Financial Statements of

THE CHILDREN'S AID SOCIETY OF THE DISTRICTS OF SUDBURY AND MANITOULIN

And Independent Auditor’s Report thereon

Year ended March 31, 2023

KPMG LLP
Times Square
1760 Regent Street, Unit 4
Sudbury ON P3E 3Z8
Canada
Tel 705-675-8500
Fax 705-675-7586

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of The Children's Aid Society of the Districts of Sudbury and Manitoulin.

Opinion

We have audited the financial statements of The Children's Aid Society of the Districts of Sudbury and Manitoulin (the Entity), which comprise:

- the statement of financial position as at March 31, 2023
- the statement of operations for the year then ended
- the statement of changes in net assets (deficiency) for the year then ended
- the statement of cash flows for the year then ended
- the statement of accumulated remeasurement gains for the year then ended
- and notes and schedule to the financial statements, including a summary of significant accounting policies and other explanatory information

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements, present fairly, in all material respects, the financial position of the Entity as at March 31, 2023, and its results of operations, its changes in net assets (deficiency), its cash flows and its remeasurement gains for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

KPMG

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

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards 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.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit 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.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada

July 11, 2023

THE CHILDREN'S AID SOCIETY OF THE DISTRICTS OF SUDBURY AND MANITOULIN

Statement of Financial Position

March 31, 2023, with comparative information for 2022

	2023	2022
Assets		
Current assets:		
Cash	$ 517,187	$ 925,306
Due from the Ministry of Children, Community and Social Services	-	148,368
Accounts receivable	3,121,237	1,334,778
Prepaid expenses	72,286	57,687
	3,710,710	2,466,139
Capital assets (note 2)	1,405	4,573,973
	$ 3,712,115	$ 7,040,112
Liabilities and Net Assets (Deficiency)		
Current liabilities:		
Accounts payable and accrued liabilities (note 7)	$ 1,974,223	$ 2,530,750
Due to the Ministry of Children, Community and Social Services	1,543,455	-
Vacation payable	709,676	817,195
Deferred revenue (note 9)	574,915	916,557
Current portion of long-term debt (note 5)	-	333,411
	4,802,269	4,597,913
Employee future benefits (note 3)	7,032,145	7,188,522
Deferred capital contributions (note 6)	-	324,377
Long-term debt (note 5)	-	1,557,705
Interest rate swaps (note 5)	-	106,388
	11,834,414	13,774,905
Net assets (deficiency):		
Unrestricted:		
Operating	(389,829)	(981,309)
Employee related	(7,741,821)	(8,005,717)
Fundraising	7,946	141
Interest rate swaps	-	(807,174)
Capital (note 8)	1,405	2,358,480
	(8,122,299)	(7,435,579)
Accumulated remeasurement gains	-	700,786
	(8,122,299)	(6,734,793)
Contingencies (note 10)		
Commitments (note 11)		
	$ 3,712,115	$ 7,040,112

See accompanying notes to financial statements.

On behalf of the Board:

