

# 2011/2012 Annual Report



Ontario Association of  
Children's Aid Societies  
The voice of child welfare in Ontario



100 years as the voice of child welfare in Ontario.



# OACAS Annual Report 2011/12

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This year we are featuring a retrospective visual look back at 100 years of OACAS history and a look forward with photos from the “Our Hope for Children” art exhibit.



*Emily. Our Hope for Children.  
October 2011. #1 in a series.*



*OACAS 100 years. Board members. Simcoe County Children's Aid Society. 1952.*



Ontario Association of  
Children's Aid Societies  
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# Executive Message

2012 is a special year for the Ontario Association of Children's Aid Societies (OACAS), our Member Agencies, and child welfare in Ontario, as we take the opportunity to honour, reflect upon and celebrate 100 years as the voice of child welfare in Ontario.

This past year, OACAS has been steadily working on strategic planning. By June 2012, we will have completed the Strategic Plan for the OACAS that will set the direction for the Association on behalf of our Members for the next five years, including a revised Mission, Vision and Core Values. OACAS worked with KTA Inc. through the process which involved member agencies, stakeholders and staff. Thank you to everyone who provided their input and ideas.



This has been a year of many changes for our sector. Ontario's Children's Aid Societies have risen to the challenge, undertaking amalgamations, and collaborating with the Child Protection Information Network (CPIN) project in early stages of implementation as we make the transition as a field to a more effective and efficient child welfare system.

We have also made strides forward in our relationship with the Government. We have continued to work productively with the Commission to Promote Sustainable Child Welfare in the sunset year of their three year term focusing on accountability, governance, performance indicators and family-based care. The government's response to the Youth Leaving Care hearings has been heartening. Members of YouthCAN and the Youth Policy Advocacy Advisory Group (YPAAG) were deeply involved in this initiative, and we are very proud of their leadership on this issue.

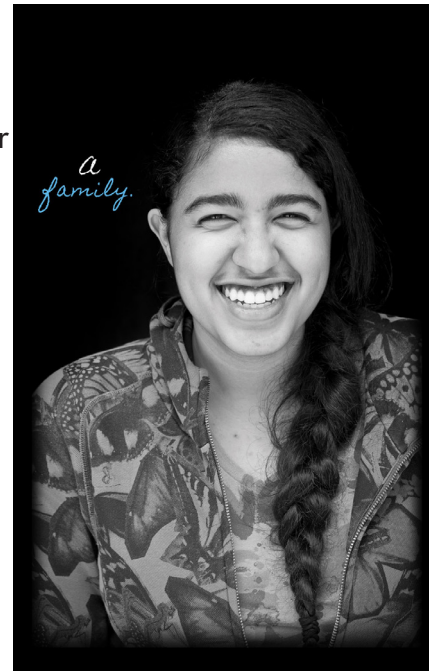
In the fall of 2011, we were pleased with the proclamation of Bill 179 – *The Building Families and Supporting Youth to be Successful Act*. This Act removed barriers so more children in Children's Aid Society care can be adopted, and made it possible for youth who leave care at 16 or 17 to return to their Children's Aid Societies and receive financial and other supports until the age of 21. As part of our 2012/2013 Advocacy Priorities, we are continuing to advocate for stronger supports for youth to the age of 25, for youth in care to be able to stay at home until the age of 21, and for increasing the age of protection to 18. Given the changes brought by Bill 179, Education Services will soon be launching a platform through the YouthCAN website which offers information to youth about their options for continued supports. The same platform will offer caregivers and child welfare professionals information about how they can better support youth to better life outcomes. The Adoption Openness Advisory Committee has also created a blueprint for learning opportunities for Children's Aid Societies and the Ontario Bar.



We are working closely with the Aboriginal Services Advisory Committee to support their work with Aboriginal children, families and communities. This year we also welcomed Karen Hill to our Executive team as our Director of Aboriginal Services. Devolution of Aboriginal child welfare, capacity-building of Aboriginal Children's Aid Societies, and full implementation of Customary Care as the preferred model for Aboriginal children are priority issues. Creating Associate Membership options for pre-mandated Aboriginal agencies is also a goal we are continuing to work towards to better serve First Nations communities.

In 2011, in conjunction with the American Humane Association, we co-hosted the first conference in North America on Family Group Conferencing/Family Group Decision-Making, "Honouring the Circle", as well as the first international symposium on sexual exploitation, "Harm in the Digital Playground". More recently in April 2012, OACAS hosted our field's first Anti-Oppression Symposium, with visiting experts from across the continent. In 2013, we look forward to offering a French Language Services Symposium in French, as we take steps to increase French language service capacity in Children's Aid Societies throughout Ontario.

With our 2012/2013 Advocacy Priorities set, and the broader guidance of our four Strategic Directions that have emerged from our Strategic Planning process, we are confident that our work as a member association will reflect the strength and contributions of each individual agency. We look forward to continuing to work with community and Government stakeholders as the voice of child welfare in Ontario to improve the well-being of vulnerable children and families throughout the province.



