

This is Exhibit A referred to in the
affidavit of Bruce Rivers

sworn before me this
30th day of March 2012
Vonk Klond

CURRICULUM VITAE

BRUCE RIVERS
[REDACTED]

COVENANT HOUSE TORONTO
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As a Senior Executive in the non profit human services sector, strong skills supported by extensive “hands-on” experience have been acquired in areas of:

- program planning, policy and service delivery
- human resource management
- financial planning and administration
- communications, public relations and fund raising
- inter-governmental and community systems
- strategic planning, implementation and outcome measurement

EMPLOYMENT HISTORY:

2011- Present - **Executive Director, Covenant House Toronto**

- Directs the efficient and effective administration and operation of Canada’s largest and most comprehensive youth shelter;
- Directs the activities of a team of 320 including 120 volunteers and 200 staff through a diverse team of 6 senior personnel;
- Ensures the service objectives, goals and programs of the organization are clearly defined and implemented across a variety of residential and day programs for approximately 4,000 youth, ages 16 to 25;
- Ensures the appropriate development and execution of Covenant House policies, plans, budgets and strategies to meet the quality and quantity of service required by the Board of Directors (2011-2012 annual budget \$20 million);
- Represents the organization to the public, its extensive donor base, other service providers, various government bodies as well as the media. Represents Toronto and Eastern Canada at the Covenant House International federation consisting of 20 similar organizations throughout the Americas.

2006 – 2011- **Chief Executive Officer, Community Living Toronto**

- Directed the efficient and effective administration and operation of one of North America’s largest Board-operated Developmental Services organization in accordance with Provincial and related legislation, Association Constitution and Bylaws;

- Directed the activities of 1,300 staff and 1,000 volunteers through a diverse team of seven (8) senior personnel;
- Ensured the service objectives, goals and programs of the Association are clearly defined and implemented across a variety of residential and community based programs for approximately 6,000 clients of all ages in 76 different program locations;
- Ensured the appropriate development and execution of Association policies, plans, budgets and strategies to meet the quality and quantity of services required as determined by the Board of Directors and financial parameters (2010-20011 annual budget \$65 million);
- Represented the Association to the public, other service providers, policy, funding and government bodies as well as the media and its membership base at a local, provincial, national and international level;
- Guided the Association through strategic renewal and realignment given changes to legislation and a province wide move to transform developmental services.

2004 - 2006 Executive Director, Child Welfare Secretariat Ministry of Children & Youth Services (secondment)

- Provided overall direction and leadership for the Policy Division of Ministry with all aspects of child welfare legislation, policy as well as funding approaches for the Province of Ontario;
- Directed the activities of a multi-disciplinary team of 30 policy, research, financial and legal experts in the area of child welfare;
- Provided advice and leadership as the designated Director of Child Welfare for Ontario, representing the province at provincial/territorial and federal tables in all aspects of child welfare;
- Represented the government to various community stakeholders, aboriginal, judicial and professional groups through a variety of media on various matters related to child welfare.

1988 – 2004 Executive Director, Children’s Aid Society of Toronto

- Directed the efficient and effective administration and operation of North America’s largest Board-operated Child Welfare organization in accordance with the Provincial and related legislation, Society Constitution and By-laws;
- Directed the activities of 825 staff, 647 volunteers and 364 foster parents through a diverse team of 8 senior personnel;
- Ensured that objectives, goals, plans and programs of the Society are clearly defined and implemented;

- Ensured the appropriate development and execution of Society policy, plans, budgets and strategies to meet the quality and quantity of services required as determined by the Board of Directors and financial parameters (2002-2003 annual budget \$136 million);
- Represented the Society to the public, other service institutions, agencies, policy and funding bodies as well as the media, often around highly controversial and sensitive matters;
- Guided the organization through a massive public enquiry and restructuring to maximize breadth and quality of all service and administrative functions while realizing designated cost savings.

1986 - 1988 Director - Family Services, Catholic Children's Aid Society of Metropolitan Toronto

- Directed all protection, prevention, legal and volunteer services located at the Society's seven Branch offices within an annual budget of \$17 million;
- Through a team of nine senior managers, directed the activities of 280 front-line and supervisory staff;
- Brought senior service expertise to finance, planning, human resource, media and community based inter-agency initiatives;
- Acted on behalf of the Executive Director in his absence.