_______________________________ Director

_______________________________ Director

THE CHILDREN'S AID SOCIETY OF THE DISTRICTS OF SUDBURY AND MANITOULIN

Statement of Operations

Year ended March 31, 2023, with comparative information for 2022

	Operating (Schedule)	Capital	2023 Total	2022 Total
Revenue:				
Ministry of Children, Community and Social Service				
- Child Welfare Operating	$ 25,357,876	$ -	$ 25,357,876	$ 25,809,452
- Ontario Child Benefit Equivalent	182,817	-	182,817	184,424
- Other	253,964	-	253,964	235,208
Ministry of Colleges and Universities	75,000	-	75,000	75,000
Amortization of deferred capital contributions	-	3,958	3,958	23,750
Children's special allowances	789,124	-	789,124	915,360
Maintenance from other societies	543,621	-	543,621	452,808
Rental income	59,535	-	59,535	153,167
Recoveries	3,967,528	-	3,967,528	1,366,002
Other	589,495	-	589,495	799,907
	31,818,960	3,958	31,822,918	30,015,078
Expenses:				
Wages	12,327,521	-	12,327,521	12,731,054
Benefits	3,593,634	-	3,593,634	3,506,529
Travel	602,210	-	602,210	565,963
Training and recruitment	44,360	-	44,360	131,606
Building occupancy	336,286	-	336,286	449,608
Amortization of capital assets	-	52,343	52,343	278,295
Interest on long-term debt	20,704	-	20,704	108,686
Purchased services - non-case related	251,558	-	251,558	402,200
Purchased services - case related	172,063	-	172,063	115,171
Boarding rates	11,682,128	-	11,682,128	9,842,865
Client personal needs	735,611	-	735,611	791,263
Adoption subsidies	912,298	-	912,298	958,222
Medical and related services	215,514	-	215,514	227,147
Promotion and publicity	24,081	-	24,081	6,280
Office	290,149	-	290,149	211,637
Technology	207,793	-	207,793	128,996
Insurance	480,085	-	480,085	372,774
OACAS and other membership fees	83,617	-	83,617	85,841
Miscellaneous	95,140	-	95,140	71,251
	32,074,752	52,343	32,127,095	30,985,388
Deficiency of revenue over expenses before undernoted	(255,792)	(48,385)	(304,177)	(970,310)
Loss on disposal of capital assets	-	(2,184,685)	(2,184,685)	-
Recovery of current year's operating surplus	(13,128)	-	(13,128)	(9,439)
Deficiency of revenue over expenses	$ (268,920)	$ (2,233,070)	$ (2,501,990)	$ (979,749)

See accompanying notes to financial statements.

THE CHILDREN'S AID SOCIETY OF THE DISTRICTS OF SUDBURY AND MANITOULIN

Statement of Changes in Net Assets (Deficiency)

Year ended March 31, 2023, with comparative information for 2022

	Unrestricted							
	Operating	Employee - related	Fundraising	Interest Rate Swaps	Total Unrestricted	Capital	2023 Total	2022 Total
Net assets (deficiency), beginning of year	$ (981,309)	$ (8,005,717)	$ 141	$ (807,174)	$ (9,794,059)	$ 2,358,480	$ (7,435,579)	$ (7,096,252)
Excess (deficiency) of revenue over expenses	(540,622)	263,896	7,805	-	(268,921)	(2,233,069)	(2,501,990)	(979,749)
Prior year deficit reduction funding	1,114,484	-	-	-	1,114,484	-	1,114,484	640,422
Net change in investment in capital assets	124,006	-	-	-	124,006	(124,006)	-	-
Settlement of interest rate swap	(807,174)	-	-	807,174	-	-	-	-
Realization of accumulated remeasurement gains	700,786	-	-	-	700,786	-	700,786	-
Net assets (deficiency), end of year	$ (389,829)	$ (7,741,821)	$ 7,946	$ -	$ (8,123,704)	$ 1,405	$ (8,122,299)	$ (7,435,579)

See accompanying notes to financial statements.

THE CHILDREN'S AID SOCIETY OF THE DISTRICTS OF SUDBURY AND MANITOULIN

Statement of Cash Flows

Year ended March 31, 2023, with comparative information for 2022

	2023	2022
Cash flows from operating activities:		
Deficiency of revenue over expenses	$ (2,501,990)	$ (979,749)
Adjustment for:		
Loss on sale of capital assets	2,184,685	-
Amortization of capital assets	52,343	278,295
Amortization of deferred capital contributions	(3,958)	(23,750)
Reduction in employment-related obligations	(156,377)	(94,146)
	(425,297)	(819,350)
Change in non-cash working capital:		
Decrease (increase) in due from the Ministry of Children, Community and Social Service	1,691,823	(244,189)
Increase in accounts receivable	(1,786,459)	(889,467)
Increase (decrease) in prepaid expenses	(14,599)	16,155
Decrease in accounts payable and accrued liabilities	(556,528)	(231,066)
Decrease in vacation payable	(107,519)	(49,900)
Decrease in deferred revenue	(341,642)	(266,948)
Decrease in interest rate swap	(106,388)	-
Prior year deficit reduction funding	1,114,484	640,422
	(532,125)	(1,844,343)
Cash flows from financing activities:		
Principal repayments on long-term debt	(1,891,116)	(316,426)
Deferred capital contributions	(320,419)	-
	(2,211,535)	(316,426)
Cash flows from capital activities:		
Proceeds on disposal of capital assets	2,335,541	-
Net decrease in cash	(408,119)	(2,160,769)
Cash, beginning of year	925,306	3,086,075
Cash, end of year	$ 517,187	$ 925,306

