



# *Children's Bridge*

**The Children's Bridge Annual Public Report**

Presented at:

**The Annual General Meeting**

**November 23, 2013**

## **Table of Contents**

1. President's Report
2. Treasurer's Report
3. Committee Reports: Governance, Program and  
Communications
4. Executive Director's Report
5. The Children's Bridge Staff Directory
6. The Children's Bridge Organizational Chart
7. The Children's Bridge Board of Directors
8. Audited Financial Statements
9. Appendix 1: Complaint Resolution Process

The Children's Bridge  
President's Report  
November, 2013

2012/2013 was another busy and fulfilling year for The Children's Bridge. Just as we have over the past few years, CB has continually adapted to ongoing changes in the international and domestic adoption environment, with a focus on supporting our families and ensuring the sustainability of The Children's Bridge for the future.

This past year, CB completed 71 placements and received 53 new retainer agreements. 111 families are currently in process with CB. Our dedicated staff continued to work closely with families in a variety of programs, providing both pre- and post-adoption services.

CB staff and Board members worked together to ensure CB meets all domestic and international licensing requirements so it can continue to facilitate as many adoptions as possible in the countries CB currently works with. We also explored new program opportunities, both international and domestic, in keeping with CB's mandate and values. In a few cases, we took a pause on programs where absolutely necessary to protect the interests of children and families.

Some trends we have seen in previous years have continued. For example, we saw delays in timelines for some countries as they transition to The Hague Convention or implement new legislation or policies. Also, more countries are focusing on finding families for waiting children, so the education and support services provided by CB are more important than ever. As always, CB staff maintained open lines of communication with families, informing them of new developments and working to support them in their choices.

From a governance perspective, the Board and staff reviewed CB's by-laws and Letters Patent to prepare for transition to the new Canada Not-for-Profit Corporations Act. We are proposing an updated, streamlined version of both for adoption at the November 2013 Annual General Meeting.

Financially, we have continued the fiscal prudence of previous years and have seen further evidence of the success of those policies, as we were able to increase the contingency fund that ensures CB has the reserves to cover any outstanding liabilities and remains financially stable even in times of uncertainty.

The Children's Bridge will enter its 20<sup>th</sup> Anniversary year in 2014 with a healthy organization, committed Board and volunteers, and a caring and dedicated staff. On behalf of the Board of Directors, I thank Cathy Murphy for her tireless leadership and the strong sense of purpose and vision that she brings to her work as Executive Director. I thank each member of the CB staff for their energy, sensitivity and commitment to the goals of The Children's Bridge. You continue to inspire us and remind us of why CB is such a valuable organization for the children and families it touches.

Finally, thank you to each of my fellow members of CB's Board of Directors, who faithfully participated in Board business in addition to their demanding work and family responsibilities. I don't think we had one Board call without someone calling in from a business trip! We will miss several members who are leaving the Board this year: Michele Butt, Dante Ferrari, Danica Oldford, and Jason Tutty. We wish you the best – and remind you that you can always come back! We also welcome several new Board members, who we know will bring important skills and perspectives.

Together, we will continue to meet the CB objective of providing loving families for children who need them.

Dahlia Stein, President

Treasurer's Report  
The Children's Bridge Annual General Meeting/Public Report  
November 23, 2013

To the Members of the Children's Bridge:

As international adoption programs have become smaller and more complex to navigate, this has created significant financial challenges for many international adoption agencies across Canada. The Children's Bridge identified these challenges early on and made several difficult but necessary decisions in 2010 and 2011 to adjust to this new reality: increasing facilitation fees, implementing annual administration fees, reducing staff and staff hours, and reducing overall costs. We have continued to maintain strict financial discipline since then as well, to bring the greatest value to members at the lowest possible cost. Due to these measures, the finances of the Children's Bridge have steadily improved over the past three years, with the 2012-13 fiscal year being a recent high-water mark, with revenues in excess of expenses of \$130K, and cash & contingency funds of \$406K.

In spite of a reduction in overall resources, the Children's Bridge staff has continued to investigate and open up new programs over this time period. These new programs, combined with the organization's strong financial position, will ensure the Children's Bridge's viability well into the future.

It has been a pleasure serving as Treasurer and Board member for the past 3 years. I have enjoyed working with the talented and dedicated staff and other volunteer Board members. It is only by working together as a team to implement our coherent long-term plan that we have been able to make the Children's Bridge the strong, successful organization that it is today.

Respectfully yours,

A handwritten signature in black ink, appearing to read "Dante Ferrari". The signature is fluid and cursive, with a large initial "D" and a long, sweeping underline.