*Alana. Our Hope for Children.  
October 2011. #2 in a series.*

Keith Sparling  
President

Mary Ballantyne  
Executive Director

# History

Since 1912, OACAS has represented Children's Aid Societies in Ontario and provided service in the areas of government relations, communications, information management, education and training to advocate for the protection and well-being of children.

The 60 Children's Aid Societies that came together on January 25, 1912 to form the Associated Children's Aid Societies of Ontario were already well aware of the "strength that comes from a common and united voice." The purpose of this fledgling organization was to "devise means and methods of furthering the cause of children throughout Ontario." Its emphasis was on legislative change. The Association's first act was to interview the Provincial Secretary requesting wide legislation for the protection of neglected and dependent children. Some of the important issues discussed by Association delegates during the early annual conferences included:

- government financial support for widows and deserted wives with children
- improvements to the Education Act so CAS staff would not have to act as truant officers
- condemnation of the "liquor traffic"



*OACAS 100 years. Steps of an early Children's Aid Society.*

- objections to the inflicting of corporal punishment by a court in the punishment of children
- the problem of cigarette smoking for boys



*OACAS 100 years. Lloyd Richardson being piped into the Annual General Meeting, 1971. Photo courtesy of Children's Aid Society of Toronto.*

One significant protest by the Association in 1914 against "changes being made in the Children's Protection Act without prior consultation with the workers who were best aware of its strengths and weaknesses" led to the government agreeing to submit legislative changes to the Association for consideration, prior to government approval. In 1919, the Associated Children's Aid Societies of Ontario made three significant decisions:



Ontario Association of  
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- to incorporate (completed in 1920)
- to establish a central office in order to “assume the important post it should hold in the affairs of Children’s Aid Societies in the province”
- to interest itself “not only in legislation but in the individuals who are appointed to do the work in the various cities and counties”

Over the years from its incorporation in 1920, OACAS has tackled many challenges on behalf of children and the boards and staffs of children’s aid societies who serve them. During the 1920s, the Association and member societies pressed for the creation of one government department responsible for all public welfare funding and legislation. In 1931, the first Minister of Welfare was appointed. In the mid 1940s, a provincial government grant enabled OACAS to reorganize and to hire, for the first time in 1946, a full-time paid Executive Secretary. Full-time staffing allowed OACAS to expand its services, becoming a clearinghouse of information and a communications vehicle among member societies.

Governed by a voluntary Board of Directors, OACAS responds to the province of Ontario on the development of legislation, policy, standards, and review mechanisms, as well as on contentious issues.

OACAS also represents the interests of its members in public forums and, on a non-partisan basis, makes presentations to standing committees of the Ontario Legislature and meets with political leaders and government staff.

A critical role for OACAS is building public awareness. The people of Ontario must understand the needs of children, youth and families in order to support the measures necessary for the safety and well-being of all children in this province.

*“Ontario’s Children’s Aid Societies are mandated under the Child and Family Services Act to:*

- 1. Investigate allegations of abuse and neglect;*
- 2. Protect children where necessary, and provide guidance, counselling and other services to families for protecting children and for the prevention of circumstances requiring the protection of children;*
- 3. Provide care or supervision for children assigned to its care; and*
- 4. Place children for adoption.*

*Each Children’s Aid Society is an independent, not-for-profit corporation governed under the Corporations Act by an elected board.”*

Child and Family Services Act R.S.O. 1990.

# 2011/12 Strategic Directions

1. Children: Promote the well-being of children in care and children receiving services from Children's Aid Societies.
2. Public Commitment: Influence public commitment to addressing social policy affecting children and families.
3. Best Practices: Identify, promote and implement services and organizational best practice.
4. Member Agency Capacity: Strengthen the capacity of member agencies to fulfill their mandate.
5. Infrastructure: Provide a productive and supportive working environment for Association staff.