See accompanying notes to financial statements.

THE CHILDREN'S AID SOCIETY OF THE DISTRICTS OF SUDBURY AND MANITOULIN

Statement of Remeasurement Gains

Year ended March 31, 2023, with comparative information for 2022

		2023		2022
Accumulated remeasurement gains, beginning of year	$	700,786	$	549,830
Unrealized gains (losses) attributable to:				
Derivative - interest rate swap		(700,786)		150,956
Accumulated remeasurement gains, end of year	$	-	$	700,786

See accompanying notes to financial statements.

The Children's Aid Society of the Districts of Sudbury and Manitoulin (the "Society") provides child protection services in the territorial districts of Sudbury and Manitoulin. It is incorporated without share capital under the Laws of Ontario and is registered as a tax-exempt charitable organization under the Federal Income Tax Act.

1. Significant accounting policies:

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards including the 4200 standards for government not-for-profit organizations.

(a) Revenue recognition:

The Society accounts for contributions, which include donations and government grants, under the deferral method of accounting as follows:

Operating grants are recorded as revenue in the period to which they relate.

Grants and donations relating to future periods are deferred and recognized in the subsequent period when the related activity occurs.

Grants approved but not received are accrued.

Unrestricted contributions are recognized as revenue when received or receivable if the amounts can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions are recognized as revenue in the period in which the related expenses are recognized.

Contributions restricted for the purchase of capital assets are deferred and amortized into revenue at rates corresponding to those of the related capital assets.

(b) Capital assets:

Capital assets are recorded at cost. Amortization of capital assets is recorded as follows:

Asset	Basis	Period
Buildings	Straight-line	30 years
Parking lot	Straight-line	20 years
Furniture and equipment	Straight-line	10 years
Computer equipment	Straight-line	3 years

1. Significant accounting policies (continued):

(c) Employee future benefits:

Vacation entitlements and banked overtime are accrued for as entitlements are earned.

The Society accrues its obligations for post-employment benefit plans as the employees render the services necessary to earn the benefits. The actuarial determination of the accrued benefit obligation uses the projected benefit method prorated on service (which incorporates management's best estimate of future salary levels, other cost escalation, retirement ages of employees and other actuarial factors). Under this method, the benefit costs are recognized over the expected average service life of the employee group.

Actuarial gains and losses on the accrued benefit obligation arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. The most recent actuarial valuation of the sick leave plan and the benefit plan was as of March 31, 2023.

Substantially all of the employees of the Society are eligible to be members of the Ontario Municipal Employees' Retirement Fund ("OMERS"), which is a multi-employer, defined benefit, final average earnings and contributory pension plan. Defined contribution plan accounting is applied to OMERS as the Society has insufficient information to apply defined benefit accounting (note 12).

(d) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting periods. Items subject to such estimates are valuation of capital assets, interest rate swaps and employee future benefits. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known.

1. Significant accounting policies (continued):

(e) Financial instruments:

All financial instruments are initially recorded on the statement of financial position at fair value.

All investments held in equity instruments that trade in an active market would be recorded at fair value. Management has elected to record investments at fair value as they are managed and evaluated on a fair value basis.

Unrealized changes in fair value would be recognized in the statement of remeasurement gains until they are realized, when they would be transferred to the statement of operations.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred.