Dante Ferrari  
Treasurer  
The Children's Bridge

## Report of the Governance Committee to Children's Bridge ADM November 2013

Over the past year, the Governance Committee has focused efforts on reviewing and recommending changes to The Children's Bridge letters patent and by-laws, to ensure compliance with the new Canada Not-for-Profit Corporations Act (NFP Act). The new rules replace part II of the Canada Corporations Act, the law that has governed federal corporations for nearly a century. Compliance with the new act is required by October 17, 2014, which requires that the by-law proposed changes be considered at the November, 2013 AGM.

In doing its work, the Governance Committee worked with the CB Board to simplify the by-laws wherever possible, based on guidance from Corporations Canada for transition to the new act. The Governance Committee also sought legal advice and guidance to ensure that essential components of CB governance as developed through the many years of its operation remained intact and in keeping with the spirit and intent of previous by-law developments during the organization's history.

The proposed revisions to CB's current by-laws, along with an explanation of the rationale for proposed changes, have been provided under separate cover as part of AGM materials.

Following guidance provided by CB members through the AGM, several legal steps remain to transition CB to the new NFP Act. These will be undertaken by the Governance Committee, drawing on legal advice and services as needed and in keeping with Corporations Canada guidance prepared to assist organizations with the transition process.

Members of Governance Committee 2012-13:

Dahlia Stein

Frances McRae, Chairperson

Cathy Murphy

## 2013 PROGRAM COMMITTEE ANNUAL REPORT.

This has been an active year for the Program Committee. The Children's Bridge now has 12 adoption programs in 9 countries, including: Canada; HIV+ Kids; China; China Waiting Children; USA -Florida; Thailand; South Korea; Jamaica; India; Ethiopia; and Zambia.

The following issues have been reviewed by the Program Committee this past year.

1. Revised Terms of Reference for Program Committee have been submitted to the Board. (attached)
2. Ontario: We have approved the reduction of the initial retainer for domestic adoptions from \$1000.00 to \$250.00. This is now competitive with retainers charged by other domestic adoption programs.
3. South Africa: We have been involved in an ongoing issue with respect to the South African statement that they will license only one agency per nation. The Children's Bridge has submitted a letter in support of an agency in the Netherlands which has submitted a complaint to the Human Rights Commission with respect to current South African adoption practices.
4. Vietnam: We are currently reviewing the apparent paradox between the conditions of our licensing agreement through the province of Ontario, which is Hague compliant, and the practices of Vietnamese orphanages placing children, with respect to the management of a fixed "caring and keeping" donation required by the orphanages prior to parents receiving the children. We have placed a hold on further adoptions from Vietnam until this concern is resolved.
5. Colorado: We investigated the possibility of establishing a partnership agreement with a Colorado adoption agency, Open Door, and decided not to proceed with this in view of the ages of the children available for adoption, as well as other considerations.
6. Florida: We approved the expansion of the very successful Florida program from 5 to 10 families. This program is now full with a call back list in place.
7. Researching new partnership opportunities: Staff are assessing the feasibility of establishing programs with the following U.S. states: Wyoming, Georgia, Alabama, South Carolina, California, New York and Hawaii. We are also exploring the feasibility of establishing licensing agreements with Peru, Costa Rica and Cambodia. The following issues will be addressed in our assessment:
  1. Ensuring that the best interests of the child are prioritized
  2. Hague accreditation
  3. Finding a partner agency
  4. Ensuring that the partner agency has a clean record and is reputable (check through U.S state department etc)

8. Surrogacy and Fertility Technology: We are actively discussing and researching the development of a policy regarding potential requests to broker surrogate adoptions (for example a family might have arranged a surrogate adoption in India and then request Children's Bridge to bring their family into legal compliance). We will, as a starting point, be reviewing the Letters Patent for Children's Bridge to determine whether our current mandate includes this new and increasingly popular form of adoption.

Much thanks to Cathy Murphy for her commitment, knowledge and patience in reviewing the many tedious details of various programs with the committee, and to the dedicated, committed and passionate staff members who work under her direction.

Lynn Sherwood, Chairperson Program Committee

Committee Members:

Lynn Sherwood (Chair), Dahlia Stein, Danica Oldford, Kathryn May, Michelle Butt, Karyn Bakelaar and Cathy Murphy.



## Communications Committee Report

Over the course of the year the Communications Committee was involved in drafting correspondence to CB members on a variety of topics (adoption program information, fee related correspondence) as well as preparing press releases related to CB operations.

In addition, the Committee oversaw the ongoing use of online social media to promote awareness of CB programs and activities. To date there are 150 individuals following our Facebook page and CB routinely reaches between 150 – 250 people through posts to our Facebook page. We plan to continue to promote the work of CB through the use of social media in the coming year.

