



North Eastern Ontario  
Family and Children's Services  
Services à la famille et à l'enfance  
du Nord-Est de l'Ontario

# ANNUAL REPORT

2021 - 2022



# TABLE OF CONTENTS

Acknowledgment of the Land and Territory .....	4
Vision, Mission, Values and Code of Ethics .....	5
Joint Board President and Executive Director’s Report .....	6
2021-2022 Board of Governors .....	7
Commitment to Equity, Diversity, and Inclusion .....	8
Continued Support During the Pandemic .....	9
What’s New at NEOFACS .....	10
Our Initiatives to Improve the Lives of Children, Youth and Families .....	12
Thanks to the North Eastern Ontario Children’s Foundation .....	13
Service Highlights .....	14
Summary of Financial Statements .....	18
Our Service Locations .....	20
Connect With Us .....	20





## ACKNOWLEDGMENT OF THE LAND & TERRITORY

North Eastern Ontario Family and Children's Services (NEOFACS) recognizes and honours the ancestral and unceded land of all the First Nations, Inuit, and Métis Peoples that call this nation home.

NEOFACS is located on James Bay Treaty 9 territory and Robinson-Huron Treaty 61 territory; the traditional Territory of the Ojibway, Cree, Oji-Cree, Algonquin, and Métis Peoples. We are grateful to have the opportunity to live and work on this territory and we thank all the generations of people who have taken care of the Land.

By honouring the Land, we are acknowledging Indigenous Peoples' relationship to the land. In addition to recognizing and deeply appreciating the historic connection to the land, we must also honour the many contributions that Métis, Inuit, and First Nations Peoples have made; both in shaping and strengthening our communities.

This recognition of the contributions and historic importance of Indigenous Peoples is connected to our collective commitment to make the promise of Truth and Reconciliation real in our communities. We must do better and continue to address the Calls to Action concerning child welfare.

We also acknowledge that, for those who are settlers, we have benefitted from this land and Canada's colonial history. We commit to our end of the treaties by respecting the land, centering Indigenous self-determination, and working with Indigenous communities to repair the harm that has been done when settlers have not upheld their treaty agreements – especially concerning the child welfare system and our role in it.

We are especially mindful of the historic legacy and ongoing role of the child welfare system on Indigenous children, youth, families and communities.



# VISION, MISSION, VALUES & CODE OF ETHICS

## Our Vision

Strong partnerships. Safe Communities.  
Healthy children, youth, and families.

## Our Mission

Working together for the well-being and safety  
of children, youth, and families.

## Our Values

North Eastern Ontario Family and Children's Services is guided by the following values that influence the way we act and the decisions we make:

- Family Focused
- Child/Youth Centred
- Accountable
- Caring
- Collaborative
- Truthful
- Respectful

## Our Code of Ethics

Board members, staff, foster parents, and volunteers of the Agency shall adhere to the mission statement and value statements in accordance with the following Code of Ethics.

1. We will fulfill our duties with honesty and integrity.
2. We will protect the right to privacy and confidentiality of all individuals.
3. We will respect the intrinsic worth and dignity of individuals and their right to self-determination.
4. Our interaction with others will be founded on objectivity, empathy, and professional regard for their views.
5. We will promote consultation, teamwork, and collaboration in recognition that all individuals are valuable resources.
6. We will be qualified and accountable in the performance of our duties.
7. We accept responsibility for self-evaluation and self-development.

NEOFACS is committed to providing programs and services in both official languages and according to the French Language Services Act.

We are committed to respecting the ethnic, language and cultural diversity of our clientele.

# JOINT BOARD PRESIDENT & EXECUTIVE DIRECTOR'S REPORT

*We are pleased to present the tenth annual report of North Eastern Ontario Family and Children's Services*

The last few years have provided an opportunity to find innovative ways to provide services to infants, children, youth, and families. This report highlights a year where COVID-19 continued to impact how we live. It is with great gratitude that we witnessed community partners, staff, and families work together to support each other during the pandemic. Although we see a return to more normal times, more than ever, we must continue to work together.