Where a decline in fair value is determined to be other than temporary, the amount of the loss is removed from accumulated remeasurement gains and recognized in the statement of operations. On sale, the amount held in accumulated remeasurement gains associated with that instrument is removed from net assets and recognized in the statement of operations.

Financial instruments are classified into fair value hierarchy Levels 1, 2 or 3 for the purposes of describing the basis of the inputs used to determine the fair market value of those amounts recorded a fair value, as described below:

Level 1	Fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities
Level 2	Fair value measurements are those derived market-based inputs other than quoted prices that are observable for the asset or liability, either directly or indirectly
Level 3	Fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data

The Society has selected to account for transactions at the trade date.

1. Significant accounting policies (continued):

(f) Asset retirement obligations:

The Society recognizes the fair value of an Asset Retirement Obligation ("ARO") when all of the following criteria have been met:

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- The past transaction or event giving rise to the liability has occurred;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made.

A liability for asset retirement obligations has not been recorded in these financial statements. Given the nature of the assets, the age of the facilities and the remediation work completed to date it was determined there is no further legal obligation on the part of the Organization to complete remediation efforts.

2. Capital assets:

2023	Cost	Accumulated Amortization	Net book value
Furniture and equipment	$ 1,045,628	$ 1,044,223	$ 1,405
Computer equipment	249,704	249,704	–
	$ 1,295,332	$ 1,293,927	$ 1,405

2022	Cost	Accumulated Amortization	Net book value
Land	$ 685,585	$ –	$ 685,585
Buildings and parking lot	7,206,122	3,327,513	3,878,609
Furniture and equipment	1,045,629	1,041,412	4,217
Computer equipment	249,704	244,142	5,562
	$ 9,187,040	$ 4,613,067	$ 4,573,973

3. Employee future benefits:

The Society maintains defined benefit and defined contribution plans providing other retirement and employee future benefits to most of its employees.

The costs of other post-employment benefits (including medical benefits, dental care, life insurance, and certain compensated absences) related to the employees' current service is charged to income annually. The cost is computed on an actuarial basis using the projected benefit method estimating the usage frequency and cost of services covered and management's best estimates of investment yields, salary escalation, and other factors. Plan assets are valued at fair value for purposes of calculating the expected return on plan assets.

The full valuation was completed by an independent actuary as of March 31, 2023.

3. Employee future benefits (continued):

The discount rate used is 4.80% (2022 - 3.95%). Health care costs are presumed to increase at 6.5% commencing the first year and grading to 4% in 2033.

	2023	2022
Balance, beginning of year	$ 4,171,357	$ 4,352,824
Benefit cost	206,528	227,835
Interest cost	165,042	140,361
Benefits paid	(192,700)	(160,900)
Actuarial losses (gains)	796,916	(388,763)
Balance, end of year	5,147,143	4,171,357
Unamortized net actuarial gains	1,885,002	3,017,165
Employee future benefit, March 31	$ 7,032,145	$ 7,188,522

4. Unsecured line of credit:

The Society has a CIBC unsecured line of credit limit of $1,750,000. The line bears interest at CIBC prime rate. No amounts were drawn on this unsecured line of credit as of March 31, 2023 (2022 - $Nil).

5. Long-term debt:

	2023	2022
CIBC debt, due April 2, 2027	$ 1,891,116	$ 1,891,116
Principal repayment	(54,366)	–
Current portion of long-term debt	–	(333,411)
Cancellation due to the sale of the land, building and parking lot	(1,836,750)	–
	$ –	$ 1,557,705
Interest rate swaps	$ 106,388	$ 106,388
Early cancellation due to the sale of the property	(106,388)	–
	$ –	$ 106,388

5. Long-term debt (continued):

The CIBC debt was originally due April 2, 2027 and was secured by a first fixed charge on the land and building which was sold prior to March 31, 2023. To reduce the interest rate cash flow risk on this debt, the Society has previously entered into an interest rate swap contract which entitled the Society to receive interest at floating rates on the notional principal amount and obliges it to pay interest at a fixed rate of 5.24% over the entire term of the debt. This interest rate swap was cancelled upon repayment of the long-term debt as a result of the sale of the property within the March 31, 2023 year end.