1985 - 1986 Service Director - City of Toronto, Children's Aid Society of Metropolitan Toronto

- Through a team of 16 supervisory and 120 front-line staff, carried responsibility for the delivery of all Child Welfare services within the City of Toronto;
- Team leader for operational review of all agency-wide Family Support Programs.

1983 - 1985 Service Director - City of North York Children's Aid Society of Metropolitan Toronto

- Through a team of 9 supervisory and 63 front-line staff, carried responsibility for the delivery of all Child Welfare services within the City of North York;
- Team leader for operational review of all agency-wide volunteer programs.

1980 - 1982 Manager - Admission Assessment Residences, Children's Aid Society of Metropolitan Toronto

- Through a team of 10 supervisory and 95 child care workers, provided residential assessment and treatment for adolescents throughout the City of Toronto.

1978 - 1980 Supervisor - Family & Children's Services Children's Aid Society of Metropolitan Toronto

- Supervised a team of 8 child welfare workers involved in the delivery of all aspects of the Child Welfare mandate including abuse, neglect, family conflict, foster parent support and community development work within the Westhill and surrounding area of Scarborough.

1977 Youth Co-ordinator - Scarborough Branch Children's Aid Society of Metropolitan Toronto

- Developed and supervised an Alternate Care Prevention Program for adolescents in the community as well as a Residential Independence Program for the older adolescent in-care population.

1976 Children's Service Worker - Scarborough Branch, Children's Aid Society of Metropolitan Toronto

- Carried a caseload of 30 children who were wards of the Society, placed in foster and group homes. Provided clinical interventions with individuals, families and groups.

1975 Welfare Worker, Metro Toronto Community Services

- Responsible for an active caseload of 40 families with an additional emergency caseload of 30 welfare recipients.

1972 - 1974 Child/Youth Mental Health Worker, Izaak Walton Killam Hospital for Children (Halifax, N.S.)

- Child/youth work with children and youth ranging in age from 4 to 16 years old on a psychiatric unit. Provided intensive individual and group therapy in a structured psychiatric setting.

EDUCATION:

- 1972 Bachelor of Arts, Dalhousie University, Halifax, Nova Scotia
- 1974 Bachelor of Arts (Honours), Dalhousie University, Halifax, Nova Scotia
- 1976 Master of Social Work, University of Toronto, Toronto, Ontario
- Current Certificate in Business, University of Toronto, Toronto, Ontario

CONSULTATION, WORKSHOPS, TEACHING AND TRAINING:

- Direct consultation provided to various organizations and communities at a local, provincial, national and international level with a primary focus on Child Welfare program planning and implementation as well as strategic planning, change management and quality assurance.
- Training sessions and workshops have been delivered on various topics with emphasis in the areas of advocacy, interagency collaboration, governance, and emerging service issues such as child mortality, migrant children/youth and the socio-economic impact of child/youth poverty.
- As keynote speaker to annual meetings of several organizations and various conferences over the past decade, areas of ethnic and cultural diversity, shifting service paradigms and community partnerships have received particular attention.
- As president of the International Forum for Child Welfare, provided presentations and participated in various committees affiliated with United Nations Economic and Social Council as well as UNICEF with special emphasis on migrant children and youth.
- Engaged as an Adjunct Senior Lecturer at the Factor-Inwentash Faculty of Social Work, University of Toronto, teaching child welfare practise and policy for various semesters beginning in 2002, 2004 and 2007 as well as guest lecturing on an occasional basis.
- Advanced training in human resource management, alternate dispute resolution, re-engineering, team building, diversity and emerging clinical work has been acquired.
- ADR training completed with Faculty of Law, University of Windsor (1999); Advanced Leadership Program completed at School of Business, Queen's University (2011).