As a result of lessons learned, NEOFACS is currently piloting a hybrid service delivery model. The model is aimed at providing flexibility, assisting with recruitment and retention of staff, and promoting staff wellness and balance as the last few years have been difficult on our collective mental health. These changes are in line with our commitment to provide ongoing quality service, as per our Agency's vision of working together for the well-being and safety of children, youth, and families.

We began the planning process for our new strategic plan in 2021. It included significant input and engagement from key stakeholders, including our employees, youth and adult clients, community partners, volunteers, resource families, and Board members.

The resulting Strategic Plan for 2022 to 2027 that was recently released is the culmination of our collaborative efforts. The plan unveils three key directions that set forth the goals and priorities to guide our work for the next five years.

## Our Strategic Directions are:



### 1. Children, Youth and Families:

Ensure personalized and innovative services to meet the unique and distinct needs of all children, youth, and families.



### 2. Community Partnerships:

Build reciprocal relationships to create integrated and seamless services that leverage the full capacity of the diverse communities we serve.



### 3. Organizational Development:

Ensure that the power of equity, diversity, and inclusion (EDI) nurtures a consistent culture of caring.

Our strategic plan supports the transformation underway across the public sector and seeks to address historical injustices and inequities. We acknowledge that the service we deliver must be met with a renewed lens as we strive to offer services that are equitable and inclusive of all communities.

Community collaboration continues to be a priority at NEOFACS. We are committed to building reciprocal relationships to create integrated and seamless services. Successful transitions to adulthood have been one area of focus in which we have worked with our partners to best

## Strategic Plan 2022-2027 Launch Video

A launch video of our strategic plan was shared publicly on our website and social media channels.

The video serves as a great way for our community to learn about our multi-service agency, the people we serve, and how we provide service to them, and includes an overview of our strategic directions and goals.



Scan the QR Code with a mobile device to view our Strategic Plan.



meet the current needs of our clients. NEOFACS is committed to realizing the full potential afforded by being a multi-service agency and continues to explore ways to partner and share services as we strive for continuous improvement. A special thank you goes out to our many community colleagues for their partnerships in supporting the important work that we do and for continually looking at ways to do better.

We would like to thank our outgoing Executive Director, John Raymond, for his many years of service to the Agency. We appreciate his significant contributions to the organization and wish him well in his retirement. We also want to recognize all other recent retirees for their dedication and contributions in helping to advance our efforts over the years. We wish them all the best as they transition to this new phase of their life.

Also, the Board and Agency extend their best wishes to outgoing Board Member Lorraine Gauthier acknowledging her significant dedication and commitment to both the Agency and our community's children, youth, and families.

We would also like to thank and acknowledge our provincial associations, funders, and governors for their unwavering support and advocacy over a very challenging year.

Lastly, the work over the past year would not have been possible without the incredible team of staff, caregivers, and volunteers who go above and beyond to improve the lives of children, youth, and families.

Respectfully yours,



Don Anderson  
Board President



Cléo Charlebois  
Executive Director



## 2021-2022 BOARD OF GOVERNORS

### Executive Committee

- President, Don Anderson (Larder Lake)
- Vice-President, Joel McCartney (Timmins)
- Treasurer, Sherwin Knight (New Liskeard)
- Secretary, Barry Gaunt (Hearst)

### Board Members

- Dean Lessard (Timmins)
- Denis Beaulac (Kapuskasung)
- Dennis Draves (Cochrane)
- Gail Waghorn (Matheson)
- Lorraine Gauthier (Earlton)
- Paul Jalbert (Timmins)
- Ted Assad (Kirkland Lake)
- Tiphonie Hartling (Timmins)



## COMMITMENT TO EQUITY, DIVERSITY & INCLUSION

North Eastern Ontario Family and Children's Services (NEOFACS) is committed to providing services that meet and respect the distinct needs of children, youth and their families.

We still have a lot of work to do as an organization, however, we remain unwavering in our journey to ensure that anti-oppressive values, statements and practices are embedded in all aspects of our service delivery. Equity, diversity and inclusion (EDI) principles help to address the issues of disparity and disproportionality that plague families who are marginalized.

Through our internal committee made up of a cross-section of staff, supervisors and managers, we continue to develop strategies to build capacity and encourage the inclusion of knowledge and perspectives of those who have been marginalized.