Jason Tutty, Chair  
Communications Committee

Committee Members: Jasmine Bent, Jason Tutty and Cathy Murphy

**Executive Director's Report**  
**The Children's Bridge Annual General Meeting/Public Report**  
**November 23, 2013**

The Children's Bridge (TCB) currently holds licenses for the following programs: China, China Waiting Children Program, South Korea, Florida USA, Thailand, Vietnam, Jamaica, India, Zambia, Ethiopia (in partnership with CAFAC, Manitoba) and Domestic. We have received our MCYS license for Kenya and are awaiting our in-country accreditation. We continue to maintain a one-time limited license for Rwanda and await news of The Hague ratification and new adoption process from Rwanda. Ghana currently has a moratorium on all adoptions and we have one family who is awaiting the outcome of this. The licensing application for Ghana is at the Ministry of Children and Youth Services and is on hold until the moratorium is lifted.

TCB continues to research new potential international adoption programs with our staff and Board of Directors Program Committee.

Changes to our international adoption programs have occurred in the past year and include: South Korea, India, Vietnam, Zambia and South Africa

**South Korea:** S. Korea implemented the new Special Adoption Act on August 5, 2012. South Korea is now beginning ratification of The Hague. All adoptions for our South Korea Program are now completed under the Inter-Country Adoption Act (IAA) in Family Court Seoul, South Korea. Families adopting through the South Korea program must now complete two trips to Seoul. The criteria for Prospective Adoptive Parents (PAP's) remains very strict and judges may request further clarification after reviewing a family's file.

**India:** India's Central Adoption Authority, CARA has established an online system to register family dossiers and to post child proposals/referrals. As of November 2012, CARA has placed a hold on accepting new dossiers for their mainstream India Program. CARA will only accept new applicants who are open to adopting older children with special medical needs at this time.

**Vietnam:** The Children's Bridge received our Vietnam license dated 07/08/2103 to 07/08/2014 from the Central Authority in Vietnam, the Department of Adoption (DA) in Hanoi. The Children's Bridge is not currently accepting any new applicants for our Vietnam Program (with the exception of relative adoptions). The Children's Bridge received our license from MCYS in August 2013 with the following new conditions attached for the Vietnam Program:

- The Children's Bridge must not permit or require donations or humanitarian aid to be provided by the adoptive parents to an orphanage in Vietnam proposing a child or

any other persons in connection with a proposed or completed adoption, before or after an adoption is completed in Vietnam.

- The Children's Bridge must remove all references to donations or humanitarian aid from their service agreement and fee schedule document and submit revised copies of such documents to the Ministry by August 16, 2013.

Our in-country staff person Anna Nguyen has continued to meet with orphanages in Vietnam and to date no orphanage is willing to work with CB under these new conditions. TCB will continue to monitor and assess the situation in Vietnam over the next year.

**Zambia:** Zambia is a new adoption program for The Children's Bridge in 2013. We currently have 5 families in process for Zambia, one relative adoption pending and 7 families on the call back list. Our in-country staff person for the Zambia Program is Davern Shilayi.

**South Africa:** The suspension for adoptions from RSA was lifted by CIC Pretoria in June 2013. The Children's Bridge has a working agreement with WANDISA and awaits the outcome of the Human Rights Investigation which is before the court and is ongoing. The RSA adoption program is on hold. The Children's Bridge has no families currently in process for RSA.

**HIV Adoption:** The Children's Bridge hosted one successful and well-attended HIV Information Evenings in Toronto on April 20, 2013. Many thanks to Karyn Bakelaar for managing this program and facilitating this session! The Children's Bridge now has three viable HIV adoption programs for prospective families (almost four with Kenya) – Thailand, India and Zambia. We continue to receive inquiries from PAP's and have four families in process to adopt children living with HIV.

**Homeland Visits, China and South Korea:** Homeland visits continue to be facilitated by Darlene Catton for China and Maria Fulford for South Korea. Traveling to your child's country of birth to learn about their heritage is an irreplaceable experience. It can open the door for discussions about their culture and adoption. Many thanks to Darlene and Maria for their excellent facilitation skills. Our families and their children benefit from their expertise!

**Adopting Older Children:** Many children waiting for families around the world are older children. Children who join your family at an older age need patience, unconditional love, structured routines, flexibility and commitment from their adoptive parent(s). Complete your research; ask questions about the child's background. What is the number of placements your child has had? What do their relationship with caregivers, foster parents or nannies look like? How will your child's early experiences affect their

ability to attach? How will your past experiences as PAP's affect your ability to attach to your child? Do you have information about the child's medical history, developmental level and whether the child will require surgery and therapy when they come to Canada? Are there services available in the community in which you live? What is your comfort level? What resources and supports do you need to increase your comfort level? TCB staff is here to assist your family and support you through this process and provide resource information to your family post-adoption.