*Rory. Our Hope for Children.  
October 2011. #7 in a series.*



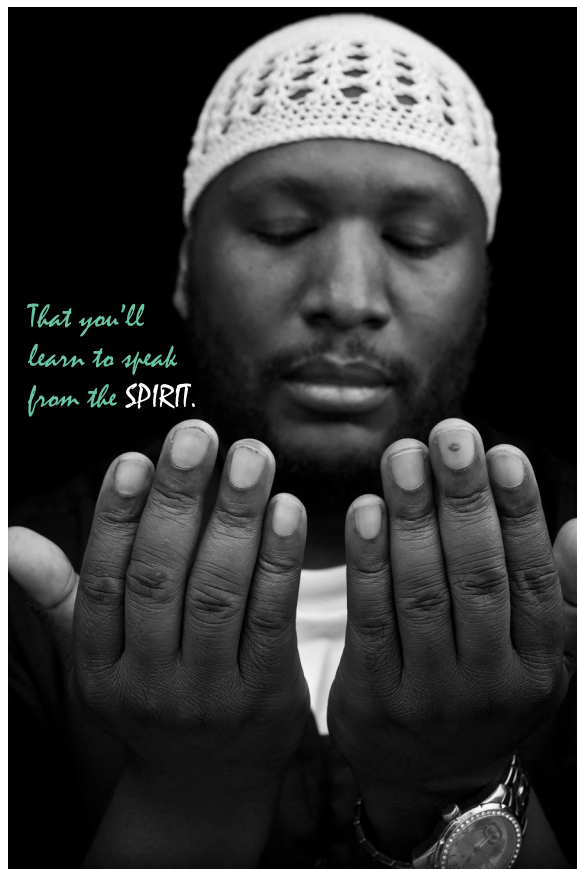
# 2011/12 priorities

Moving forward for this year, OACAS efforts will be guided by six priorities developed in collaboration with the Board and the Local Directors Section as we become more aligned in thinking strategically.

## These priorities are:

- Enhance the level of support and outreach to all member agencies to deal with the significant changes and uncertainty during the current period.
- Strengthen the voice and system of child welfare in Ontario through engagement and alignment of the OACAS Board, LD Section, provincial network groups and local Boards.
- Enhance positive public perceptions of the child welfare system and address the implications of government social policy with respect to services to children and families.
- Influence the Commission and government on behalf of members regarding the evolution of the child welfare system so that it can continue to meet its mandate with respect to social policy, fund allocations and evidence informed practice requirements.
- Engage Aboriginal child welfare service providers through dedicated resources and structure change for the purpose of giving voice to issues affecting Aboriginal children and families.
- Strengthen organizational staff and structure.

OACAS has and will continue to evolve and explore ways to support our member agencies to meet the needs of those who require services as they face changes, new challenges and opportunities.



*Mark. Our Hope for Children.  
October 2011. #17 in a series.*

# 2011/12 KEY ACHIEVEMENTS

OACAS had a busy and productive 2011/12 and, in partnership with member agencies, external stakeholders and government, worked to launch many positive changes for children and families. Highlights of achievements include:

## Advocacy & Government Relations

### Outcomes for Children & Youth

- Legislative changes to support youth aged 16 – 17 who left care. The new Renewed Youth Supports (RYS) Program now allows youth to return for support to the age of 21.
- Enhanced support for youth attending post-secondary education, through exemption of Extended Care and Maintenance (ECM) allowances from the Ontario Student Assistance Program (OSAP) calculations.
- Continued management of, and changes to the Greenshield Crown Ward Aftercare Benefits Program
- Continued input into policy development on ECM, family based care, and the future of foster care (in consultation with the Commission)

*"Continued management of, and changes to the Greenshield Crown Ward Aftercare Benefits Program"*

### Aboriginal Services

- Creation of the OACAS Aboriginal Advisory Group, and development of an approved workplan
- Recruitment of the Aboriginal Director position
- Formal responses to the Commission and to the Minister of Children and Youth Services on key government position papers related to Aboriginal Services

### Adoption & Other Permanency Options

- Received grant funding from MCYS to support regional adoption events, and delivered:
  - A tool kit.
  - Support to the field which resulted in seven additional regional adoption events in 2011/12, all with excellent feedback and very high levels of interest in the children and youth presented.
- Provided input to consultation related to Targeted Adoption Subsidy program, anticipated in 2012.
- Enhanced ability to report and track adoption results.