6. Deferred capital contributions:

Deferred capital contributions represent the unamortized and unspent balance of grants received for capital asset acquisitions. As these grants had been received for capital assets related to the building, upon disposition of the building these amounts were recognized in income. Details of the continuity of these funds are as follows:

	2023	2022
Balance, beginning of year	$ 324,377	$ 348,127
Less: amounts amortized to revenue	(3,958)	(23,750)
due to the sale of land, building and parking lot	(320,419)	–
Balance, end of year	$ –	$ 324,377

7. Accounts payable and accrued liabilities:

	2023	2022
Trade payable	$ 941,279	$ 1,062,382
Government remittances	30,242	28,314
RESP payable	683,859	706,456
Payroll payable	278,082	688,669
Other	40,761	44,929
	$ 1,974,223	$ 2,530,750

8. Capital:

The equity in capital assets is calculated as follows:

	2023	2022
Capital assets	$ 1,405	$ 4,573,973
Less: long-term debt	–	(1,891,116)
unamortized deferred capital contributions	–	(324,377)
	$ 1,405	$ 2,358,480

9. Deferred revenue:

	2023	2022
Ontario Child Benefit Equivalent	$ 536,365	$ 593,933
Other	38,550	322,624
	$ 574,915	$ 916,557

10. Contingencies:

The Society is involved in certain legal matters and litigation including Mother Risk and Sixties Scoop where the outcome is not presently determinable. The loss, if any, from these contingencies will be accounted for in the periods in which the matters are resolved.

11. Commitments:

The Society is committed to minimum annual lease payments under a lease agreement for the rental of a building. The agreement is for a twenty-year period ending September 30, 2042, at an annual base rate of $225,000, plus cost of inflation adjustment of 3% annually.

12. Pension agreement:

The Society makes contributions to OMERS, which is a multi-employer plan, on behalf of certain members of its staff. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay.

12. Pension agreement (continued):

OMERS provides pension services to more than 500,000 active and retired members and approximately 1,000 employers. Each year an independent actuary determines the funding status of OMERS Primary Pension Plan (the "Plan") by comparing the actuarial value of invested assets to the estimated present value of all pension benefits that members have earned to date. The most recent actuarial valuation of the Plan was conducted at December 31, 2022. The results of this valuation disclosed total going concern actuarial liabilities of $130,306 million (December 31, 2021 - $120,796 million) in respect of benefits accrued for service with total going concern actuarial assets at that date of $123,628 million (December 31, 2021 - $117,665 million) indicating a going concern actuarial deficit of $6,678 million (December 31, 2021 - $3,131 million).

The amount contributed to OMERS for March 31, 2023 was $1,245,195 (March 31, 2022 - $1,249,209) for current service and is included as an expense in the statement of operations.

13. Financial risks:

(a) Credit and market risk:

The Society has no significant exposure to credit or market risks.

(b) Liquidity risk:

Liquidity risk is that the Society will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Society manages its liquidity risk by monitoring its operating requirements. The Society prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

(c) Interest rate risk:

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

The Society is exposed to this risk through its interest-bearing investments and was previously exposed to exposure for the bank loans and long-term debt.

The Society had previously mitigated the interest rate risk on its term debt through derivative financial instrument (interest rate swaps) that exchanges the variable rate inherent in the term debt for a fixed rate (see note 5). As noted in note 5, the long-term debt and related interest rate swap was settled upon the disposition of the building within the March 31, 2023 year end.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

14. Public Sector Disclosure Act:

For the calendar year ended December 31, 2022, the Society is in compliance with the Public Sector Disclosure Act, 1996 and the Public Sector Salary Disclosure Amendment Act, 2004.

15. Comparative information:

Certain of the prior year information have been reclassified to conform with the financial statement presentation adopted for the current year.