**Number of Completed Adoptions/Placements by Adoption Program 2012/2013:**

- **China and China Expedited – Program Manager, Darlene Catton**  
15 adoptions were completed in China Mainstream Program 2012/2013
- **China Waiting Children's Program – Program Manager, Cathy Murphy**  
17 adoptions were completed in China WC Program 2012/2013
- **South Korea – Program Manager, Maria Fulford**  
19 children were placed with their adoptive families from South Korea in 2012/2013 under the CFSA and 4 children were placed with their adoptive families under the IAA in 2013. (23)  
\*Please note the South Korea Program quota works on the calendar year not CB's fiscal year.
- **Ethiopia – Program Manager, Karyn Bakelaar**  
1 adoption was completed in 2012/2103
- **Rwanda – Program Manager, Karyn Bakelaar**  
0 adoptions were completed in Rwanda in 2012/2013
- **Florida, USA – Program Manager, Karyn Bakelaar**  
3 adoptions were completed in Florida in 2012/2013
- **Thailand – Program Manager, Shelley Marriner**  
6 adoptions were completed in Thailand in 2012/2013
- **Vietnam – Program Manager, Krista Hall**  
4 adoptions were completed in Vietnam in 2012/2013
- **Jamaica – Program Manager, Shelley Marriner**  
1 adoption was completed in Jamaica in 2012/2013
- **India – Program Manager, Krista Hall**  
1 adoption has been completed in India in 2012/2013
- **Domestic – Program Manager Krista Hall**  
0 adoptions has been completed in Canada in 2013

**Total Number of Adoption Placements: 71**

- **Homeland Visits China – Darlene Catton, Program Manager**  
In the past year **12** families have participated in Homeland Visits with The Children’s Bridge to visit China (March 2013).
- **Homeland Visits South Korea – Maria Fulford, Program Manager**  
In the past year **4** families have participated in a Homeland Visit to South Korea.

**New Retainer Agreements from August 1, 2012 to July 31, 2013:**

**53 new retainer agreements were received from August 1, 2012 to July 31, 2013.**

**Demographics of the Children Waiting for Families in each Adoption Program:**

- **China Mainstream and Expedited Program** – Mostly female infants waiting for families but you can specify a male. Children are 12-24 months of age at time of referral. Minimal health information from the time the child has come under the care of the orphanage or foster family and no familial history.
- **China Waiting Children’s Program** – Equal number of girls and boys waiting for families, you can specify gender but the wait will be longer for a young girl with a minor correctable medical need. Children are 18 months – 9 years of age at time of referral. The average age is 2.5 – 3.5 years of age (toddler adoption program). A detailed medical about the child’s special need is included with the child’s referral information. No familial history. Some of the special medical needs in the past year have included: cleft lip and cleft palate, congenital heart disease and strabismus. The CCCWA has an online referral process for all families in the WC Program China. Agencies around the world that are licensed for the WC Program China have access to the CCCWA Online System. The Children’s Bridge continues to receive “individual” children’s files from the CCCWA 3-4 times per year and has access to the “multiple” listing children’s files.
- **South Korea** – Mostly male infants, families cannot specify gender. Children are 14-24 months of age at time of placement, with minor correctable medical needs (i.e. hernia, premature birth). Single parenthood is not supported in South Korea and many young single birth mothers make an adoption plan for their baby with the support of the Social Welfare Society in Seoul. The health information received with the referral is comprehensive and includes some birth parent(s) and familial

history. This information is limited to what is disclosed by the expectant parent.

- **Ethiopia** – Older children and sibling groups are waiting for families in Ethiopia. Children may have been orphaned because of HIV/AIDS. The children range in age from 18 months – 5 years of age at time of referral. Equal numbers of girls and boys are waiting for families in Ethiopia. Families will wait longer for a young girl. The health information received with the referral is minimal. Some familial history may be provided if available from the birth parent(s).
- **Rwanda** – Older children and sibling groups are waiting for families in Rwanda. Children are waiting for families because of poverty and HIV/AIDS. The children range in age from 6 months – 5 years of age at time of referral. Equal numbers of girls and boys are waiting for families in Rwanda. The health information received with the referral is minimal. **Rwanda is currently ratifying The Hague.**
- **Thailand Program**- More boys than girls are waiting for families. You can specify gender but the wait will be longer for a girl. Health information received with your child's referral is collected by the orphanage from the time your child comes under their care. If there is birth family information available it is part of the referral. Children are 14 months – 4 years of age at time of referral. Limited familial history.
- **Zambia** – Older children and sibling groups are waiting for families in Zambia. Children are waiting for families because of poverty and HIV/AIDS. The children range in age from 12 months – 5 years of age at time of referral. Equal numbers of girls and boys are waiting for families in Zambia. The health information received with the referral is minimal.
- **Jamaica** – Primarily a relative adoption program.
- **India** – Children are in need of families because of poverty and single parenthood. Children over 5+ years of age and with special medical needs are waiting for families. Boys and girls are waiting for families but families cannot specify gender. Minimal health information is provided with the child's referral. No familial history is usually provided with the referral unless there is information from the birth parents.
- **Domestic** – Expectant parent(s) have created an adoption plan for their child and most of the children are placed with their adoptive families

within the first month of life. Familial history is provided from the birth mother and possibly birth father if available.

