	-73.159%
Q16	Adults here ask my opinion about things.	2.667	3.574	-25.377%
Q17	There is a good school program here.	3.667	4.037	-9.172%
Q18	Services I receive are helping me make positive changes.	4.667	4.181	11.611%
Q19	Overall, I like being here.	3.333	3.483	-4.285%

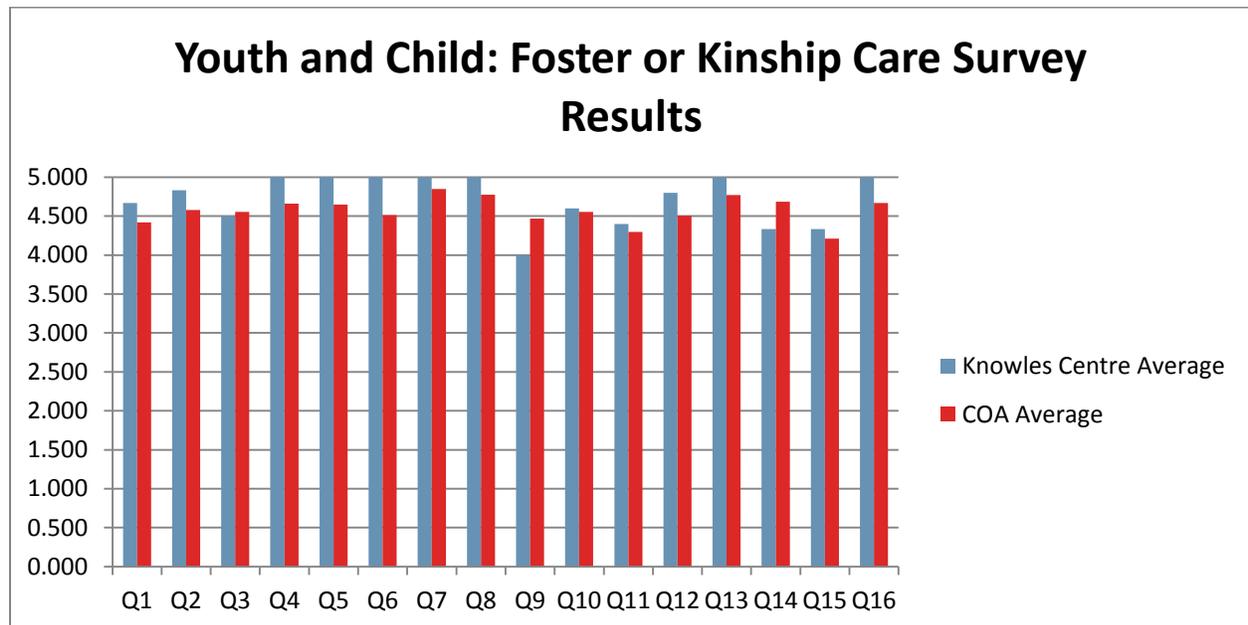
## Youth and Child: Residential/Group Survey Results



## Foster Care Stakeholder Satisfaction Survey

Youth and Child: Foster or Kinship Care Survey				
Number of Surveys Sent	Number of Surveys Received	Knowles Centre Average	COA Average	Variance
64	8	4.717	4.572	<b>3.066%</b>

Q#	Text	Knowles Centre Average	COA Average	Variance
Q1	I feel comfortable when I am here.	4.667	4.420	5.570%
Q2	I feel comfortable where I am living.	4.833	4.578	5.580%
Q3	My worker from the agency listens to me.	4.500	4.553	-1.155%
Q4	My worker at the agency treats me fairly.	5.000	4.661	7.278%
Q5	I know I can ask my worker for help.	5.000	4.649	7.539%
Q6	The home where I live respects my privacy.	5.000	4.513	10.796%
Q7	I get enough to eat and drink where I am living.	5.000	4.849	3.124%
Q8	I feel safe in the home where I am living.	5.000	4.775	4.708%
Q9	I feel included by my worker in the planning of the services that I receive.	4.000	4.467	-10.447%
Q10	I receive services that help me.	4.600	4.555	0.997%
Q11	I have a say in the kind of services I receive.	4.400	4.295	2.446%
Q12	My worker from the agency asks my opinion about things.	4.800	4.504	6.580%
Q13	My worker from the agency treats me with respect.	5.000	4.772	4.781%
Q14	My worker from the agency visits me where I am living.	4.333	4.683	-7.471%
Q15	My worker from the agency helps me see my family.	4.333	4.210	2.930%
Q16	Overall, I like my worker from the agency.	5.000	4.670	7.065%

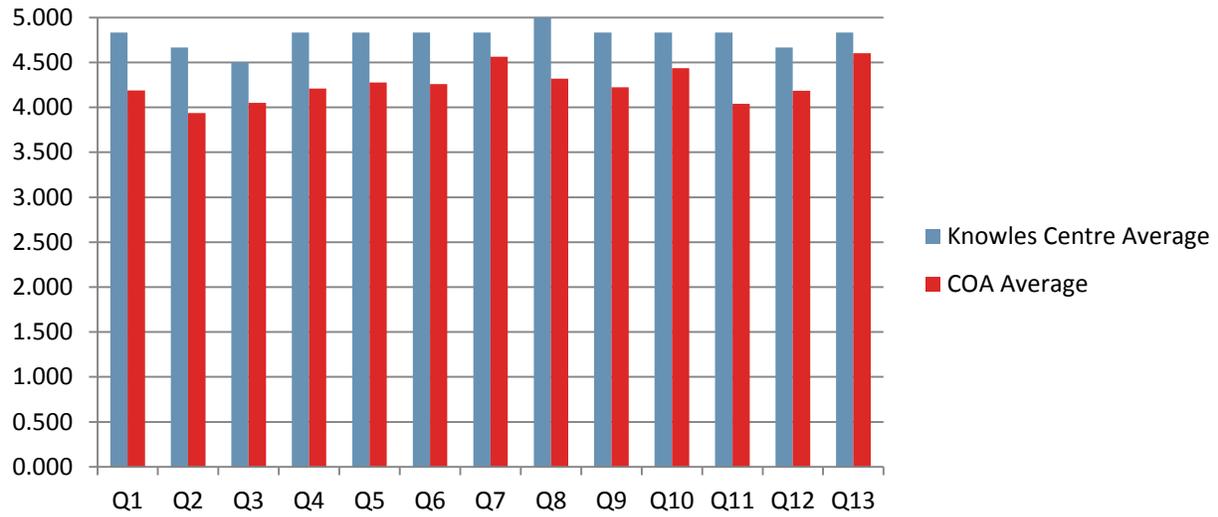


## Foster Parent Stakeholder Satisfaction Survey

Foster Parent Survey				
Number of Surveys Sent	Number of Surveys Received	Knowles Centre Average	COA Average	Variance
39	8	4.795	4.253	<b>11.298%</b>