THE CHILDREN'S AID SOCIETY OF THE DISTRICTS OF SUDBURY AND MANITOULIN

Schedule of Operations by Program

Year ended March 31, 2023, with comparative information for 2022

	Child Welfare	Employment Related	Ontario Child Benefit Equivalent	Independence	Education Liaison	Ontario Education Championship Teams	Wendy's Wonderful Kids	Fundraising	Communities Building Youth Futures	Total 2023	Total 2022
Revenue:											
Ministry of Children, Community and Social Service											
- Child Welfare Operating	$ 25,357,876	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 25,357,876	$ 25,809,452
- Ontario Child Benefit Equivalent	-	-	182,817	-	-	-	-	-	-	182,817	184,424
- Other	54,356	-	-	104,825	94,783	-	-	-	-	253,964	235,208
Ministry of Colleges and Universities	-	-	-	-	-	75,000	-	-	-	75,000	75,000
Children's special allowance	789,124	-	-	-	-	-	-	-	-	789,124	915,360
Maintenance from other societies	543,621	-	-	-	-	-	-	-	-	543,621	452,808
Rental income	59,535	-	-	-	-	-	-	-	-	59,535	153,167
Recoveries	3,966,668	-	-	-	-	-	-	-	860	3,967,528	1,366,002
Other	107,785	-	-	-	-	-	170,000	21,209	290,501	589,495	799,907
	30,878,965	-	182,817	104,825	94,783	75,000	170,000	21,209	291,361	31,818,960	29,991,328
Expenses:											
Wages	11,890,326	(107,519)	-	88 970	78,444	25,926	168,901	-	182,473	12,327,521	12,731,054
Benefits	3,698,928	(156,377)	-	12 204	12,183	4,700	1,099	-	20,897	3,593,634	3,506,529
Travel	587,389	-	-	2 848	4,156	1,697	-	-	6,120	602,210	565,963
Training and recruitment	40,785	-	-	-	-	3,450	-	-	125	44,360	131,606
Building occupancy	334,584	-	-	-	-	-	-	-	1,702	336,286	449,608
Interest on long-term debt	20,704	-	-	-	-	-	-	-	-	20,704	108,686
Purchased Services - non-case related	240,058	-	-	-	-	-	-	24	11,476	251,558	402,200
Purchased Services - case related	167,867	-	-	-	-	2,400	-	1,796	-	172,063	115,171
Boarding rates	11,682,128	-	-	-	-	-	-	-	-	11,682,128	9,842,865
Client personal needs	543,360	-	182,817	-	-	1,444	-	7,990	-	735,611	791,263
Adoption subsidies	912,252	-	-	-	-	-	-	46	-	912,298	958,222
Medical and related services	215,514	-	-	-	-	-	-	-	-	215,514	227,147
Promotion and publicity	24,081	-	-	-	-	-	-	-	-	24,081	6,280
Office	273,746	-	-	803	-	6,613	-	1,000	7,987	290,149	211,637
Technology	151,301	-	-	-	-	-	-	-	56,492	207,793	128,996
Insurance	480,085	-	-	-	-	-	-	-	-	480,085	372,774
OACAS and other membership fees	83,617	-	-	-	-	-	-	-	-	83,617	85,841
Miscellaneous	72,861	-	-	-	-	15,642	-	2,548	4,089	95,140	71,251
	31,419,586	(263,896)	182,817	104,825	94,783	61,872	170,000	13,404	291,361	32,074,752	30,707,093
Excess (deficiency) of revenue over expenses before undernoted item	(540,621)	263,896	-	-	-	13,128	-	7,805	-	(255,792)	(715,765)
Recovery of current year's operating surplus	-	-	-	-	-	(13,128)	-	-	-	(13,128)	(9,439)
Excess (deficiency) of revenue over expenses	(540,621)	263,896	-	-	-	-	-	7,805	-	(268,920)	(725,204)
Repayment of long-term debt principal	(54,365)	-	-	-	-	-	-	-	-	(54,365)	(316,426)
Total	$ (594,986)	$ 263,896	$ -	$ -	$ -	$ -	$ -	$ 7,805	$ -	$ (323,285)	$ (1,041,630)