- **Florida, USA** – Equal numbers of girls and boys. Families cannot specify gender or race. Expectant parent(s) have created an adoption plan for their child and most of the children are usually placed with their adoptive families within the first month of life. Familial history is provided from the birth mother and possibly the birth father. Expectant parent(s) may select Canadian families due to pervasive racism in the State of Florida. Adoptive families must explore openness to adopt from this program. A screening process is in place for this program.
- **Kenya** - Older children and sibling groups are waiting for families in Kenya. Children are waiting for families because of poverty and HIV/AIDS. The children range in age from 12 months – 5 years of age at time of referral. Equal numbers of girls and boys are waiting for families in Kenya. The health information received with the referral is minimal. Adoption of pre-identified children is strictly prohibited under Kenyan adoption law.

It is important to note there are **no health guarantees** in any of our adoption programs. Prospective adoptive families need to educate themselves about the possible health risks in international and domestic adoption. All families adopting through The Children's Bridge must attend our **AdopTALK 2 day adoption parenting seminar** which includes Health Issues in Adoption. The following health issues are discussed with families at Information Sessions and our mandatory AdopTALK seminar:

- Hepatitis B
- Development Delays  
(1 month for every 3 spent in an orphanage)
- Fetal Alcohol Spectrum Disorder
- Fetal Alcohol Effect
- HIV
- Malnourishment
- Sleep Issues
- Parasites
- Institutionalization
- Attachment Issues
- Mental Health Issues

**Number of Adoptive Applicants Currently in Process – 111 CB prospective adoptive families (PAP's):**

- **China and China Expedited – Program Manager, Darlene Catton, Administrative Assistant Gina Brigantino**  
30 families are currently in process for China Mainstream/China Expedited Programs
- **China Waiting Children’s Program – Program Manager/ED, Cathy Murphy, Administrative Assistant Gina Brigantino**  
19 families are currently in process for WC Program China
- **South Korea – Program Manager, Maria Fulford**  
20 families are currently in process for South Korea  
\*Please note the South Korea Program quota works on the calendar year not CB’s fiscal year.
- **Ethiopia – Program Manager, Karyn Bakelaar**  
1 family is currently in process for Ethiopia  
1 dossier is currently on hold in Ethiopia  
1 relative adoption in Ethiopia
- **Rwanda – Program Manager, Karyn Bakelaar**  
1 family is on hold for Rwanda
- **Florida, USA – Program Manager, Karyn Bakelaar**  
7 families are currently in process for Florida, USA
- **Thailand – Program Manager, Shelley Marriner**  
16 families are currently in process for Thailand
- **Vietnam – Program Manager, Krista Hall**  
1 family is currently in process for Vietnam (family waiting with child proposal)  
1 relative adoption in Vietnam
- **Jamaica – Program Manager, Shelley Marriner**  
1 family is completing a relative adoption in Jamaica
- **India – Program Manager, Krista Hall**  
7 families are currently in process for India
- **Domestic – Program Manager, Krista Hall**  
5 families are currently in process for domestic adoption in Canada

**Estimated Timelines for Adoption Programs:**

- **China Mainstream Adoption Program** – Currently the timeline is approx. 7 years from dossier to county to home with child. We expect this timeline to increase based on the current matching timeline at the CCCWA.
- **China Expedited Adoption Program** – Currently the timeline is approx. 6 + years from dossier to country to home with child. We expect this timeline to continue to increase based on the current matching at the CCCWA.
- **China Waiting Children’s Program** – approx. 1 year from dossier registered at the CCCWA to home with child. The Children’s Bridge currently receives individual



children's files from the CCCWA 3-4 times per year. The CCCWA Online System has over 400 children's files with high special medical needs. There is currently a call back list in place for this program.

- **South Korea** – The South Korea quota is by the calendar year. South Korea is currently going through changes as they begin to ratify The Hague. The Hague is expected to be ratified in S. Korea in 2015. There is currently a call back list in place for this program. Approx. 10-18 months after dossier is sent to country to home with child.
- **Ethiopia** – approx. 3 years from homestudy to home with child, older child adoptions will be faster
- **Thailand** – approx. 3 years from dossier in-country to home with child
- **Domestic** - unpredictable timeline
- **Florida, USA** – approx. 2 from homestudy to home with baby, approx. 18 months with dossier in Florida before being matched
- **Jamaica** – approx. 3 years from homestudy to home with older child – RELATIVE adoption program
- **India** – approx. 3 years from homestudy to home with child. CARA is only registering new applicants who are open to adopting older children with SN

The Children's Bridge staff and Board of Directors continue to implement a financial plan in order to meet our fiscal realities and our commitment to our adoptive families. Thank you to Liddell Malan-Bennett for her management of CB's financial operations.