Q#	Text	Knowles Centre Average	COA Average	Variance
Q1	I participate in service planning for my foster child.	4.833	4.188	15.396%
Q2	The organization provided me with specific information about the child prior to placement in my home.	4.667	3.937	18.539%
Q3	The organization responds proactively to challenges and conflicts associated with the placement.	4.500	4.051	11.093%
Q4	My foster child maintains relationships with family members, friends and their community through visits and/or activities.	4.833	4.209	14.829%
Q5	The organization ensures my foster child receives needed services identified in the service plan, such as counseling, support, and education services.	4.833	4.278	12.978%
Q6	My foster child has opportunities to participate in ethnic, cultural, and/or religious activities consistent with his/her cultural or native traditions.	4.833	4.260	13.455%
Q7	My foster child receives needed medical, dental, developmental, and mental health services.	4.833	4.564	5.894%
Q8	I have a private visit with the caseworker at least once a month.	5.000	4.319	15.764%
Q9	The training I received from the organization has effectively prepared me to be a foster parent.	4.833	4.222	14.472%
Q10	I have been informed of my rights and responsibilities as a foster parent.	4.833	4.436	8.948%
Q11	I have access to services to prevent/reduce stress, such as childcare, respite care, counseling, peer support, or recreational activities.	4.833	4.039	19.667%
Q12	The organization provided or helped me develop a plan for responding to emergencies such as accidents, run away behavior, serious illness, fire, and natural disasters.	4.667	4.183	11.562%
Q13	The organization assesses the safety of my home.	4.833	4.604	4.990%

## Foster Parent Survey Results

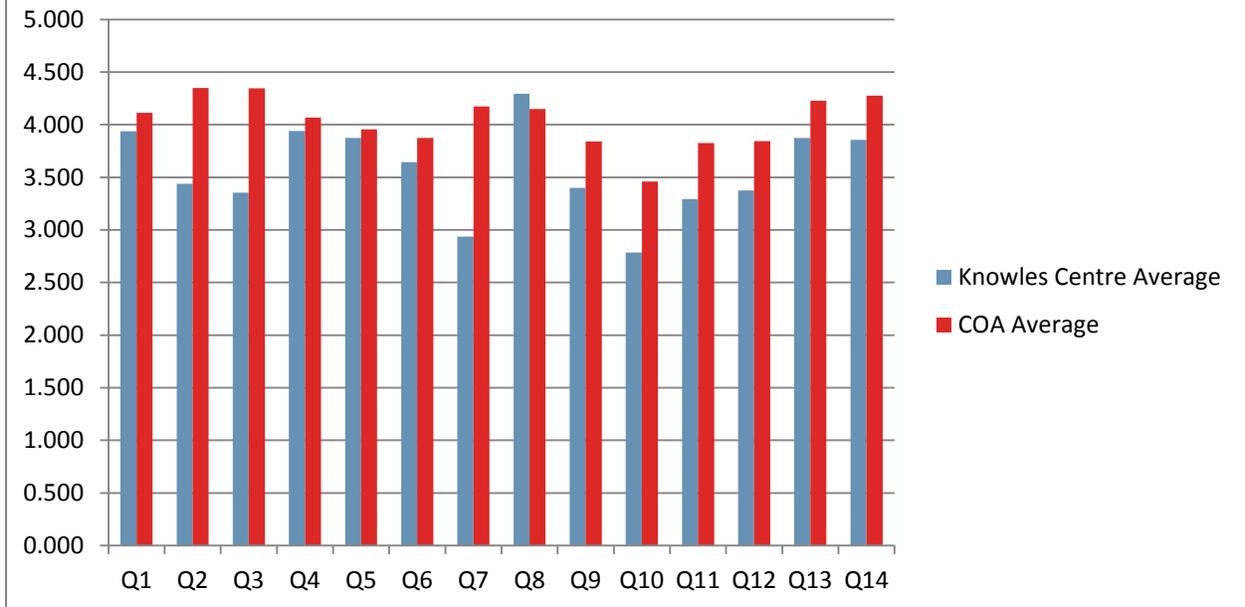


## Personnel Stakeholder Satisfaction Survey

Personnel Survey				
Number of Surveys Sent	Number of Surveys Received	Knowles Centre Average	COA Average	Variance
90	19	3.572	4.036	<b>-13.001</b>

Q#	Text	Knowles Centre Average	COA Average	Variance
Q1	My job responsibilities are clearly outlined in my job description.	3.938	4.114	-4.284%
Q2	I received an orientation within the first three months of beginning work with the organization.	3.438	4.348	-20.937%
Q3	I have an up-to-date copy of, or can access the personnel handbook.	3.353	4.346	-22.848%
Q4	I am aware of the organization's grievance procedures and know how to make a complaint.	3.941	4.066	-3.078%
Q5	I am notified when positions that I may be qualified for become available within the organization.	3.875	3.957	-2.076%
Q6	I can access my personnel record.	3.643	3.875	-5.985%
Q7	I receive annual performance evaluations.	2.938	4.174	-29.632%
Q8	I receive regular supervision.	4.294	4.151	3.455%
Q9	At least annually, employee satisfaction is assessed by the organization.	3.400	3.842	-11.503%
Q10	The organization implements changes based on the feedback received from personnel.	2.786	3.460	-19.479%
Q11	I participate in quality improvement activities within the organization.	3.294	3.825	-13.879%
Q12	I receive information on program outcomes that is useful to me in working with persons served.	3.375	3.844	-12.203%
Q13	I have participated in on the job activities that enhanced my knowledge and skills.	3.875	4.229	-8.371%
Q14	Case records of persons that I serve are readily available or accessible to me.	3.857	4.277	-9.807%

## Personnel Survey Results (Scale Questions)



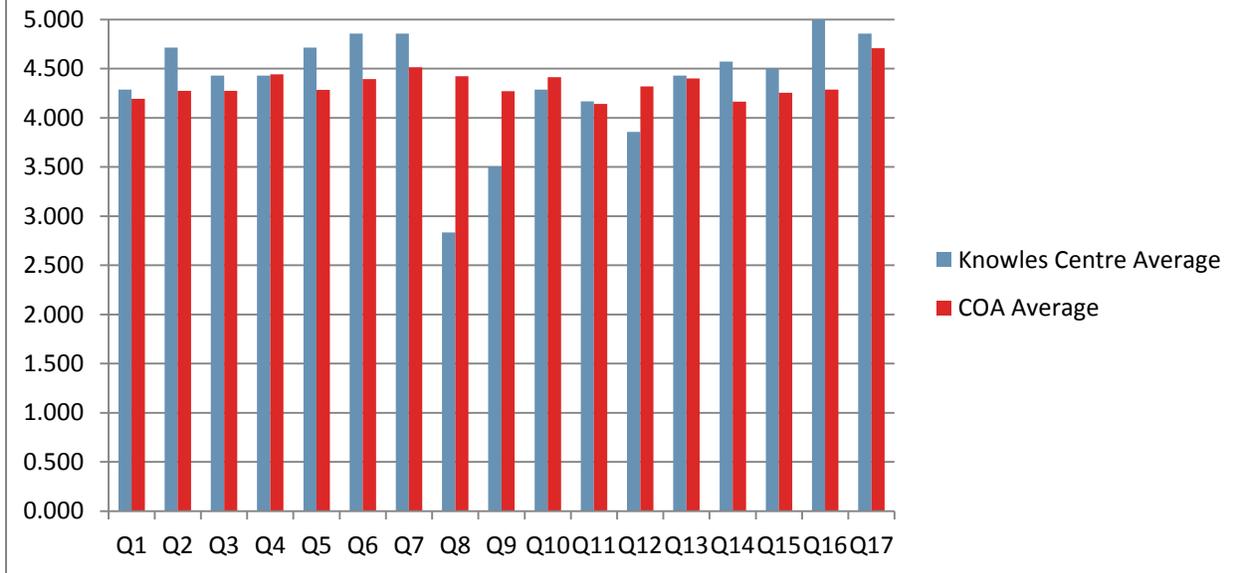
Q#	Text	Yes	No	N/A
Q15	Are you aware of the organization's harassment policy?	14	4	0
Q16	Are you aware of the organization's discrimination prohibition policy?	14	4	0
Q17	Are you aware of the organization's policy regarding prohibition of corporal and degrading punishment of consumers?	7	4	7
Q18	Are you aware of the organization's confidentiality policy?	16	2	0