Much of our work this year focused on internal programs to improve equity and inclusion in the workplace to better support children, youth, families, and the many communities we interact with daily:

- We have been delivering an equity training series to all staff, resource families, volunteers and the Board of Governors throughout 2021 and 2022. Additional training groups will continue to be delivered as needed. This training has been designed to promote equity and inclusion that addresses the inherent marginalization of vulnerable populations in society so that we can create a system focused on the safety and well-being of a child within the context of their family or community.
- We launched an internal monthly equity newsletter to highlight the various awareness days and activities related to our EDI committee. Educating our staff about EDI helps to create an inclusive environment for all individuals, builds awareness of diverse backgrounds and shines a light on unconscious biases.

- Our management staff participated in a learning conversation during Black History Month. The session provided much insight and will assist NEOFACS to lead with bravery on its journey towards EDI.
- We have started the process of reviewing all of our policies to ensure that they reflect our commitment to EDI.
- We will also soon be launching a staff census to help guide and inform our human resource planning to ensure that our staffing complement at all levels is representative of our communities.
- We finalized the Pay Equity Plan for bargaining unit employees in accordance with pay equity legislation to ensure that we are closing the gender wage gap and providing equal pay for work of equal value.

As an Agency, we continue to work towards implementing the provincial One Vision One Voice (OVOV) program and reviewing our service delivery model to align with the 11 Race Equity Practices. We are committed to the process to address the overrepresentation and experiences of disparities faced by Black children and families coming into contact with the child welfare system, as well as improve outcomes for all families served.

Additionally, the Ontario Association of Children's Aid Societies (OACAS) is supporting the provincial child welfare sector to prioritize 2SLGBTQ+ equity in the workplace through providing supportive virtual spaces for staff to gather, analyzing data on staff experiences across the province, and providing additional educational opportunities to learn about the unique and intersectional needs of 2SLGBTQ+ communities.





## CONTINUED SUPPORT DURING THE PANDEMIC

As an Agency, we want to build and maintain a more positive work environment for each of our employees, all the while continuing to place the children, youth and families we work with at the centre of our decisions. The COVID-19 pandemic has taught us that we can be effective and efficient in the face of adversity.

Throughout the past year, we continued to adapt and provide services, even if sometimes it needed to be in modified ways. Even though there was still a great deal of uncertainty in our everyday life, we continued to focus on the safety, protection and well-being of children and youth and on strengthening families in the Districts of Cochrane and Timiskaming.

To combat the effects that lockdowns, school closures, and lifting restrictions had on the children and youth that rely on us, our dedicated staff worked tirelessly to continuously find ways to spread positivity, bring joy, and demonstrate that we were there to provide support.

Our service staff continued to provide care packages to children and youth with essentials like PPE, cleaning supplies and food, along with helpful items to bring joy, reduce stress and improve mental wellness.

NEOFACS supported the health and safety of our employees, volunteers and foster caregivers by providing PPE, adopting a vaccination policy, and encouraging staff to work from home when possible. We were also able to distribute rapid antigen testing kits to frontline staff.

To support vaccination rates in our communities, we shared clinic information from the public health units in our districts.

We also partnered with the Porcupine Health Unit to offer a pop-up vaccination clinic in the parking lot of our Ross Site in Timmins.

With all the added stresses the pandemic placed on the workplace, our Wellness Committee organized workshops and activities to support the self-care and wellness of our employees.

We are deeply grateful for the dedication and tireless efforts our staff, volunteers and foster caregivers demonstrated throughout the challenging times the pandemic presented. Their contributions in all our communities help us to fulfil our mission of working together for the well-being and safety of children, youth and families.



Access a list of resources and supports for children, youth and families at  
[www.neofacs.org/support-information](http://www.neofacs.org/support-information)



## WHAT'S NEW AT NEOFACS

### Signs of Safety: A New Practice Framework for our Child Welfare Services

Signs of Safety® is a new way of working with families when concerns about a child's safety or well-being are brought to our attention.

In September 2020, NEOFACS decided to move forward with adopting the Signs of Safety approach as its practice framework for all child welfare services. The framework is recognized and implemented internationally.