*Kayla. Our Hope for Children.  
October 2011. #21 in a series.*



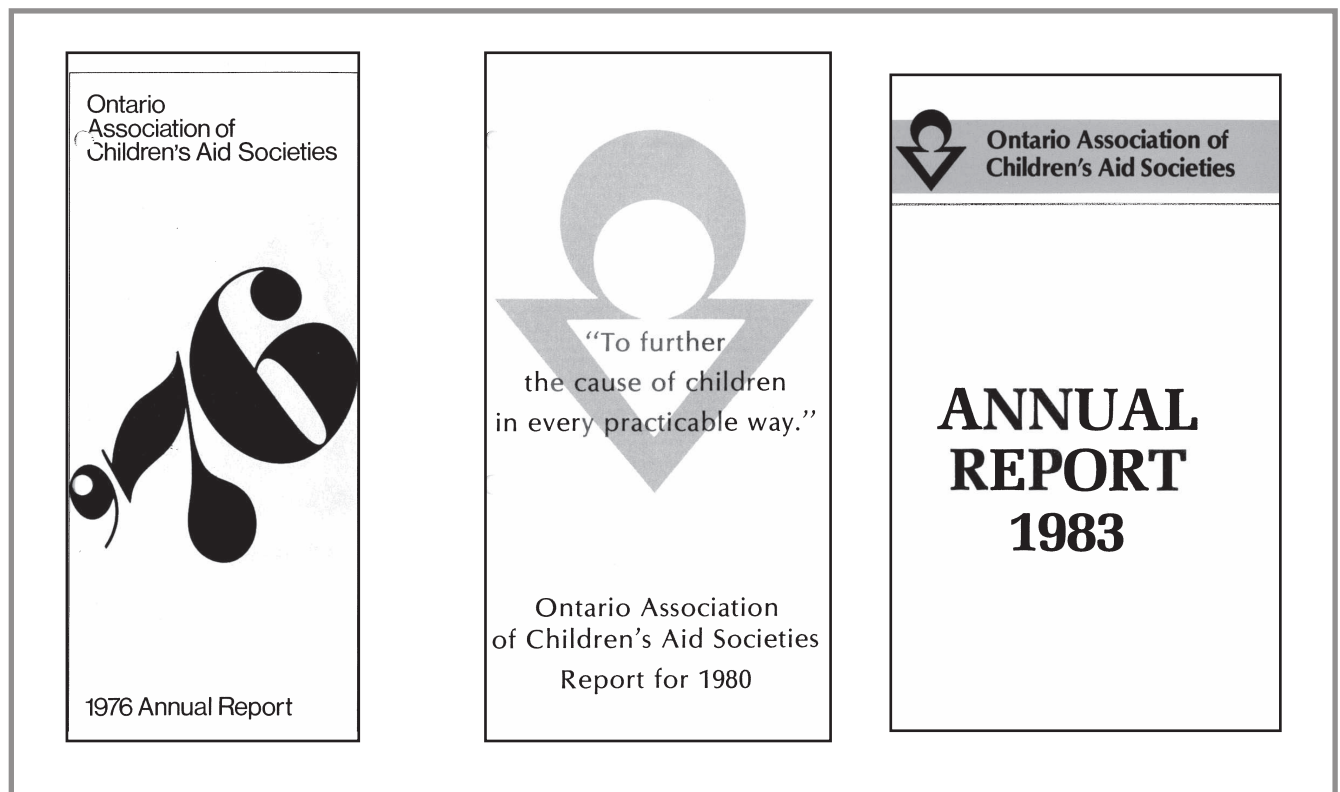
## Funding

- Developed comprehensive pre-budget consultation paper, participated in budget roundtables, presented priorities to Minister and to opposition parties.
- Ongoing contact with Commission, government officials and Ministers related to funding model, funding levels, and other issues.
- CAS funding issues were recognized in the Drummond Report, which recommended that government continue with work led by the Commission for Sustainable Child Welfare rather than attempt additional reforms.

*"CAS funding issues were recognized in the Drummond Report, which recommended that government continue with work led by the Commission for Sustainable Child Welfare rather than attempt additional reforms."*

## Supporting Local Government Relations

- Supported CASs prior and post the 2011 election, with the Child Welfare Report, and with standardized briefing notes on key priorities.
- Hosted Lobby Day/MPP Briefing day at the legislature in May 2012, included large delegation of youth in the event.
- Developed and disseminated the Election Toolkit, postcards and other support with tips on how to prepare for, request and present at meetings with local elected officials.
- Developed OACAS Advocacy priorities in November 2011, with input from full membership.
- Met with Minister and opposition critics to provide briefings related to the child welfare sector and key priorities.



*OACAS 100 years. Annual Report covers from 1976, 1980 and 1983.*

# Member Support

## Commission

The Government-appointed Commission for Sustainable Child Welfare has been active over its three-year term and will conclude in 2012. Over the years, OACAS has advised the Commission and/or facilitated CAS input on key initiatives including:

- Support for amalgamating CASs, including peer learning and initiating lessons learned work.
- Input into plan for Accountability framework, training plan, performance measures including support to the pilot project to implement key performance indicators.
- Continued input on a new funding model, including convening numerous consultations and developing positions on behalf of the field.
- Led project to leverage work in the zones to develop a provincial direction for foster care, joining with the Commission's work on Strengthening Family Based Care so that the field could continue progress beyond the sunset of the Commission's mandate.

## Legislative Tracking

Tracked issues in the legislature, prepared submissions related to adoption, youth (Bill 179 and Youth Leaving Care Hearings).

## Issues Management

OACAS monitored issues as they happened, anticipated key issues and provided regular, updated Issue Notes with key messages to members and monitored government, partner organizations and consumer advocates for potential reports or statements that could attract media attention. OACAS also provided support to those specific agencies managing crises or media issues.

*"Cvent, a new software tool, was integrated."*

## Data Management

A new software tool, Cvent was integrated to increase the capacity of survey design and data collection for the service related, provincial projects and research surveys that are conducted each year. Through the newly formed Trends Analysis Advisory Committee, there has been work started to examine the purpose of the surveys, determining the right questions to be asked and facilitating greater comprehensive data analysis.

## Accountability

The Outcomes and Accountability Advisory Committee focused on supporting the implementation of Phase I - Child Welfare Indicators which is one component of the proposed Accountability Framework. Sixteen service and eight organizational performance indicators for the past three years are being extracted for analysis.



Eddie. Our Hope for Children.  
October 2008. #8 in a series.

The Committee continues to support the Child Protection Information Network through representation on specific working groups such as Privacy and Reporting. A long term work plan is being developed to outline the activities required to support a cultural shift in the sector related to accountability.