## Supervisors/Managers Stakeholder Satisfaction Survey

Supervisors/Managers Survey				
Number of Surveys Sent	Number of Surveys Received	Knowles Centre Average	COA Average	Variance
14	9	4.370	4.339	<b>0.713%</b>

Q#	Text	Knowles Centre Average	COA Average	Variance
Q1	The organization has an effective quality improvement program.	4.286	4.194	2.197%
Q2	I participate in the organization's quality improvement activities.	4.714	4.274	10.312%
Q3	The organization regularly examines its internal access and service delivery processes.	4.429	4.275	3.583%
Q4	The organization conducts quarterly reviews of accidents, incidents, and grievances.	4.429	4.442	-0.293%
Q5	Outcome data is used to improve services for consumers.	4.714	4.284	10.054%
Q6	I am aware of the organization's conflict of interest policy.	4.857	4.393	10.555%
Q7	The organization does not discriminate in hiring/promoting.	4.857	4.514	7.590%
Q8	I receive an annual performance evaluation.	2.833	4.422	-35.922%
Q9	The organization is prepared to respond to natural disasters and other emergencies.	3.500	4.271	-18.049%
Q10	The finances of the program in which I work are managed by the organization with integrity and according to sound business practices.	4.286	4.414	-2.912%
Q11	The organization's services are well coordinated.	4.167	4.143	0.580%
Q12	The organization facilitates timely and easy access for consumers.	3.857	4.318	-10.681%
Q13	Access to emergency and crisis intervention services is available to consumers.	4.429	4.400	0.653%
Q14	I have time to conduct supervision with my staff.	4.571	4.165	9.755%
Q15	The organization monitors its relationship with contractors who provide services to consumers.	4.500	4.254	5.790%
Q16	The organization's governing body and the CEO Executive Director have an effective working partnership.	5.000	4.287	16.630%
Q17	I am aware of the organization's confidentiality policy and procedures.	4.857	4.707	3.197%

## Supervisors and Managers Survey Results

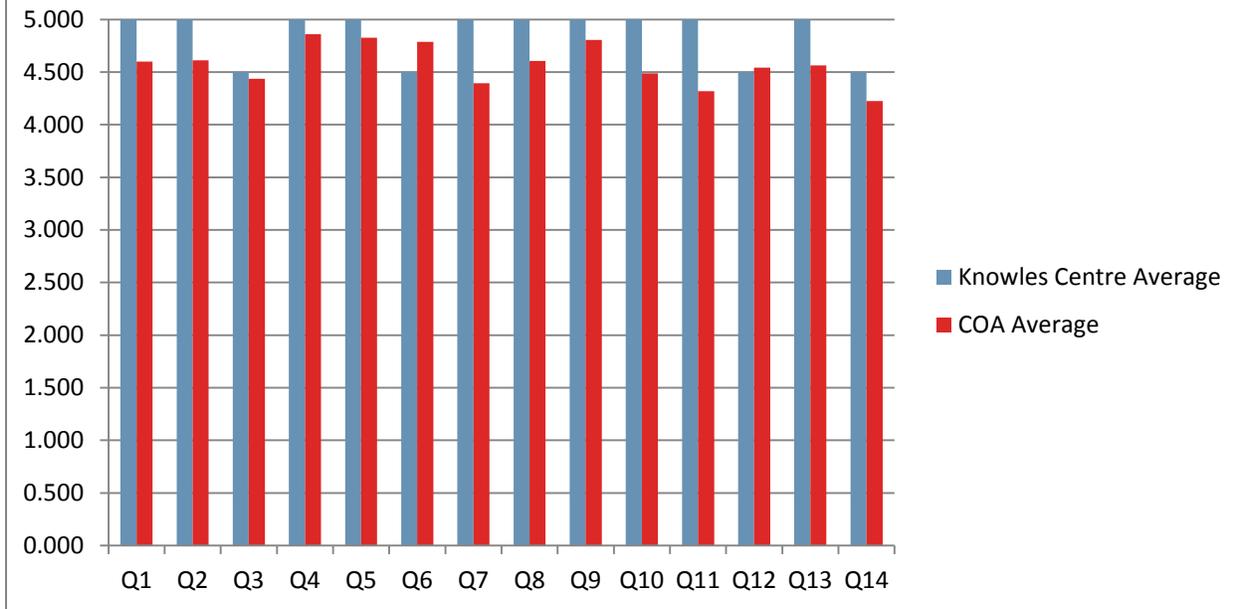


## Governance Stakeholder Satisfaction Survey

Governance Survey				
Number of Surveys Sent	Number of Surveys Received	Knowles Centre Average	COA Average	Variance
9	4	4.857	4.576	<b>5.788%</b>

Q#	Text	Knowles Centre Average	COA Average	Variance
Q1	As a member of the Governing Body, we effectively conduct/participate in long term planning.	5.000	4.601	8.681%
Q2	As the Governing Body, we effectively develop and approve policies.	5.000	4.612	8.422%
Q3	As the Governing Body, we establish resource development targets and goals.	4.500	4.437	1.410%
Q4	We regularly review fiscal financial reports.	5.000	4.859	2.899%
Q5	We approve the organization's annual budget.	5.000	4.825	3.623%
Q6	As the Governing Body, we review and formally accept the annual audit.	4.500	4.787	-6.005%
Q7	As a member of the Governing Body, I review and provide input regarding the organization's quality improvement activities initiatives.	5.000	4.395	13.757%
Q8	As members of the Governing Body, we receive information on the organization's program outcomes and outcomes for persons served.	5.000	4.606	8.554%
Q9	The organization's Governing Body and the CEO or Executive Director have an effective working relationship.	5.000	4.804	4.080%
Q10	At least annually, as members of the Governing Body, we assess areas of risk to the organization.	5.000	4.488	11.396%
Q11	We receive quarterly reports of immediate and ongoing risk within the organization.	5.000	4.317	15.808%
Q12	The organization collaborates with the community regarding issues of mutual concern.	4.500	4.542	-0.919%
Q13	I received an orientation as to my Governing Body responsibilities.	5.000	4.564	9.547%
Q14	The organization's Governing Body is representative of the community it serves.	4.500	4.226	6.492%