Throughout 2021, we developed a multi-year transformation plan designed to embed Signs of Safety within our services. As of January 2022, we began the implementation of the framework with staff beginning to participate in learning modules to increase their knowledge of the approach and put it into practice.



Our Signs of Safety implementation journey will fundamentally change how our child welfare services will work with children, youth and families.

#### Our Practice Principles for Signs of Safety

Signs of Safety's strengths-based and safety-focused approach to child protection work is grounded in partnership and collaboration. NEOFACS will strive to embed the Signs of Safety practice principles for partnership throughout the Agency.

#### Our Practice Principles Include:

- Children, youth and families are valued.
- All children, youth and families have strengths.
- Our focus is to promote the safety and well-being of children, youth and families.
- Focus on creating small changes.
- Treat all interactions as a forum for change.
- Learn what children, youth and families want.
- Offer choices.
- Always search for details.
- Do not confuse case details with judgment.





## Program Delivery Updates for Child and Youth Mental Health Services

In May 2021, we participated in a coordinated provincial service quality improvement initiative related to selected child and youth mental health (CYMH) services called the “Provincial Ontario Perception of Care (OPOC) Implementation Project”. The OPOC survey results provide us with direct client feedback on how they perceive the services they are receiving from us.

As the lead Child and Youth Mental Health (CYMH) agency in the Cochrane-Timiskaming area, we created a Moving on Mental Health (MOMH) Communiqué to provide updates and resources about the MOMH strategy and the service priorities and initiatives for the region.

Through the Transitional-Aged Youth (TAY) Transformation Team, our MOMH Community Partner Planning Table worked to better understand and improve the services we provide to youth and young adults moving from youth to adult mental health services. The team completed a report with 16 recommendations that support a clear and efficient process for TAY to easily connect with the best service to meet their needs and transition seamlessly from service to service.

We purchased Tableau, a dashboard software, for internal use to maximize the collection and use of relevant data to inform decision-making for resource management and service delivery. This software investment will also enable us to create unique data dashboards to efficiently share information both internally and externally.

Annualized funding was confirmed to support a second full-time CYMH Intake position.



# OUR INITIATIVES TO IMPROVE THE LIVES OF CHILDREN, YOUTH AND FAMILIES

NEOFACS is committed to ensuring that youth voices are welcome and included and that youth feedback and perspectives inform decisions and activities at various levels across the organization. Great work is already occurring with The New Mentality groups in Timmins, Kapuskasing and Kirkland Lake and our Youth Advisory Committee (YAC).

To implement and promote a more meaningful, efficient and robust youth engagement strategy across all of our programs, we began working with the Knowledge Institute on Child and Youth Mental Health and Addictions to implement the Quality Standard for Youth Engagement.



Youth in care often face many barriers in life, including relational, financial, individual, systemic and more. To assist in reducing these barriers and others gaps that youth in care face, we have worked to implement positive and unique supports and services. A recent initiative has been to ensure that youth aging out of care leave with a driver's license.

In an effort to combat the opioid crisis in our communities, our agency was approved by the Porcupine Health Unit to become a distributor of Naloxone kits to our clients as part of the Ontario Harm Reduction Program Enhancements, 2017. As we strive to ensure the health and safety of our clients, required training for identified staff in all of our office locations was provided.

Food insecurity has been a troubling issue for families long before the COVID-19 pandemic started and research has shown that the need for food has been on the rise throughout the pandemic. In collaboration with the Foster Families Association Ontario North-East (FFAONE), we hosted our third annual "Fill A Fire Truck" food drive and BBQ fundraiser in Timmins on August 27, 2021. The event aimed at ensuring the local food bank had the support it needed to be ready to be able to support community members in need at the start of the new school year.

Through the SickKids Centre for Community Mental Health Learning Institute, we offered Trauma-Informed Practice training to all service staff, except for those employed in the EarlyON and Brighter Futures programs. The training provided the opportunity to gain a broader understanding of the impact of trauma on children, youth and their families. This training opportunity enables staff to recognize the origins and effects of trauma and will assist them in client-centred planning and offering trauma-informed care.