## Strategic Plan

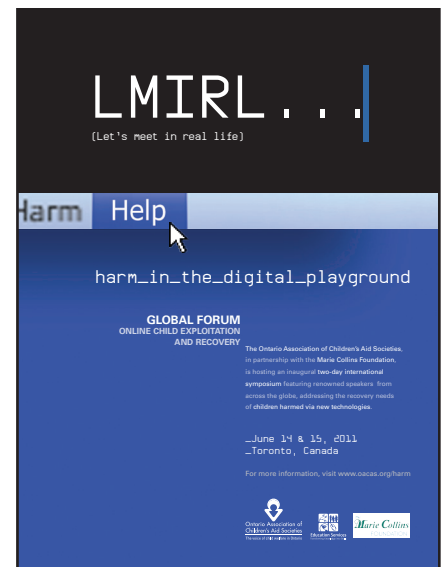
The OACAS Board led the OACAS Strategic Planning process in consultation with KTA Inc. to redefine the Mission, Vision, Values and Strategic priorities of the Association. Key stakeholders were engaged through various methods to provide feedback about the direction, level of service, challenges and priorities of the Association.

## Events Management

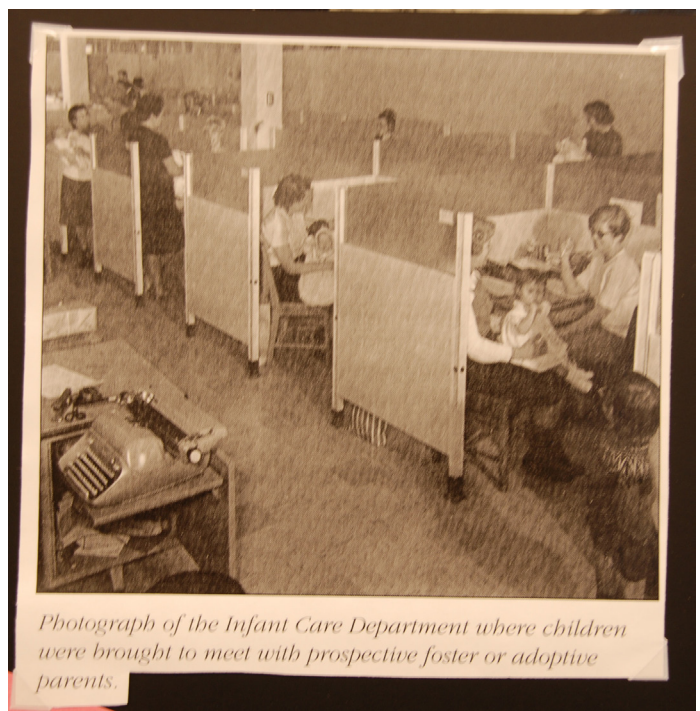
*OACAS-organized events for 2011/12 included:*

- Consultations (Spring, Summer, Winter)
- Conference - Family Group Conferencing -- Honouring the Circle (September)
- Symposium - HARM in the Digital Playground (June)
- Adoption Training Days (April, October)
- Clark Awards Dinner (June)
- Annual General Meeting (June)
- YouthCAN Conference (August 3 days)
- Local Directors Conference (September 4 days)
- Lobby Day (May)
- OnLAC Data Review Workshop (November)

The current software allows users on mobile devices to register through BlackBerry, iPhone, or Android devices. OACAS integrated Facebook & Twitter (where appropriate) to enable delegates to promote OACAS events through their social networks.



*OACAS 100 years. Poster from the June 2011 Harm in the Digital Playground Symposium.*



*OACAS 100 years. An early 'infant care' department, where children were brought to meet with prospective foster or adoptive parents. Photo courtesy of Toronto Catholic Children's Aid Society.*

## Awards & Recognition Program

OACAS processed the recognition of years of services certificates for all agencies. The process for administering the certificates has changed to offer processing of certificates all year round. The Awards program now uses new software (Cvent) for awards selection.

## Governance

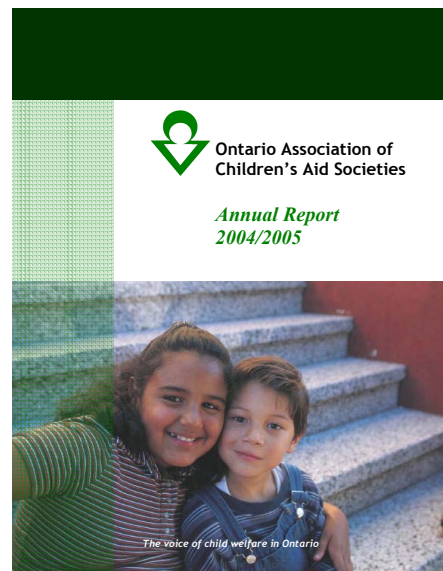
OACAS worked in collaboration with the Commission to Promote Sustainable Child Welfare to identify the challenges facing child welfare governance and through this consultation work established the Strengthening Child Welfare Governance Project.