I would like to recognize the staff of The Children's Bridge. Each of our staff members are committed to The Children's Bridge and the families they work with and give countless hours of their time! Special thanks are extended to each individual member of The Children's Bridge team: Karyn Bakelaar, Darlene Catton, Maria Fulford, Krista Hall, Liddell Malan-Bennett and Shelley Marriner. Gina Brigantino has recently joined our team as a part-time Administrative Assistant. I am very fortunate to work with an amazing team of dedicated professionals!

I would like to take this opportunity to recognize the dedication of our volunteer Board of Directors. Our Vice-President, Danica Oldford, Treasurer, Dante Ferrari Secretary, Michelle Butt and Director, Jason Tutty who are finishing their terms with The Children's Bridge Board of Directors. Thank you all for the time and commitment you have displayed over the past three years. The Children's Bridge and our families have benefitted from your input and dedication!

I would also like to thank each Board Member for their volunteer time and commitment given to The Children's Bridge Board of Directors. Sincere thanks are extended to: Dahlia Stein (President), Frances McRae (Director), Lynn Sherwood (Director), Lisa Low (Director), Jasmine Bent (Director) and Kathryn May (Director).

The Children's Bridge is fortunate to have a team of dedicated volunteers across Canada who support our pre and post adoption services. Many thanks to the following volunteers: Jan Gravelle, Michelle Patience, Tammy Buxton, Jill Meaklim, Pamela Tompkins, Tracey Hedges, Susan Judson, Krista Ricketts, Kim Jones, Susanne McFadzen, Mark and Sherry Pippert, Min Sook Park, Yun Sook Lee, Bomi Lee and Mary Ellen Vaughan.

Thanks are extended to Dr. Margaret Lawson our volunteer consulting physician for the many hours she gives to our staff and families!

I would also like to recognize the contributions of our consultants and in-country staff who work closely with TCB team: Dan Rosenstein (IT), Windswept Technology (IT), Jill Peters (web site), Cynthia Lu (FB), Gerry Yemensky (legal advisor), Esther Yeung (China and China WC), Sidney Liang (China WC), Penpimol Chuankreul (Thailand), Karn – Pathamawan Tonjunpong, Jaroen Tonjunpong - Jade and Sukumaporn Boriraj - Alice (Thailand), Anna Nguyen (Vietnam), Ndugu Uwumugisha (Rwanda), Antoine Uwamungu (Rwanda), Davern Shilayi (Zambia), Karisa Balaram (India), Melanie Kassandji (ASC) and the CAFAC staff (Ethiopia).

August 2014 will mark our 20<sup>th</sup> Anniversary Celebration with a Family Picnic being hosted by TCB in Ottawa, Ontario at Ron Kolbus Lakeside Gardens on August 9, 2014! We look forward to working with our families in 2013/2014!

Respectfully submitted by

A handwritten signature in black ink, appearing to read 'Cathy Murphy', with a stylized flourish at the end.