# THANKS TO THE NORTH EASTERN ONTARIO CHILDREN'S FOUNDATION



The North Eastern Ontario Children's Foundation is a registered charity that shapes and improves the lives of children and youth from all backgrounds throughout the Districts of Cochrane and Timiskaming by supporting them in experiences that would otherwise be unattainable due to financial considerations.

The Foundation also raises funds to support urgently-needed programs and services that we offer that are not government-funded, such as providing holiday gifts and essential items, educational bursaries, and summer camp experiences.

Through various fundraisers efforts, donations are received from private donors, businesses, service clubs, community groups, schools, sports teams and agency supporters.

We are grateful to the Foundation, community donors and event volunteers for their generous support throughout the year to the children, youth and families that we work with.

To be a part of the community that generously donates, visit [www.neofacs.org/foundation](http://www.neofacs.org/foundation)

Charitable Registration Number:  
890061062 RR 0001



## Support provided to children, youth and their families

### Summer Camp:

Due to the COVID-19 pandemic, camp opportunities for summer 2021 were limited in our region.

However, the Foundation was able to support **6 children** to attend an available camp of their choice.

### Bursary Awards Program:

In 2021, a total of **\$7,400** in awards, bursaries and endowments were awarded to **9 deserving youth**.

The program provides much-deserved recognition, fosters confidence and assists youth in pursuing their goals, in most cases, through post-secondary education or training.

### Christmas Angel Campaign:

**928 children and youth** throughout the region received gifts.

The campaign is about more than gifts under the tree; it's about providing families with support and hope during the holidays.

Just as important as the donations are the people behind the gifts. With the help of our generous community of donors and the diligent work of our volunteers and staff, children, youth and families in need enjoyed a brighter holiday season!



# SERVICE HIGHLIGHTS Year in Review

Service Data is for the 2021-2022 Fiscal Year unless otherwise noted.

Please note the impact of the COVID-19 pandemic on service delivery, as evidenced in the data presented.



## Service Area

Districts: Cochrane and Timiskaming  
Geographic Area: 154,572 square kilometres  
Population: 109,387 (2021 Census)  
Population Density: 0.7 persons per square kilometre



## Demographics

Language: 33% Francophone (Provincial average 4%)  
First Nations: 12% (Provincial average 3%)

## COMMUNITY-BASED SERVICES

### Brighter Futures:

Indicator	Number
Children Served	399
Visits by Children	5,109
Parents/Caregivers Served	784
Visits by Parents/Caregivers	4,341
Total Hours of Service Provided	3,396.8
Participants in Workshops	108
Total Hours of Workshops	100

### EarlyON Child and Family Centres:

(Timmins, Kapuskasing & Smooth Rock Falls)

Indicator	Number
Children Served	2,297
Parents/Caregivers Served	1,763
Visits by Parents/Caregivers/Children	4,856



## VOLUNTEER SERVICES

Service Data for the 2021 Calendar Year



17  
Active Volunteers

17,111.4  
Total KMs Driven



520.75  
Completed Volunteer Hours

## YOUTH JUSTICE

Indicator	Number of Clients Served
Attendance Centre	51
Restorative Justice	21
Anger Management	16
Community Support Team	31
Youth Mental Health Court Worker*	0

\*Due to the court process being delayed during the pandemic, no referrals were received.

### Hours of Direct Service:

Attendance Centres	285.95
Restorative Justice	62.3
Anger Management Program	181
Community Support Team	299.96



# CHILD WELFARE

**2,027**

Calls received concerning the safety and well-being of a child or youth

**837**

After-Hours Referral Calls Received

**1,130**

Investigations Completed

**2,824**

Children and Youth Served

**160**

Children and Youth in Care

**28**

Children in Kin Service Homes (KS Out)

**65**

Children Discharged from Care

## Age of Protection:

The Child, Youth and Family Services Act, 2017 (CYFSA) ensures that all children under the age of 18 years who are in need of protection are eligible to receive child welfare services.