A Governance Advisory Committee was recruited with representation and expertise from the OACAS Board and various service sectors such as Health Care, Finance and Quality Management. The committee is in the process of developing a three-year work plan to sustain the initiative.

## Communications

### Media Relations

OACAS has been working with its members on issues management and monitoring. Proactive media relations, especially through promotions and outreach, have positioned OACAS as a reliable voice for child welfare on issues relating to child welfare and child well-being.



*OACAS 100 years. Annual Report  
2004/2005.*



*Adam. Our Hope for Children.  
October 2011. #15 in a series.*

### Website & Networking Solutions

OACAS is moving towards full integration of its websites in Sharepoint. In 2011, there was training for staff and those members who will manage groups on SharePoint. The launch dates for the various platforms are fiscal 2012/13. The content is being successfully revised and prepared for the information transfer and the switch to Sharepoint.

### Publications

The OACAS Journal is now being published in the new and revised template redesigned earlier in 2011 for a fresher, more modern look and feel. The Spring 2012 OACAS Journal will be the fourth Journal released with the new look. Advertising outreach to vendors at events has been done successfully, generating revenue for the OACAS Journal.



## Public Engagement Campaign

The Public Engagement Campaign is moving forward with Year 3 which was launched in January 2012. The Public Engagement Plan will be reviewed and evaluated in 2012 including input and feedback from member agencies.

The public awareness campaigns were enhanced this year with new promotional items and tools. New ideas and initiatives are regularly incorporated with feedback from member agencies. Many of the elements from last year were revised for this year's campaigns.

OACAS launched a new project this year – a public art installation “Our Hope for Children” that launched at Toronto’s Scotiabank Nuit Blanche.

## Social Media

OACAS has managed the @our\_children Twitter account, shared information about our campaigns, parenting, safety, happenings in the world of Child Welfare throughout Ontario, and used Twitter as a general engagement and awareness tool. OACAS has a growing number of followers, currently at over 500. Having tweeted 600 times, the number of followers shows that OACAS is sharing engaging material that is generating audience interest. The Social Media Subgroup of the Provincial Communications Networking Group is working with OACAS on a provincial project to develop a Service and Communications Social Media Toolkit for the field. This would include exploring new and emerging trends, best practices, and more effective uses of social media in child welfare.



## YouthCAN

YouthCAN had another successful year, advocating on behalf of youth in care and providing communication and networking opportunities to youth including:

- Successful conference where 250+ youth in care and staff attended.
- YouthCAN website recognized as valuable resource and the foundation of the Bill 179 resource kit for youth and staff. YPAAG members and staff from across the province formed a working group.
- Recognition of YouthCAN’s successful presentations to the Commission, including general consultations and special efforts related to Strengthening Family Based Care (YPAAG).
- Participation in and preparation for Youth Leaving Care Hearings. Proud that so many members of YouthCAN and YPAAG were recruited by the Advocate’s Office to work on the Hearings as panel leads, writers for report, and volunteers.



**YOUTHCAN**  
communication | advocacy | networking

- YouthCAN events held in every zone and for some zones bi-monthly meetings, retreats and outings:
  - 3 in person YPAAG meetings plus 1 leadership retreat,
  - 11 zone events (including day meetings and weekend retreats).

## Education Learning Portfolio

Another busy and productive year for Education Services developing new curricula, practice guides and symposia, including:

- Hosted the First International Symposium on child exploitation titled “Harm in the Digital Playground”, speakers were convened from Russia, the United Kingdom, Sweden, the Baltic States, Canada and the United States.
- Pilot tested OnLAC E-learning in both French and English.
- Delivered 105% of the projected sessions of training for the year. Held 670 training sessions.
- Expanded Online Training Program (formerly called Certificate Program); total of 687 participants including supervisors, workers and community partners.
- Quality assurance-trainer observations of over 40 trainers across the province.
- Provided 9 workshops to trainers and staff serving the Aboriginal and Francophone agencies.
- Completed French translation of Woman Abuse and Child Safety intersect: Best Practice Interventions for Keeping Children and Women Safe curriculum.
- Completed “Working with First Nations, Inuit and Métis Families Who Have Experienced Family Violence: A Practice Guide for Child Welfare”, in both English and French.
- Launched an executive leadership guidebook titled Creating Excellence in Executive Leadership in Child Welfare; additionally created an executive mentorship program.



*OACAS 100 years. The Adoption Department at a Children's Aid Society. 1947.*



- Completed English updates and revisions to the PRIDE Pre-Service Training for Ontario.
- Produced and distributed report from 2nd pilot of Family Development Plan.
- Completed English version of the Ontario Practice Model Reference Guide.

## Internal Operations

### Technology Infrastructure Renewal

OACAS introduced its new Intranet “On The Front” designed in Sharepoint. While it is early in its deployment, the enhanced document search and collaboration features are becoming increasingly utilized.