## Governance Survey Results (Scale Questions)



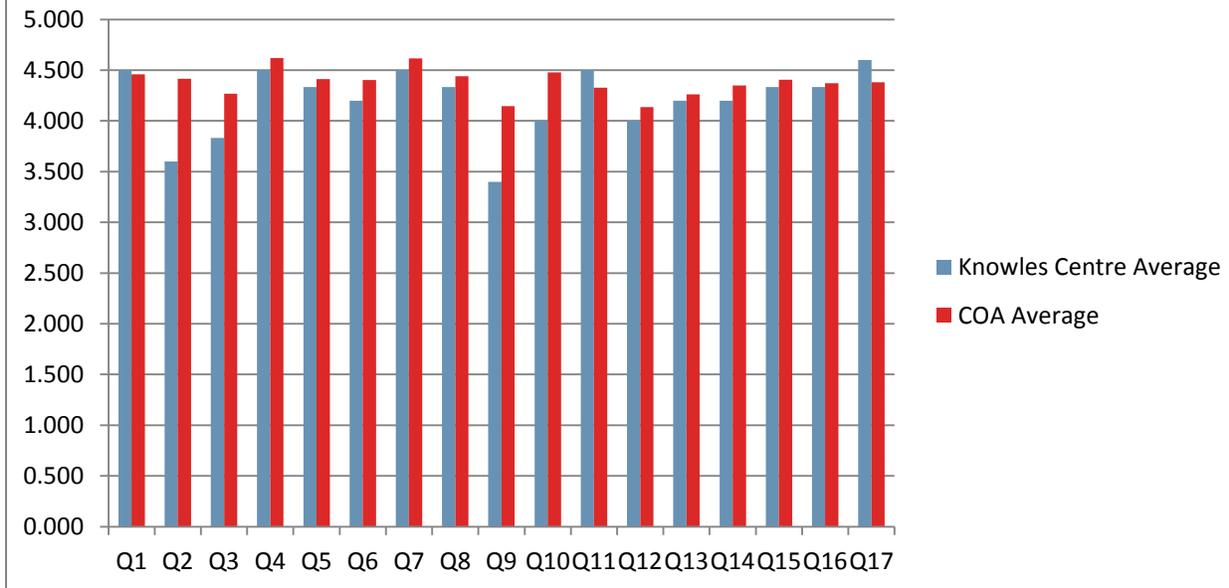
Q#	Text	Yes	No
Q15	To your knowledge, within the last four years, has the organization had any allegations or findings of professional misconduct?	0	3
Q16	Within the last four years, has the organization had any allegations or findings of financial malfeasance?	0	3
Q17	Has the organization failed to comply with laws and regulations governing equal opportunity and workforce administration?	0	3
Q18	Has the organization had any investigations by a regulatory or other monitoring body which identified significant problems at the organization?	0	3

## Community Stakeholder Satisfaction Survey

Personnel Survey				
Number of Surveys Sent	Number of Surveys Received	Knowles Centre Average	COA Average	Variance
76	8	4.198	4.382	-4.383%

Q#	Text	Knowles Centre Average	COA Average	Variance
Q1	The organization's facilities are clean and well-maintained.	4.500	4.460	0.888%
Q2	The organization's services are accessible to persons with disabilities.	3.600	4.417	-18.496%
Q3	The organization's services are conveniently located and accessible to public transportation.	3.833	4.267	-10.173%
Q4	The organization does not discriminate in the provision of its services.	4.500	4.618	-2.556%
Q5	Information about the organization's services and eligibility criteria are made available to the community.	4.333	4.412	-1.784%
Q6	The organization provides culturally sensitive services.	4.200	4.402	-4.588%
Q7	The organization respects the confidentiality of the persons it serves.	4.500	4.617	-2.525%
Q8	The organization is known for its integrity and ethical practices.	4.333	4.440	-2.401%
Q9	The organization conducts a public education program to make its presence known to the community.	3.400	4.145	-17.964%
Q10	The organization works with other community organizations to advocate on behalf of the people it serves.	4.000	4.479	-10.690%
Q11	The organization promptly screens applicants and persons referred for its services.	4.500	4.329	3.947%
Q12	Waiting periods for services are reasonable.	4.000	4.137	-3.319%
Q13	Fees are reasonable and fair.	4.200	4.261	-1.443%
Q14	The organization is fiscally responsible.	4.200	4.351	-3.467%
Q15	The organization's reputation within the community is favorable.	4.333	4.406	-1.659%
Q16	Personnel are qualified and competent in the performance of their jobs.	4.333	4.372	-0.878%
Q17	The organization is in compliance with all applicable laws and regulations.	4.600	4.381	4.992%

## Community Survey Results





# **John G. Stewart School Annual Community Report**



**John G. Stewart School**  
**2015 - 2016 Annual Community Report**  
**“Creating Success for Youth”**

**Belief Statements**

- All students want to be successful in school.
- All students perceive their degree of success in school as a measure of their self-worth.
- There is **always** a way to engage students in a school community.
- Students and staff should be able to function in a safe environment.
- Students must feel accepted and part of the school community in order to engage and be successful.
- Students need to be empowered by participating in the planning process in order to be successful.
- Students need to feel that there is hope and that they can have control over their future.
- Every student is valued and should be part of the school community.
- All staff at John G. Stewart school need to be 100% committed to the mission statement to ensure that they and the students are successful.

**About Us**

John G. Stewart School provides an opportunity for at-risk students to engage in a positive educational experience designed to enhance their self-esteem as well as develop the academic and interpersonal skills necessary for a successful integration to the community.

The professional staff includes nine teachers, a resource teacher and a principal. Support staff includes an administrative assistant, three educational assistants, a head custodian and student interns.

John G. Stewart has a very positive working relationship with the University of Winnipeg's Faculty of Education and considers itself very fortunate to offer 6-8 education students the opportunity to gain valuable teaching experience working with at-risk youth throughout the school year. Out of this relationship, we have hired education students to our staff as student interns. This has proven to be a mutually beneficial partnership that we hope to continue well into the future.

John G. Stewart had 66 students registered in 2015-2016 and currently has 38 enrolled.

The school offers expressive art programs including visual arts and a music program. We are very proud to announce that for the first time in school history, we will be offering a high school credit in music for the 2016-2017 school year.

Our high school students were offered 32 different credits this school year. A total of 91 high school credits were earned in the 2015-2016 school year.

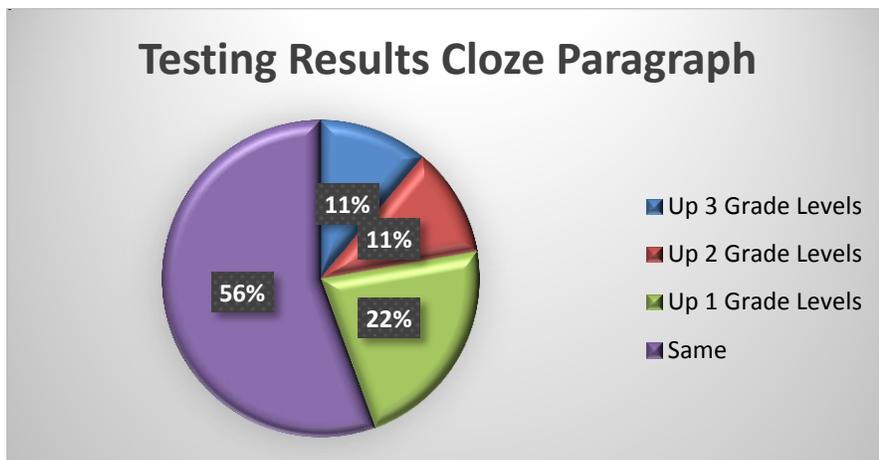
## 2015-16 Highlights

We are very pleased to offer a music program at John G. Stewart for the very first time. Terence Hoorman joined our teaching staff in September and brought with him the ability to guide learning in the area of music. This has added a new artistic outlet for our students. Musical training physically develops the part of the left side of the brain known to be involved with processing language and we feel that this will assist our students along their educational path.