**VYSA**

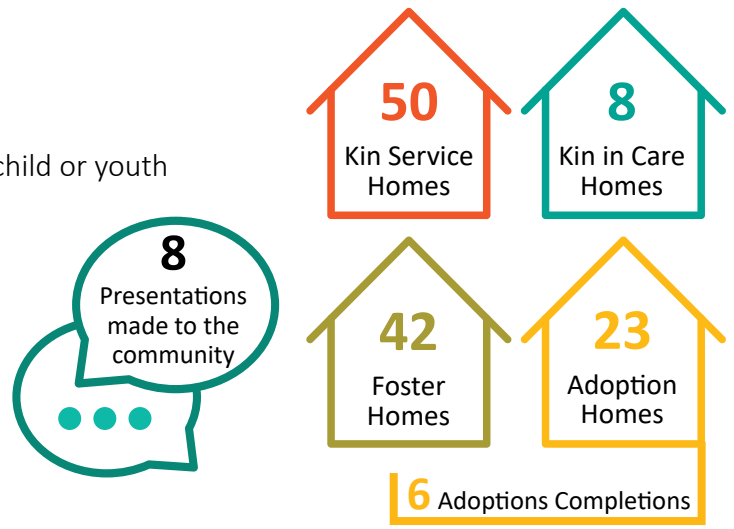
**34 Youth**

- **The Voluntary Youth Services Agreement (VYSA)** is available for 16- and 17-year-olds who require an out-of-home placement, which gives them a better opportunity to get the support they need, and have better outcomes as they transition to adulthood.

**CCSY**

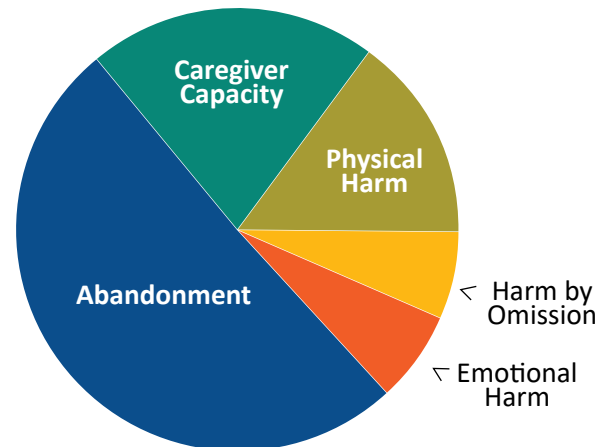
**57 Youth**

- **The Continue Care and Support for Youth (CCSY)** aims to help youth who are 18 and transitioning from care to adulthood live independently and access counselling and other supports and programs.



## Reasons for Admission to Care:

Abandonment:	<b>51%</b>
Caregiver Capacity:	<b>21%</b>
Physical Harm:	<b>15%</b>
Harm by Omission:	<b>6.5%</b>
Emotional Harm:	<b>6.5%</b>





# CHILD AND YOUTH MENTAL HEALTH

## Number of Clients Served

**1,949**

Unique Clients Receiving a Core Child and Youth Mental Health Service

**1,366**

Brief Services

| **3,741 hours of direct service**

**600**

Counselling and Therapy Services

| **5,584 hours of direct service**

**473**

Crisis Support Services

| **784 hours of direct service**

**18**

Psychological Services

**238**

Family Preservation Program

| **2,858 hours of direct service**

**73**

Intensive Service Coordination (Rural)

| **730 hours of direct service**

**28**

Intensive Service Coordination (Urban)

| **374 hours of direct service**

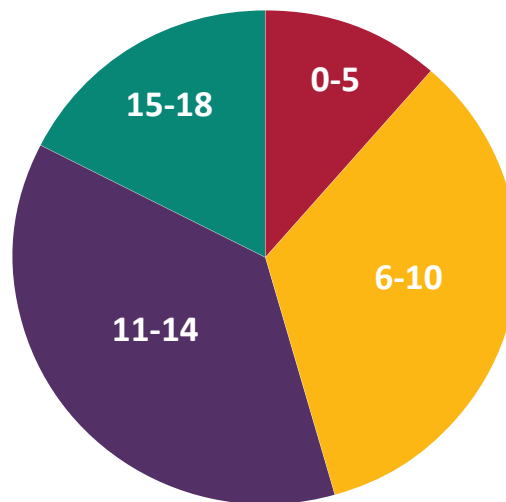
**15**

F.W. Schumacher Live-In Treatment Program

| **2,374 days of direct service**

## Age of Unique Clients Receiving a Core Child and Youth Mental Health Service:

0-5 Years:	<b>12.52%</b>
6-10 Years:	<b>33.09%</b>
11-14 Years:	<b>36.22%</b>
15-18 Years:	<b>18.16%</b>