Cathy Murphy  
Executive Director  
The Children's Bridge

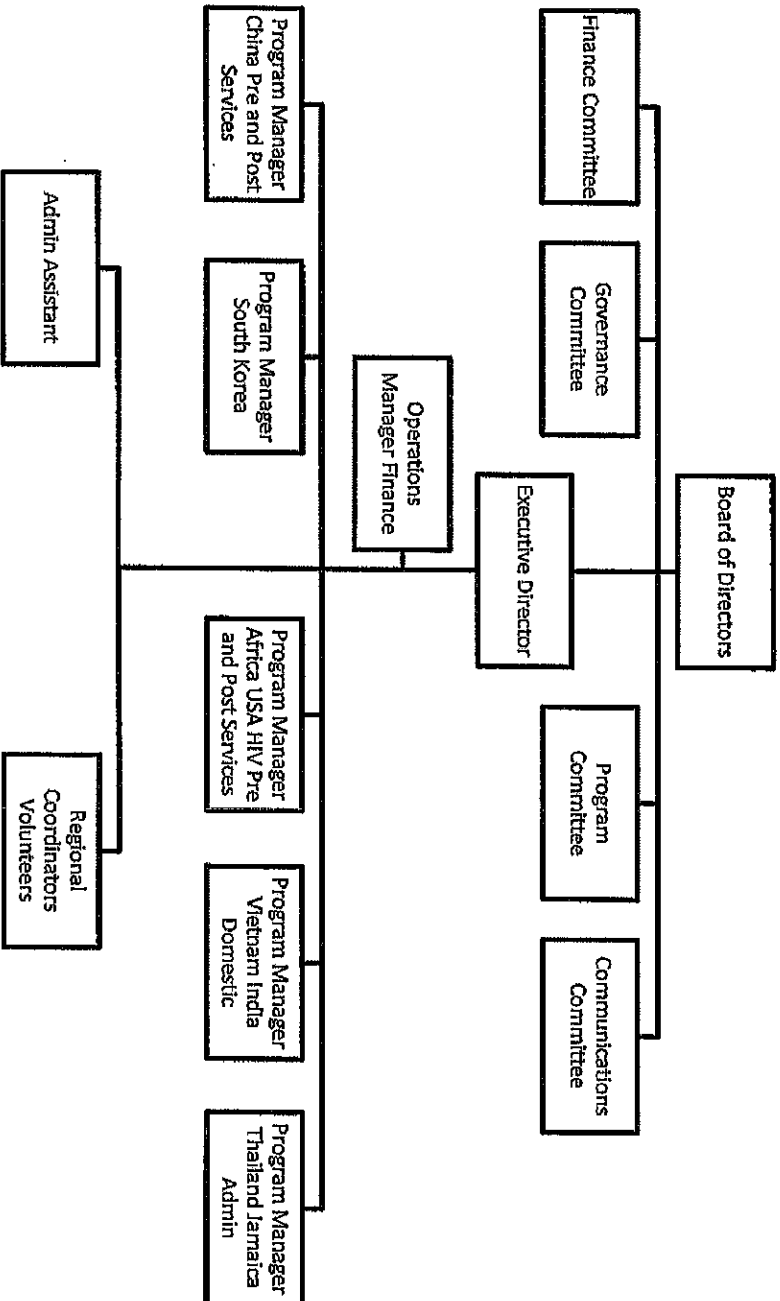


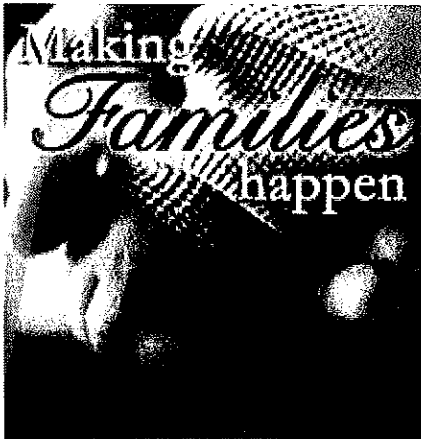
*Children's Bridge*

**Adoption Agency  
Staff Directory – November 2013**

<b>Cathy Murphy,</b> Executive Director, China WC, Domestic Coverage and Pre and Post Services	613-226-2112 ext. 6	<a href="mailto:cathy.murphy@childrensbridge.com">cathy.murphy@childrensbridge.com</a>
<b>Liddell Malan-Bennett</b> Operations Manager	613-226-2112 ext. 225	<a href="mailto:liddell.malan-bennett@childrensbridge.com">liddell.malan-bennett@childrensbridge.com</a>
<b>Program Managers</b>		
<b>Darlene Catton,</b> China Pre and Post Services	905-836-6776	<a href="mailto:darlene.catton@childrensbridge.com">darlene.catton@childrensbridge.com</a>
<b>Shelley Marriner,</b> Thailand and Jamaica	613-226-2112 ext. 4	<a href="mailto:shelley.marriner@childrensbridge.com">shelley.marriner@childrensbridge.com</a>
<b>Krista Hall,</b> Domestic, Vietnam, India	613-226-2112 ext. 3	<a href="mailto:krista.hall@childrensbridge.com">krista.hall@childrensbridge.com</a>
<b>Maria Fulford,</b> South Korea	613-226-2112 ext. 7	<a href="mailto:maria.fulford@childrensbridge.com">maria.fulford@childrensbridge.com</a>
<b>Karyn Bakelaar,</b> HIV +, Rwanda, Zambia, Ethiopia, USA Florida, Kenya Pre and Post Services	613-226-2112 ext. 231	<a href="mailto:karyn.bakelaar@childrensbridge.com">karyn.bakelaar@childrensbridge.com</a>
<b>Admin Assistants</b>		
<b>Gina Brigantino</b> China and China WC	613-226-2112 ext. 0	<a href="mailto:gina.brigantino@childrensbridge.com">gina.brigantino@childrensbridge.com</a>
<b>Shelley Marriner,</b> South Korea, Pre and Post Services	613-226-2112 ext. 4	<a href="mailto:shelley.marriner@childrensbridge.com">shelley.marriner@childrensbridge.com</a>

# The Children's Bridge Organizational Chart





## Board of Directors

- [Governance Structure](#)
  - [President's Welcome Message](#)
  - [Board of Directors](#)
- [Committees](#)
  - [CB Operating By-Law](#)
- [Annual General Meeting](#)

To communicate with the Board on general matters, please send an [e-mail](#).  
 To communicate with an individual Board member, click on the link  
 opposite the individual's name below.