Our culinary arts program continued to thrive with the introduction of the culinary arts option for high school. This provided our students with the opportunity to try out the culinary arts for a 40 minute period each day to see if it might be something they'd be interested in committing to on a full time basis. The plan proved to be quite successful as the culinary arts full time program experienced its best numbers since its inception seven years ago. Our culinary arts teacher, Paul Lemire, took his students on many incredible field trips including joining the culinary team at the RBC convention centre in their preparations for the Grey Cup Gala dinner in November and the True North Foundations Gala Jets dinner at the MTS centre in October.

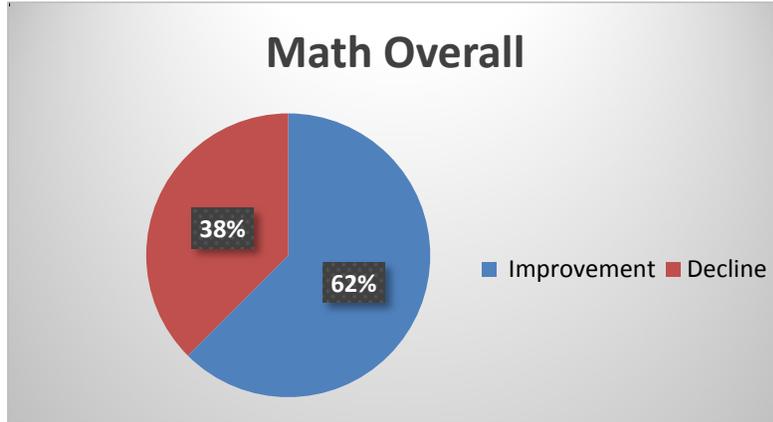
Another new initiative born in 2015-2016 is the bike repair program which was created by teacher Lynne Brownlee. Lynne has taken incredible initiative and has acquired much of the equipment and training necessary to allow us to offer a half credit to our high school students each spring.

## Literacy



In 2015-2016 the students who were registered at John G. Stewart for a minimum of 150 days were limited to just nine as we had a significant turnover throughout the year. This turnover can be attributed to those influences that impact children in care. Of those students who were tested at cloze paragraph (for understanding), 44% improved by at least one grade level. The formation of our very first literacy committee, the pull out reading program designed to target our most reluctant readers, and an incredible “I love to read month” have all been factors in this success.

## Numeracy



62% of students who were registered at John G. Stewart for a minimum of 150 days showed an increase in their overall math grade level. Most increases were more than 1 grade level. Considering the transient nature of our students and the frequent truancy, AWOL's, residents being held back and extended stays at the Manitoba Youth Centre, we feel that our efforts towards achieving our expected math outcomes have been paying off. The creation of a math committee which guides special events like our Day 100, Math Olympics, Math Carnival and the Clan System Math Challenge has done a great deal to improve math awareness throughout the building.

## Safe School

75% of students who responded to a safe school survey said that they feel safe when they are at John G. Stewart School. We feel that completing both P.I.C.S. and P.B.I.S. training this year as a staff will assist us in making John G. Stewart the inclusive and safe school that our staff have committed to. Also, with staff training from the Rainbow Resource Centre in January 2016, we were educated in the area of LBGQT and human diversity issues. Staff also reviewed the divisions respect for human diversity policy. From this new learning it was suggested that we form the first John G. Stewart LBGQT club in September 2016 which we have committed to doing. We also have identified a "safe contact" on staff who will be open to students with gender identity questions. It is our hope that with the extensive training in the aforementioned areas, John G. Stewart will continue to evolve into an inclusive and safe setting where students will feel comfortable taking those risks necessary for academic success.

## Priorities for 2016-17

1. To improve numeracy and problem solving skill for all students.
2. To continue to develop ways to improve outcomes in reading and writing for all students.
3. To fulfill our goals indicated in our Education for Sustainable Development Grant we received for the 2016-2017 school year.
4. To continue to maintain our Aboriginal Education and cultural commitments for all students willing to participate in teachings and events.
5. To further develop staff and students understanding of technology as a learning tool.



## **Staff Retention Data**



**Staff Retention Data:**

Breakdown by Department from September 1, 2015 - August 31, 2016

	<b>Total</b>	Admin/ Mtnce	SAIL	TFC	Group Care/ Kitchen/ Rec	Clinical
Total current full and part-time staff as of Sept. 1, 2015	91	12	15	11	46	7
# of Applicants Hired	10	1	4	1	3	0
Number of full and part-time staff that left employment during year	10	2	0	2	6	0
Number of full and part-time staff that retired during year	2	0	0	0	1	1
Total current full and part-time staff as of Aug. 31, 2016	89	11	19	10	42	6
Turnover	12%					

**Summary**

During the period September 1, 2015 to August 31, 2016, Knowles Centre turnover rate was 12%, and increase of 3% over the previous year. This increase was mainly due to restructuring (reduction in client spaces) in the Group Care Treatment Program. Following the departure of one of two Unit Supervisors, the Program made the decision to have the remaining on-site unit supervisor take over supervision of both on-site units. As well, new staff were not brought on to replace departing staff, but existing staff were reassigned to maintain staff:client ratio.

There was no replacement for the retiring Day Treatment Support Worker during the period covered by this report. However, the position was filled early in the 2016-17 reporting year.



# **Financial Report**

(March 31, 2016)



## MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The accompanying financial statements of Knowles Centre Inc. are the responsibility of management and have been approved by the Board of Directors.

The financial statements have been prepared by management in accordance with the Canadian Accounting Standards for Not-for-Profit Organizations. Financial statements are not precise since they include certain amounts based on estimates and judgments. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances, in order to ensure that the financial statements are presented fairly, in all material respects.

The organization maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and the organizations's assets are appropriately accounted for and adequately safeguarded.

The Board is responsible for ensuring that management fulfils its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements.

Management reviews the organization's financial statements with the board members and recommends their approval. The Board meets periodically with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy themselves that each party is properly discharging their responsibilities and to review the annual report, the financial statements and the external auditors' report.

The financial statements have been audited by Collins Barrow HMA LLP in accordance with Canadian generally accepted auditing standards on behalf of the members. Collins Barrow HMA LLP have full and free access to the Management and Board of Directors.

  
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Director

  
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Director

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Director

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Director

## INDEPENDENT AUDITORS' REPORT

To the Directors  
Knowles Centre Inc.

We have audited the accompanying financial statements of Knowles Centre Inc., which comprise the statement of financial position as at March 31, 2016, and the statement of changes in fund balances, statement of revenues and expenditures and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the Canadian Accounting Standards for Not-for-Profit Organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

### Basis for Qualified Opinion

In common with many charitable organizations, the Centre derives revenue from donations and fundraising, the completeness of which is not susceptible of satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the Centre and we were not able to determine whether any adjustments might be necessary to donations and fundraising revenues, excess of revenues over expenses, current assets and net assets.

### Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Knowles Centre Inc. as at March 31, 2016 and its financial performance and its cash flows for the year then ended in accordance with the Canadian Accounting Standards for Not-for-Profit Organizations.

Winnipeg, Manitoba  
June 15, 2016

*Collins Barrow HMA LLP*  
Chartered Professional Accountants

# KNOWLES CENTRE INC.

## SUMMARIZED STATEMENTS OF FINANCIAL POSITION AND REVENUE AND EXPENDITURES

SUMMARIZED STATEMENT OF FINANCIAL POSITION			SUMMARIZED STATEMENT OF REVENUE AND EXPENDITURES		
MARCH 31			YEAR ENDED MARCH 31		
ASSETS	2016	2015		2016	2015
Current Assets:			REVENUE		
Cash and investments	\$ 272,622	\$ 150,989	Foster Care	\$ 5,068,018	\$ 5,298,385
Accounts receivable	954,560	974,295	Group care treatment	2,821,198	2,767,396
Prepaid expenses	<u>13,821</u>	<u>14,863</u>	Other income	2,550,978	2,276,417
	1,241,003	1,140,147	Capital revenue	17,667	21,989
			Scholarship revenue	<u>-</u>	<u>-</u>
INVESTMENTS	326,488	326,126		<u>10,457,861</u>	<u>10,364,187</u>
CAPITAL ASSETS	<u>2,013,163</u>	<u>2,079,059</u>			
	2,339,651	2,405,185	EXPENDITURES		
	<u>\$ 3,580,654</u>	<u>\$ 3,545,332</u>	Staff remuneration	9,206,840	9,081,137
LIABILITIES AND FUND BALANCES			Maintenance and repairs	294,352	290,747
Current Liabilities:			Admin. and general	221,989	224,228
Bank indebtedness	\$ 24,402	\$ 2,540	Food, clothing & activities	675,631	681,566
Accounts payable	664,241	663,844	Capital expenditures	<u>84,169</u>	<u>97,275</u>
Deferred revenue	636,269	551,915		<u>10,482,981</u>	<u>10,374,953</u>
Current long term debt	<u>51,133</u>	<u>49,250</u>	Excess Revenue	( 25,120)	( 10,766)
	1,376,045	1,267,549	Change in fair value of investments and gains realized during the year	3,345	
LONG TERM DEBT	357,865	409,264	Fund Bal., beginning of year	<u>1,868,519</u>	<u>1,879,285</u>
Total Fund Balance	<u>1,846,744</u>	<u>1,868,519</u>	Fund Balance, end of year	<u>\$ 1,846,744</u>	<u>\$ 1,868,519</u>
	<u>\$ 3,580,654</u>	<u>\$ 3,545,332</u>			

Approved on behalf of the Board

  
 Director

  
 Director

Detailed audited financial statements may be examined at the centre's office during normal business hours.

### INDEPENDENT AUDITORS' REPORT ON SUMMARIZED FINANCIAL STATEMENTS

To the Directors  
 Knowles Centre Inc.

The accompanying summarized statement of financial position and statement of revenue and expenditures are derived from the complete financial statements of Knowles Centre Inc. as at March 31, 2016 and for the year then ended on which we have expressed an opinion with reservation concerning the completeness of revenues derived from donations and fundraising in our report dated June 9, 2015. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of the Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the guideline referred to above.

These summarized financial statements do not contain all the disclosures required by the Canadian Accounting Standards for Not-for-Profit Organizations. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the centre's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.

*Collins Barrow HMA LLP*  
 Chartered Professional Accountants

Winnipeg, Manitoba  
 June 15, 2016

**STATEMENT OF FINANCIAL POSITION**

**MARCH 31**

	Operating Fund	Capital Fund	Scholarship Fund	TOTAL 2016	TOTAL 2015
<b>A S S E T S</b>					
<b>CURRENT</b>					
Cash	\$	\$ 167,928	\$	\$ 167,928	\$ 58,050
Short-term investments		104,694		104,694	92,939
Accounts receivable	953,413	1,147		954,560	974,295
Prepaid expenses	13,821			13,821	14,863
Interfund balances	<u>119,363</u>	<u>-</u>	<u>113,187</u>	<u>232,550</u>	<u>169,723</u>
	1,086,597	273,769	113,187	1,473,553	1,309,870
<b>INVESTMENTS</b>		326,488		326,488	326,126
<b>CAPITAL ASSETS (Note 4)</b>	<u>-</u>	<u>2,013,163</u>	<u>-</u>	<u>2,013,163</u>	<u>2,079,059</u>
	<u>1,086,597</u>	<u>2,613,420</u>	<u>113,187</u>	<u>3,813,204</u>	<u>3,715,055</u>

**LIABILITIES**

<b>CURRENT</b>					
Bank indebtedness	24,402			24,402	2,540
Accounts payable	664,241			664,241	663,844
Deferred revenue	532,474	103,795		636,269	551,915
Interfund balances		232,550		232,550	169,723
Current portion of long term debt	<u>-</u>	<u>51,133</u>	<u>-</u>	<u>51,133</u>	<u>49,250</u>
	1,221,117	387,478		1,608,595	1,437,272
<b>LONG TERM DEBT (Note 5)</b>	3,572	354,293		357,865	409,264

**FUND BALANCES**

<b>FUND BALANCES (Statement 2)</b>	<u>( 138,092)</u>	<u>1,871,649</u>	<u>113,187</u>	<u>1,846,744</u>	<u>1,868,519</u>
	<u>\$ 1,086,597</u>	<u>\$ 2,613,420</u>	<u>\$ 113,187</u>	<u>\$ 3,813,204</u>	<u>\$ 3,715,055</u>

Approved on behalf of the Board

  
 .....  
 Director

  
 .....  
 Director

**STATEMENT OF CHANGES IN FUND BALANCES**

YEAR ENDED MARCH 31

	2016	2015
<b>OPERATING FUND</b>		
BALANCE, <i>beginning of year</i>	\$( 179,474)	\$( 213,994)
Excess of revenue over expenditures ( <i>Statement 3</i> )	41,382	64,520
Interfund transfer - Capital Fund	<u>-</u>	<u>( 30,000)</u>
BALANCE, <i>end of year</i>	<u><u>\$( 138,092)</u></u>	<u><u>\$( 179,474)</u></u>
<b>CAPITAL FUND</b>		
BALANCE, <i>beginning of year</i>	\$ 1,934,806	\$ 1,980,092
Excess of revenue over expenditures ( <i>Statement 3</i> )	( 66,502)	( 75,286)
Change in fair value of investments and gains realized during the year	3,345	
Interfund transfer - Operating Fund	<u>-</u>	<u>30,000</u>
BALANCE, <i>end of year</i>	<u><u>\$ 1,871,649</u></u>	<u><u>\$ 1,934,806</u></u>
<b>SCHOLARSHIP FUND</b>		
BALANCE, <i>beginning and end of year</i>	<u><u>\$ 113,187</u></u>	<u><u>\$ 113,187</u></u>
<b>TOTAL FUND BALANCES</b>	<u><u>\$ 1,846,744</u></u>	<u><u>\$ 1,868,519</u></u>