## Average Wait Time:

**34 Days**

Counselling and Therapy Services (CTS)

**111 Days**

Family Preservation Program (FPP)

**51 Days**

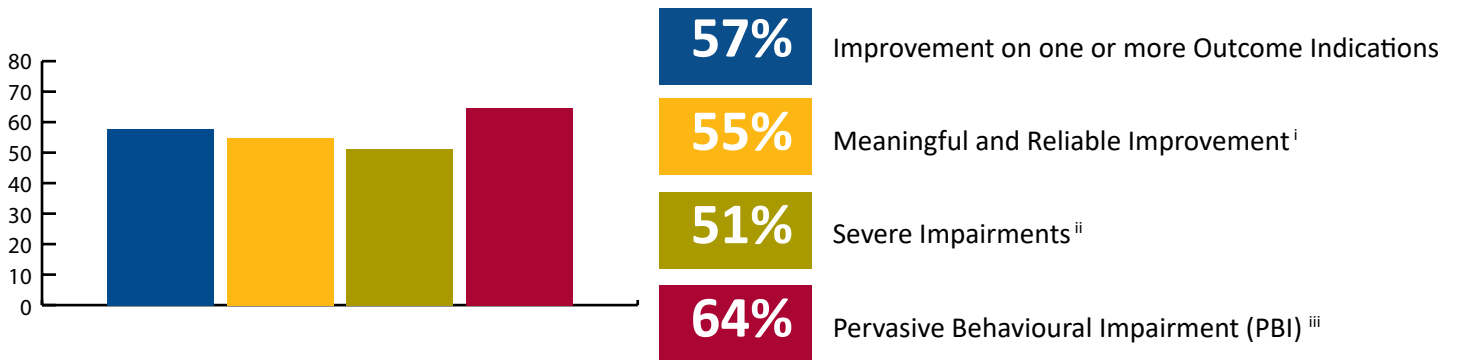
F.W. Schumacher (FWS)





## Child and Youth Mental Health Outcomes:

Percent (%) of Cases whose CAFAS Reassessment Showed Improvement



\*Definitions:

- I. **Meaningful and Reliable Improvement:** improvement in total score of 20 points or more.
- II. **Severe Impairment:** sub-scale score of 30 or more (issues in school, home, community, behaviour toward others, moods, self-harm, substance use, thinking).
- III. **Pervasive Behavioural Impairment:** moderate to severe impairment in all 3 areas (home, school, and behaviour toward others).

## Top Identified Reasons for Service Request (Percentage of Service Requests):

Counselling and Therapy Services (CTS)		Family Preservation Program (FPP)		F.W Schumacher (FWS)	
Presenting Issues	Percentage	Presenting Issues	Percentage	Presenting Issues	Percentage
Anxiety Issues	14.39%	Child Management Issues	15.89%	Aggressive Behavior	11.94%
Emotion Regulation/ Mood Fluctuations	12.36%	Parenting Skills	12.64%	Anger Management	10.45%
Separation/Divorce/ Blended Family Issues	6.65%	Aggressive Behavior	10.01%	Emotional Regulation/ Mood Fluctuations	7.46%
Anger Management	6.31%	Emotional Regulation/ Mood Fluctuations	8.01%	Parent/Child Conflict	7.46%
Depression	4.56%	Separation/Divorce/ Blended Family Issues	6.63%	Suicide Ideations/Threat/ Gestrues/Attempts	7.46%