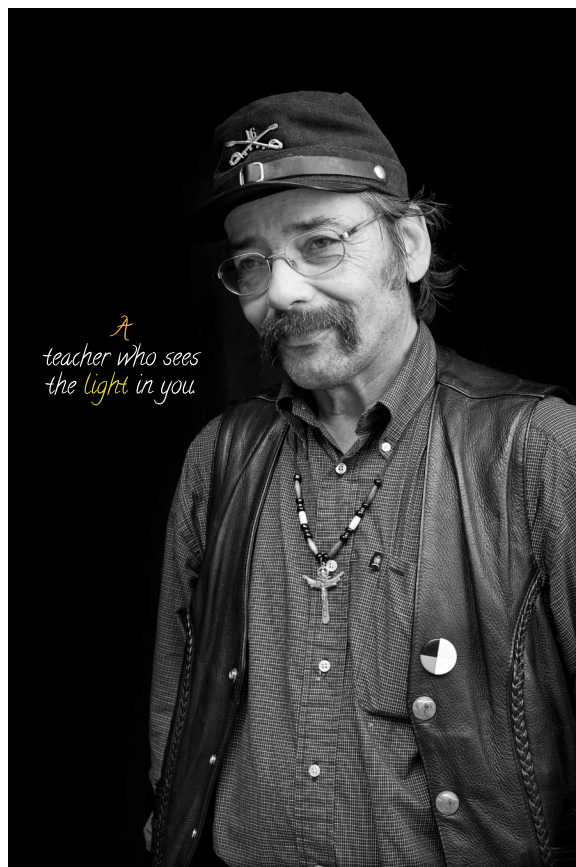
*Francis. Our Hope for Children. October 2011. #25 in a series.*

# Local Directors' Section Provincial Projects

OACAS allocates up to \$100,000 annually to support priority projects from the Local Directors' Section. Each year the LD Section calls for proposals and a selection committee identifies those projects which fit the Section's priority criteria.

In 2011/2012, the following projects were funded:

- Early Intervention and Admission in Prevention (EIAP): Best practice from the past, present and preparing for the future
- Creating Ethics Guidelines for Quality Assurance in Child Welfare
- Building Capacity for Children's Aid Societies to Achieve Permanency for Children in Care with Immigration Issues
- Adoption and Permanency Capacity Regional Services Options
- Social Media Guidelines for Children's Aid Societies
- Legal Remedies Toolkit



*Bruce. Our Hope for Children. October 2011. #6 in a series.*

# Looking Forward

The Ontario Association of Children's Aid Societies has been engaged in a comprehensive strategic planning process for the past six months. The stakeholder engagement process consisted of extensive consultation sessions, focus groups, interviews and a survey. The stakeholder feedback was consistent and provided strong messages about the future direction of the Association.

The OACAS Board and staff were involved throughout the iterative process and this work had resulted in a five year Strategic Plan that includes a new Mission, Vision, Values and four Strategic Directions. The focus of the new mission is to work collaboratively with our members and community partners to achieve four strategic directions aimed at promoting the welfare of children, youth and families.



OACAS Strategic Plan 2012-2017

## Our Vision

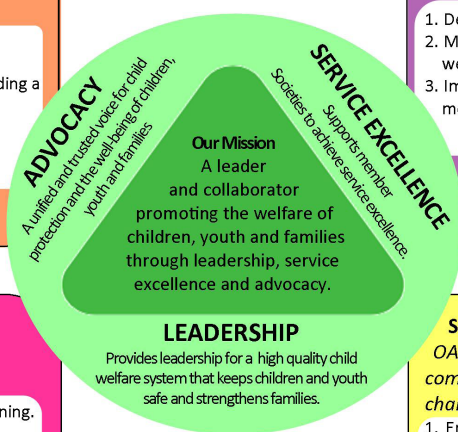
**A highly effective children services system which has the confidence of Ontario families and communities.**

**Strategic Direction 1:** *Lead members and engage with partners in the development of a seamless, integrated children services system that responds effectively and respectfully to the diverse realities of children, youth and families across Ontario.*

1. Sector-wide shared and joint initiatives to improve sector effectiveness and efficiency.
2. Excellence in service that promotes leading practices in providing a seamless service experience for clients.
3. Reaching out, engaging and working with other children services organizations on common goals, policies and strategies.

**Strategic Direction 2:** *Build the public's confidence in and engagement with child welfare through an accountable and transparent system.*

1. Developing and publicly reporting on goals, targets and outcomes.
2. More informed and positive public perception of the work of child welfare.
3. Improving the communications and issue management capacity of members.



**Strategic Direction 4:** *Strengthen the capacity of the association and its member agencies to fulfill their mandates.*

1. Strengthening OACAS governance, decision-making and planning.
2. Building OACAS policy leadership, analytics, technology and knowledge mobilization capacity.
3. Supporting local governance and executive leadership development.
4. Enhancing member agency capacity in change management, continuous improvement and innovation.