## STATEMENT OF REVENUE AND EXPENDITURES

YEAR ENDED MARCH 31

	Operating Fund	Capital Fund	Scholarship Fund	2016	2015
<b>REVENUE</b>					
Foster Care	\$ 5,068,018	\$	\$	5,068,018	5,298,385
Group care treatment	2,821,198			2,821,198	2,767,396
Province of Manitoba grant	701,800			701,800	683,000
SAIL Program	1,324,053			1,324,053	1,099,917
Other income (Schedule 3)	525,125			525,125	493,500
Fundraising		5		5	1,421
Investment income		6,504		6,504	6,841
Thomas and Beatrice Gilroy Trust		4,464		4,464	4,012
C.H. Bowie, C.A. Bowie, and A.W. Gibson Memorial Fund		4,332		4,332	3,401
A.R. McNichol Fund		2,052		2,052	2,899
Marshall Gardner Memorial Fund	-	310	-	310	3,415
	<u>10,440,194</u>	<u>17,667</u>	<u>-</u>	<u>10,457,861</u>	<u>10,364,187</u>
<b>EXPENDITURES</b>					
Staff remuneration (Schedule 1)	9,206,840			9,206,840	9,081,137
Maintenance and repairs (Schedule 1)	294,352			294,352	290,747
Administration and general (Schedule 1)	221,989			221,989	224,228
Food, clothing, welfare and activities (Schedule 2)	675,631			675,631	681,566
Amortization		65,896		65,896	70,682
Interest on long term debt		14,508		14,508	17,835
Miscellaneous		3,584		3,584	4,686
Fundraising and public relations					950
Scholarships	-	181	-	181	3,122
	<u>10,398,812</u>	<u>84,169</u>	<u>-</u>	<u>10,482,981</u>	<u>10,374,953</u>
EXCESS OF REVENUE OVER EXPENDITURES (EXPENDITURES OVER REVENUE)	\$ <u>41,382</u>	\$ <u>(66,502)</u>	\$ <u>-</u>	\$ <u>(25,120)</u>	\$ <u>(10,766)</u>

STATEMENT OF CASH FLOWS

YEAR ENDED MARCH 31

	Operating Fund	Capital Fund	Scholarship Fund	2016	2015
CASH FLOW FROM					
<i>OPERATING ACTIVITIES</i>					
Excess of revenue over expenditures (expenditures over revenue)	\$ 41,382	\$( 66,502)	\$	\$( 25,120)	\$( 10,766)
Items not affecting cash					
Amortization of capital assets		65,896		65,896	70,682
Changes in non-cash working capital items					
Accounts receivable	18,040	( 3)		18,037	( 28,889)
Prepaid expenses	1,042			1,042	2,488
Accounts payable	( 67,882)			( 67,882)	140,695
Deferred revenue	50,536	103,795		154,331	41,944
Interfund transfers	( 62,827)	62,827	-	-	-
	( 19,709)	166,013	-	146,304	216,154
<i>FINANCING ACTIVITIES</i>					
Proceeds from long term debt					13,500
Repayment of long term debt	( 2,153)	( 53,088)	-	( 55,241)	( 43,138)
	( 2,153)	( 53,088)	-	( 55,241)	( 29,638)
<i>INVESTING ACTIVITIES</i>					
Purchase of capital assets					( 50,176)
Increase in investments	-	( 3,047)	-	( 3,047)	( 1,055)
	-	( 3,047)	-	( 3,047)	( 51,231)
NET INCREASE (DECREASE) IN CASH	( 21,862)	109,878		88,016	135,285
CASH, <i>beginning of year</i>	( 2,540)	58,050	-	55,510	( 79,775)
CASH, <i>end of year</i>	\$( 24,402)	\$ 167,928	\$ -	\$ 143,526	\$ 55,510

# KNOWLES CENTRE INC.

## NOTES TO FINANCIAL STATEMENTS

MARCH 31, 2016

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### 1. DESCRIPTION OF OPERATIONS

Knowles Centre Inc. is a private, not-for-profit agency established in 1907 and incorporated in 1910. The Centre is a registered charity under the provisions of the Income Tax Act, Canada. The Centre serves as a community resource for children and families in Manitoba and Northwestern Ontario who require intensive therapeutic intervention in order to reach their personal and social potential.

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### *FINANCIAL ASSETS AND FINANCIAL LIABILITIES*

Financial assets and financial liabilities are initially recognized at fair value and their subsequent measurement is dependent on their classification as described below. Their classification depends on the purpose for which the financial instruments were acquired or issued, their characteristics and the Centre's designation of such instruments. Settlement date accounting is used.

#### Classification

Cash	Held for trading
Investment in money market funds	Available-for-sale
Investment in bonds	Available-for-sale
Accounts receivable	Loans and receivables
Bank indebtedness	Other liabilities
Accounts payable	Other liabilities

#### Held for trading

Held for trading financial assets are measured at fair value at the balance sheet date. Fair value fluctuations including interest earned, interest accrued, gains and losses realized on disposal and unrealized gains and losses are included in investment income.

#### Available-for-sale

Available-for-sale financial assets are carried at fair value with unrealized gains and losses recorded directly in the Statement of Changes in Fund Balances until realized when the cumulative gain or loss is transferred to investment income.

Interest on interest-bearing available-for-sale financial assets is calculated using the effective interest method.

#### Loans and receivables

Loans and receivables are accounted for at amortized cost using the effective interest method.

#### Other liabilities

Other liabilities are recorded at amortized cost using the effective interest method and include all financial liabilities, other than derivative instruments.

**NOTES TO FINANCIAL STATEMENTS**

**MARCH 31, 2016**

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

*FUND ACCOUNTING*

The accounts for the Centre are maintained in accordance with the principles of "fund accounting". Fund accounting is a procedure whereby a self balancing group of accounts is provided for each accounting fund established by the Centre.

For financial reporting purposes, the accounts have been classified into three funds. The activities carried out by each fund are as follows:

**Operating fund**

The Operating Fund accounts for the Centre's program delivery and administration activities. This fund reports unrestricted resources and operating grants.

**Capital fund**

The Capital Fund is utilized by the Centre as a building fund. All capital expenditures, including facility construction and expansion, and vehicle purchases are funded through this fund.

**Scholarship fund**

The Arthur Prior Estate Scholarship Fund was established as a result of a bequest. This fund is to be used as a scholarship fund for the further education of graduates or students of the Centre.

*REVENUE RECOGNITION*

Restricted contributions on account of group care treatment and other income are recognized as revenue of the Operating Fund in the year in which the related expenses are incurred.

Capital Fund revenue is recognized as follows:

Interest and investment income are recorded on an accrual basis. Fundraising and donations are recorded as revenue when received. Restricted contributions are recorded as revenue in the same period as they are received.

Interest income is recorded on the accrual basis in the Arthur Prior Estate Scholarship Fund.

*CAPITAL ASSETS*

Replacement of furnishings and equipment and ground improvements are recognized as operating expenses. New additions of fixed assets are capitalized and are funded by the capital fund at cost less government assistance.

Amortization of fixed assets is not recognized as an operating expense item that is recoverable from government agencies. It is provided for by a reduction in the capital fund as follows:

Buildings	2-1/2%	declining balance method
Ground improvements	2-1/2%	declining balance method
Campsite conservation	10%	declining balance method
Furniture and equipment	20%	declining balance method
Vehicles	20%	declining balance method

## NOTES TO FINANCIAL STATEMENTS

MARCH 31, 2016

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)**DONATED MATERIALS AND SERVICES*

During the year, the Centre received a significant amount of donated materials and services from volunteers, for which there has been no amount recorded in the financial statements.