# North Eastern Ontario Family and Children's Services

## Statement of Financial Position

AS AT MARCH 31	2022	2021
<b>ASSETS</b>		
CURRENT ASSETS		
Cash	1,613,084	2,564,396
Accounts receivable	314,588	3,394,526
Prepaid expenses	21,600	12,700
Due from related party	-	1,632
	1,949,272	5,973,254
Capital assets	19,052,012	22,441,497
Restricted cash	1,368,359	1,399,652
	22,369,643	29,814,403
<b>LIABILITIES</b>		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	3,490,094	4,000,591
Due to Ministry	504,864	1,315,301
Deferred revenue	150,466	413,695
Current portion of long term debt	600,007	600,007
Current portion of capital lease obligation	194,207	106,613
	4,939,638	6,436,207
Deferred contributions related to capital assets	4,253,274	5,177,518
Long term debt	3,682,759	4,282,765
Capital lease obligation	197,138	82,469
Trust accounts - restricted	1,368,359	1,399,652
	14,441,168	17,378,611
Contingencies		
<b>NET ASSETS</b>		
UNRESTRICTED NET ASSETS (DEFICIT)	(2,196,154)	243,667
EQUITY IN CAPITAL ASSETS	10,124,629	12,192,125
	7,928,475	12,435,792
	22,369,643	29,814,403

## Statement of Operations

YEAR ENDED MARCH 31

	ACTUAL 2022	ACTUAL 2021
<b>REVENUE</b>		
Grants and other	32,607,100	33,999,142
Transfer to deferred capital contributions	-	(428,594)
Amortization of deferred capital contributions	331,311	477,600
	<b>32,938,411</b>	34,048,148
<b>EXPENSES</b>		
Child Welfare	18,261,030	16,701,267
Children's Mental Health	10,889,123	9,452,026
Youth Justice	3,006,672	4,158,096
Brighter Futures	677,094	655,273
EarlyON	387,565	407,117
Other Programs	195,673	724,125
Amortization of capital assets	839,142	1,015,001
Adjustment to accrued wage liabilities	41,077	78,900
Transfer to capital assets	-	(428,594)
	<b>34,297,376</b>	32,763,211
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES BEFORE OTHER ITEMS	<b>(1,358,965)</b>	1,284,937
LOSS ON WRITE DOWN OF CAPITAL ASSETS	<b>(2,316,082)</b>	-
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES BEFORE DUE TO MINISTRY</b>	<b>(3,675,047)</b>	1,284,937
<b>DUE TO MINISTRY</b>	-	(534,516)
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</b>	<b>(3,675,047)</b>	750,421

## Statement of Changes in Net Assets

YEAR ENDED MARCH 31

	EQUITY IN CAPITAL ASSETS	UNRESTRICTED	2022 TOTAL	2021 TOTAL
Balance, beginning of year	12,192,125	243,667	12,435,792	8,326,384
Excess (deficiency) of revenue over expenses	(2,823,913)	(851,134)	(3,675,047)	750,421
Net change in capital assets	756,417	(756,417)	-	-
Settlement of prior year funding	-	(832,270)	(832,270)	3,358,987
Balance, end of year	10,124,629	(2,196,154)	7,928,475	12,435,792

This financial information is a summary from the audited financial statements. To view North Eastern Ontario Family and Children's Services' full financial statements and financial statements notes for the year ending March 31, 2022, please send an email with your request to [info@neofacs.org](mailto:info@neofacs.org).

# Our Service Locations



## Connect With Us

### Head Office: Timmins

707 Ross Avenue East  
Timmins, ON P4N 8R1  
Phone: 705-360-7100  
Fax: 705-360-7200

### Email

[info@neofacs.org](mailto:info@neofacs.org)

### District Office: Kapuskasing

29 Kolb Avenue  
Kapuskasing, ON P5N 1G2  
Phone: 705-335-2445  
Fax: 705-335-4391

### Contact Us by Phone (24/7)

705-360-7100

### District Office: Kirkland Lake

6 Tweedsmuir Road  
Kirkland Lake, ON P2N 1H9  
Phone: 705-567-9201  
Fax: 705-568-8787

### Toll-Free

1-800-665-7743  
1-888-229-5437

### Inquiries about becoming a foster parent:

[foster@neofacs.org](mailto:foster@neofacs.org)

### Inquiries about becoming a volunteer:

[volunteer@neofacs.org](mailto:volunteer@neofacs.org)

If you require this document in an alternative format, please contact the Agency at the above coordinates.

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