Updated November, 2012

### The Children's Bridge Board of Directors 2012/2013

#### Executive

<b>Dahlia Stein</b> President	<a href="#">Email Dahlia Stein</a>
<b>Danica Oldford</b> Vice-President	<a href="#">Email Danica Oldford</a>
<b>Dante Ferrari</b> Treasurer	<a href="#">Email Dante Ferrari</a>
<b>Michelle Butt</b> Secretary	<a href="#">Email Michelle Butt</a>

#### Board of Directors

<b>Jason Tutty</b> Director	<a href="#">Email Jason Tutty</a>
<b>Lynn Sherwood</b> Director	<a href="#">Email Lynn Sherwood</a>
<b>Lisa Low</b> Director	<a href="#">Email Lisa Low</a>
<b>Jasmine Bent</b> Director	<a href="#">Email Jasmine Bent</a>
<b>Kathryn May</b> Director	<a href="#">Email Kathryn May</a>
<b>Frances McRae</b> Director	<a href="#">Email Frances McRae</a>

#### Non-Voting Representative of The Children's Bridge

<b>Cathy Murphy</b> Children's Bridge - Executive Director	<a href="#">Email Cathy Murphy</a>
---	------------------------------------

- [Home](#)
- [About Us](#)
- [Programs](#)
- [Waiting Children Programs](#)
- [Info Sessions and Events](#)
- [Pre-Adoption Documents](#)
- [Memo Archive](#)
- [Pre & Post Adoption Services](#)
- [Adoption Practitioner Directory](#)
- [AdopTALK](#)
- [Homeland Visits](#)
- [Staff Directory](#)
- [Contact Us](#)
- [Webstore](#)
- [Members' Area](#)



- [| About Us |](#) [Programs |](#) [Pre Adoption Docs |](#) [Information Seminars |](#) [Pre/Post Adoptive Services |](#)
- [Upcoming Events |](#) [Play Groups |](#) [Photo Gallery |](#) [Adoption Practitioners Directory |](#) [Partner Agencies |](#)
- [AdopTALK |](#) [Webstore |](#) [Contact Us |](#) [Homeland Visits |](#) [CB Foundation |](#) [Member's Area |](#)

©2000-2013 The Children's Bridge (A Non-Profit Organization)

## Appendix 1

### Complaint Resolution Process at The Children's Bridge

The formal complaint review process at the Children's Bridge was revised in November 2010. Its related steps are as follows:

- 1) A family attempts to resolve its dispute with CB operations and after a number (more than one) of attempts with either the Program Coordinator and/or Management and is unable to do so.
- 2) The family (hereafter referred to as the complainant) has its issues presented to the Board by CB Management, or the complainant directly addresses the Board in writing (either email or hardcopy correspondence).
- 3) The President acknowledges receipt of the complaint via reply email to the complainant. In the reply the President informs the complainant that a sub-committee of Board members will be formed to review the issues raised, and that this committee may be in contact with them to obtain additional information if required.
- 4) The President informs the Board by email that a complaint has been received and through this communication names the examining sub-committee.
- 5) The sub-committee investigates the merits of the complaint by examining the materials provided by the complainant, reviewing the information available at the agency (in the form of communication logs, email correspondence, information materials presented, etc.), and requesting additional information as required.
  - a. At the discretion of the sub-committee, if the nature and scope of the complaint requires more in-depth information gathering to validate the issues raised in it, the sub-committee will communicate with other stakeholders or third parties.
  - b. Unless the third parties or stakeholders were named and/or cc'd in the initial complaint, any additional information sought by the sub-committee will protect the privacy and identity of the complainant.
- 6) The sub-committee reviews the information gathered and prepares a recommended response to the complainant. This recommendation is reviewed at the following Board meeting, discussed, and voted on.
- 7) When adopted by the Board, a formal response letter is prepared for the President's signature. This letter includes a summary of the complaint as understood by the Board, its understanding of the facts of the case, its decision and the rationale for the decision. The Ministry of Children and Youth Services (MCYS) is cc'd on the response which will include, if required, the necessary information for the complainant to launch a formal investigation of the Children's Bridge by the MCYS should they feel the Board's review was inadequate.
- 8) If in response to the Board's response, the complainant submits new information, the complaint will be re-evaluated as per steps 3-5. The sub-committee may find the information sufficiently compelling to recommend changing the original recommendation, or it can recommend upholding the original decision. If the original decision is upheld, the response letter will recommend that the complainant seek a formal review by the MCYS.

Please contact Dahlia Stein, President  
[dahlia.stein@childrensbridge.com](mailto:dahlia.stein@childrensbridge.com)