*FINANCIAL INSTRUMENTS*

## Interest rate risk

Financial risk is the risk to the Centre's earnings that arise from fluctuations in interest rates and the degree of volatility of those rates. The Centre does not use derivative instruments to reduce its exposure to interest rate risk.

## Credit risk

Credit risk arises from the potential that a counterparty will fail to perform its obligations. However, due to the nature of the receivables and the composition of its investment portfolio, this risk is minimized.

## Fair value

The fair value of cash, accounts receivable, bank indebtedness, and accounts payable is approximately equal to their carrying values due to their short-term maturity.

*USE OF ESTIMATES*

The preparation of financial statements in conformity with the Canadian Accounting Standards for Not-for-Profit Organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statement and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from these estimates.

## 3. BANK INDEBTEDNESS

The Centre has available a maximum credit facility of \$300,000. The credit facility bears interest at prime plus 1.00%.

**NOTES TO FINANCIAL STATEMENTS**

**MARCH 31, 2016**

4. CAPITAL ASSETS

	Cost	Accumulated Amortization	Net Book Value	
			2 0 1 6	2 0 1 5
Land	\$ 17,719	\$	\$ 17,719	\$ 17,719
Buildings	3,081,302	1,253,892	<b>1,827,410</b>	1,874,265
Ground improvements	125,262	27,585	<b>97,677</b>	100,181
Campsite conservation	179,869	172,275	<b>7,594</b>	8,438
Furniture and equipment	372,132	339,749	<b>32,383</b>	35,730
Camp equipment	64,100	52,357	<b>11,743</b>	19,428
Vehicles	<u>197,071</u>	<u>178,434</u>	<u><b>18,637</b></u>	<u>23,298</u>
	<u>\$ 4,037,455</u>	<u>\$ 2,024,292</u>	<u>\$ 2,013,163</u>	<u>\$ 2,079,059</u>

Land was revalued by directors' resolution in 1955. The stated amount of \$17,719 consists of \$7,650 cost and \$10,069 appraisal increase.

5. LONG TERM DEBT

	2 0 1 6	2 0 1 5
Commercial mortgage, bearing interest at 2.85% per annum, payable in monthly installments of \$2,416, secured by a Promissory Note in the amount of \$435,650 and first charge on the property located at 2065 Henderson Highway, due on demand.	\$ 271,072	\$ 292,248
Commercial mortgage, bearing interest at 4.35% per annum, payable in monthly installments of \$2,467, secured by land and buildings, general security agreement and assignment of fire and liability insurance, due December 1, 2019.	121,186	144,995
Commercial loan bearing interest at 4.85% per annum, payable in monthly blended payments of \$198. The loan matures on October 1, 2018 and is secured by equipment.	5,720	7,771
Commercial loan bearing interest at 4.85% per annum, payable in monthly blended payments of \$253. The loan matures on April 1, 2021 and is secured by a promissory note in the amount of \$13,500.	<u>11,020</u>	<u>13,500</u>
	<b>408,998</b>	458,514
Less: Current portion	<u>51,133</u>	<u>49,250</u>
	<u>\$ 357,865</u>	<u>\$ 409,264</u>

Principal repayment terms are approximately:

2017	\$ 51,133
2018	53,083
2019	54,062
2020	54,710
2021	39,080
Thereafter	<u>156,930</u>
	<u>\$ 408,998</u>

**NOTES TO FINANCIAL STATEMENTS****MARCH 31, 2016**

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**6. PENSION PLAN**

The employees of Knowles Centre Inc. are members of the Community Agencies Benefit Plan, a multi-employer, defined benefit pension plan, which is accounted for as a defined benefit plan. Knowles Centre Inc.'s matching contributions for the year were \$227,572 (2015 - \$218,119) and have been expensed during the year.

## SCHEDULE OF OPERATING FUND EXPENSES

YEAR ENDED MARCH 31

	2016	2015
<b>STAFF REMUNERATION</b>		
Salaries	\$ 4,782,334	\$ 4,493,321
Foster care	3,545,336	3,788,521
Canada Pension Plan	206,785	181,650
Community Agencies Benefit Plan	227,572	218,119
Employee group insurance benefits	154,695	143,296
Employment insurance	113,681	98,886
Manitoba payroll tax	105,843	93,644
Workers Compensation Board	<u>70,594</u>	<u>63,700</u>
	<b>\$ <u>9,206,840</u></b>	<b>\$ <u>9,081,137</u></b>
<b>MAINTENANCE AND REPAIRS</b>		
Autopac and insurance	\$ 74,796	\$ 92,900
Building repairs	71,236	54,040
Equipment repairs and replacement	20,575	15,443
Heating fuel	10,207	14,477
Hydro and electrical	39,856	40,648
Maintenance and household supplies	52,769	53,220
Municipal taxes	11,229	10,861
Water	<u>13,684</u>	<u>9,158</u>
	<b>\$ <u>294,352</u></b>	<b>\$ <u>290,747</u></b>
<b>ADMINISTRATION AND GENERAL</b>		
Accreditation	\$ 127	\$ 457
Advertising and miscellaneous	3,334	2,465
Bank charges and interest	4,886	10,119
Dues and subscriptions	7,044	10,367
Meetings	9,903	10,854
Miscellaneous	13,306	10,936
Office supplies	43,223	38,628
Payroll service charge	960	960
Postage	7,487	6,281
Professional fees	51,048	51,131
Public relations	1,315	2,159
Rent	19,354	19,045
Staff development	14,291	13,924
Telephone	<u>45,711</u>	<u>46,902</u>
	<b>\$ <u>221,989</u></b>	<b>\$ <u>224,228</u></b>

**SCHEDULE OF OPERATING FUND EXPENSES**

**YEAR ENDED MARCH 31**

	<b>2016</b>	<b>2015</b>
<b>FOOD, CLOTHING, WELFARE AND ACTIVITIES</b>		
Bedding and clothing	\$ 29,451	\$ 31,029
Food	164,242	166,827
Medical, dental and optical	4,325	1,592
Personal supplies	931	1,398
Program activities	55,943	69,498
Program supplies	22,191	22,339
Residents' gifts	3,693	3,297
Residents' transportation	26,353	13,247
SAIL Stage 2 - client living expenses	297,863	284,372
School supplies	278	373
Spending allowances	15,771	19,851
Summer outdoor education program	3,189	2,588
Transportation - general	48,733	61,847
Volunteer activities	<u>2,668</u>	<u>3,308</u>
	<b>\$ <u>675,631</u></b>	<b>\$ <u>681,566</u></b>

**SCHEDULE OF OTHER INCOME**

**YEAR ENDED MARCH 31**

	<b>2 0 1 6</b>	<b>2 0 1 5</b>
<b>OTHER INCOME</b>		
River East School Division	\$ 181,919	\$ 205,770
Sexual abuse treatment program	76,385	78,338
Outreach program	63,762	60,601
Donations	19,660	23,500
Miscellaneous	158,300	86,849
Meals	7,878	9,580
Special needs/clothing allowance	4,571	3,622
Rentals	<u>12,650</u>	<u>25,240</u>
	<u>\$ 525,125</u>	<u>\$ 493,500</u>