PROFESSIONAL AFFILIATIONS:

- Ontario Association of Professional Social Workers
- Canadian Association of Social Workers
- Ontario College of Certified Social Workers
- American Ortho Psychiatric Association Inc.
- Sparrow Lake Alliance
- Child Welfare League of Canada
- International Forum for Child Welfare
- Ontario Association for Developmental Disabilities

BOARD AND COMMITTEE MEMBERSHIP:

- 2009 - present Special Advisor, International Forum for Child Welfare
- 2006 - 2009 President, International Forum for Child Welfare
- 2002 - 2004 Representative for North, South & Central America - International Forum for Child Welfare
- 2000 - 2003 President - Child Welfare League of Canada
- 1993 - 1999 Vice-President - Child Welfare League of Canada
- 1997 Member, Child Mortality Task Force - Ontario Association of Children's Aid Societies
- 1997 - Member, Expert Panel - Metro Task Force on Services to Young Children & Families, The Municipality of Metropolitan Toronto
- 1996 - 2004 Member, Expert Panel - Canadian Council on Social Development
- 1994 - 2000 Chair, Toronto Best Practices - Community Systems Laidlaw Foundation
- 1993 - 2000 Chair & Member - Metro Toronto Children's Services Coordinating Committee
- 1990 - 1997 Member, Standards Committee - Child Welfare League of America, Washington, D.C.
- 1990 - 1993 Board Member - George Hull Children's Mental Health Centre
- 1989 - 2004 Member, Advisory Committee - The Institute for the Study of Anti-Social and Violent Behaviour in Youth
- 1989 - 1997 Member, Steering Committee - Sparrow Lake Alliance, Joint Ministry of Community & Social Services/Ministry of Health Professional Community Initiative
- 1988 - 2001 Vice-President & Board Member - The Toronto Child Abuse Centre
- 1988 - 1994 Board Member/Chairman of the Program Committee - Outward Bound Ontario
- 1987 - 1989 Board Member - C.M. Hincks Children's Mental Health Treatment Centre
- 1985 - 1989 Board Member/Treasurer, Executive Committee – Ontario Association of Professional Social Workers (Metropolitan Toronto)
- 1984 - 1988 Board Member - Central Toronto Youth Services
- 1983 - 1985 Board member - North York Inter-Agency Council
- 1981 - 1982 Member of the Program Committee - Youthdale Crisis Service
- 1978 - 1980 Board Member - Social Planning Council for the City of Scarborough

OTHER:

- 1989 - 1991 National Chairman, Conference Steering Committee Canada's Children: The Priority for the 90's - Child Welfare League of Canada.
 - A national working symposium which attracted over 500 people including youth, policy makers, service providers, aboriginal people, administrators and parents.
- 1998 Keynote, Canadian Studies Program, Hokusei University, Sapporo, Japan.
 - Prepared and delivered a paper on "Child Welfare in Canada" through sponsorship of Canadian Embassy, Tokyo.
- 1999 Co-investigator and consultant undertaking a review of all Child Protection and related programs for the Government of Prince Edward Island.
- 1999 Member of a 10 person delegation sponsored by the Child Welfare League of America which worked in mainland China to promote foster care and improved international adoption practice.
- 2000 Member of a 7 person delegation sponsored by the Child Welfare League of America which worked in Colombia to promote improved policy and practice in the areas of drug treatment, child prostitution and abuse investigation.
- 2001 Canadian delegate to Preparatory and Final Sessions of the United Nation World Summit on Children in New York City.
- 1997 - 2001 Spearheaded the preparation for several Coroner's Inquests and provided testimony to the proceedings on behalf of the Children's Aid Society of Toronto.
- 2002 & 2004 Co-teaching 1st and 2nd year MSW students in the area of Child Welfare – Policy & Clinical Knowledge for Practice, Faculty of Social Work, University of Toronto.
- 2005 Ontario Delegate and presenter at the International Forum on Best Practises on Child Welfare, Buenos Aires, Argentina.
- 2007 Canadian Delegate as part of Ontario-Pakistan partnership to under needs analysis of an orphanage and developmental services in Islamabad, Pakistan.
- 2008 Engaged in consulting work with the Ministry of Children and Youth Services, Province of Alberta to chair two Special Case Reviews for child related deaths and provide recommendations.
- 2009 Member of the Expert Panel, Review of Child and Youth Advocacy in Alberta, for the Government of Alberta, Canada.
- 2011 Sessional Instructor for Policy & Practice, 2nd year Master of Social Work Program, Faculty of Social Work, University of Toronto.