**Strategic Direction 3:** *Along with its member agencies, OACAS will support and collaborate with the Aboriginal communities in bettering the health, well-being and life chance of Aboriginal children in Ontario.*

1. Enhancing the knowledge and understanding of the culture, current issues and needs impacting Aboriginal people in Ontario.
2. Creating an open dialogue between the OACAS and its members and the Aboriginal communities.
3. Advancing the devolution of services to Aboriginal Child and Family Services.
4. Enhancing the capacity of mandated and pre-mandated Aboriginal Child and Family Service agencies.
5. Engaging in a process of reconciliation.



### Collaborative

Creating and nurturing relationships and partnerships and being committed to diversity.

### Accountable

Taking responsibility for our work, our relationships and our results.

### Courageous

Strength to stand up for what we believe in and to foster an environment where improvement is the norm.

### Innovative

Openness to new ideas and willingness to test them.

### Transparent

Being open in all we do with the public and our stakeholders.

# ONTARIO ASSOCIATION OF CHILDREN'S AID SOCIETIES

Statement of Revenue, Expenses and Changes in Fund Balances

Year ended March 31, 2012, with comparative figures for 2011

	<b>2012</b>	<b>2011</b>
<b>REVENUE</b>	<b>\$ TOTAL</b>	<b>\$ TOTAL</b>
Government of Ontario	4,968,425	4,709,348
Membership fees	2,931,750	2,704,713
Other	957,036	549,854
Program Administration	395,187	372,418
Registration fees	460,799	308,858
Publications	85,929	102,825
Donations	408,832	345,934
	<b>10,207,958</b>	<b>9,093,950</b>
<b>EXPENSES</b>	<b>\$ TOTAL</b>	<b>\$ TOTAL</b>
Salaries	3,384,635	3,228,453
Purchased Services and training services	2,960,299	2,481,041
Employee benefits	759,529	667,598
Program administration	395,187	372,418
Facility rental	296,805	280,151
Travel	228,016	259,645
Office	445,325	450,223
Publications and promotions	161,737	162,836
Occupancy	516,923	290,327
Equipment	89,999	100,541
Loan interest	54,228	11,852
Other	161,694	122,731
Amortization of capital assets	165,953	108,625
Staff training	33,247	46,810
Resources and memberships	66,205	78,581
Bursaries awarded	347,500	317,260
	<b>10,067,282</b>	<b>8,979,092</b>
Excess of revenue over expenses	<b>140,676</b>	<b>114,858</b>
Fund balances, beginning of year	<b>2,390,246</b>	<b>2,275,388</b>
Fund balances, end of year	<b>2,530,922</b>	<b>2,390,246</b>

# ONTARIO ASSOCIATION OF CHILDREN'S AID SOCIETIES

## Balance Sheet

Year ended March 31, 2012, with comparative figures for 2011

	<b>2012</b>	<b>2011</b>
<b>ASSETS</b>	<b>\$ TOTAL</b>	<b>\$ TOTAL</b>
<b>Current Assets:</b>		
Cash	488,631	640,021
Accounts Receivable	1,445,608	1,152,639
Prepaid deposits and expenses	37,169	73,655
Inventory	364	4,430
	<b>1,971,772</b>	<b>1,870,745</b>
<b>Capital Assets</b>	<b>4,040,668</b>	<b>3,991,743</b>
	<b>6,012,440</b>	<b>5,862,488</b>
<b>LIABILITIES AND FUND BALANCES</b>		
<b>Current liabilities:</b>		
Accounts payable and accrued liabilities	1,298,995	1,557,379
Deferred revenue	749,660	915,931
Credit facilities	1,432,863	998,932
	<b>3,481,518</b>	<b>3,472,242</b>
<b>Fund Balances:</b>		
Invested in capital assets	4,040,668	3,991,743
Externally restricted	242,530	181,198
Unrestricted	(1,752,276)	(1,782,695)
	<b>2,530,922</b>	<b>2,390,246</b>
	<b>6,012,440</b>	<b>5,862,488</b>



# OACAS BOARD OF DIRECTORS 2011/2012

President: Keith Sparling  
Past President: Donna Denny

Central Zone Agency Board Director: Marilyn Dumaresq  
Central Zone Agency Staff Director: Paul Zarnke

Eastern Zone Agency Board Director: Terri McDade  
Eastern Zone Agency Staff Director: Barbara MacKinnon

Grand River Zone Agency Board Director: Harry Emmott  
Grand River Zone Agency Staff Director: Dominic Verticchio

Northern Zone Agency Board Director: Frank Gillis  
Northern Zone Agency Staff Director: Jim Baraniuk

Northeastern Zone Agency Board Director: John Stopper  
Northeastern Zone Agency Staff Director: John Raymond

Southwestern Zone Agency Board Director: Jamie Henderson  
Southwestern Zone Agency Staff Director: Bruce Burbank

Director at Large: Catherine Moreau  
Director at Large: Gary Harron



*OACAS 100 years. Simcoe County Children's Aid Society Board Members, 1952.  
Image Courtesy of the Children's Aid Society of the County of Simcoe.*





