



# { ANNUAL REPORT 2012 - 2013 }

*The Ontario Association of Children's Aid Societies*





## TABLE OF CONTENTS

1.	Executive Message .....	2
2.	Strategic Plan .....	4
3.	Customer Service Deliverables .....	5
4.	Key Achievements .....	7
5.	Local Directors Section Provincial Projects .....	12
6.	Looking Forward .....	13
7.	OACAS Board of Directors .....	17
8.	Financials .....	18





## EXECUTIVE MESSAGE

2012-2013 was an exciting year at the Ontario Association of Children's Aid Societies (OACAS) with the delivery of the new OACAS Strategic Plan that set the direction for the Association on behalf of its Members for the next five years. OACAS undertook extensive work and consultation with member agencies and other stakeholders to develop the Strategic Plan which will determine the direction of the Association. In conjunction with this, OACAS also developed a series of Strategic Change Initiatives, central to the values and deliverables reflected in the Strategic Plan. OACAS has begun implementing the Strategic Plan and started work on the Strategic Change Initiatives. As the sector is affected by substantial change, the Strategic Change Initiatives will focus energies on moving important child welfare themes forward.

Last year we marked a milestone with 100 years of OACAS service to Children's Aid Societies in Ontario. This year has been a critical time in child welfare, as we work with the agencies, government, the Ministry of Children and Youth Services and Commission to lead the numerous changes before us, within a period of fiscal constraint. OACAS managed several significant changes on behalf of members to ensure the new initiatives have a positive impact on children and families. With new directives from the Ministry, the year

ahead will hold many challenges. We may see a number of changes including transformation, fiscal constraint and increased public scrutiny. As the relationship between the agencies and the Ministry enters this new phase, the Association will support the sector. Together our commitment and passion towards the evolution of child welfare will enable us to move forward with a clear and informed focus and strategy.

OACAS worked hard with the field in a number of areas, with significant achievements throughout the year. The achievements of the Association are the result of a collaborative effort on the part of a dedicated, passionate staff working with and for members to ensure the voice of child welfare is heard.

Last year "My Real Life Book: Report from the Youth Leaving Care Hearings" was submitted to the government, with YouthCAN heavily involved throughout the process.

The Ministry of Children and Youth Services responded to recommendations made in the *Blueprint for Fundamental Change to Ontario's Child Welfare System* with an announcement of additional youth supports and resources. This demonstrated a commitment to issues raised by youth in the report and aligned with YouthCAN



and OACAS' longstanding provincial advocacy for youth.

The Association focused considerable energy towards moving Aboriginal strategic direction forward, including filling a dedicated role at the Association for the position of Director Aboriginal Services. Associate membership was established for pre-mandated agencies to help assist them in becoming mandated and we are pleased to report that within the 2012-2013 fiscal year four agencies have joined.

OACAS has incorporated numerous themes stemming out of the "sunset" of the Commission to Promote Sustainable Child Welfare, including the Strengthening Child Welfare Governance Project, Shared Services and French Language Services training and support.

We have devoted considerable effort and energy on the advocacy and government relations front, with increased meetings with the Ministries of Children and Youth Services and Training, Colleges and Universities. In addition, the Association held a series of meetings with Opposition Critics, PC caucus and NDP caucus. Advocacy continues to be a strong priority for the field as the voice of child welfare.

We have appreciated the many accomplishments

of the past year, but recognize there is more work to be done. As we move forward with the strategic plan, the priorities for OACAS and how the Association operates will be more defined within the new plan. As always we continue our dedication to provide the sector with advocacy, excellence and leadership services and we remain committed to continuing to support and advocate for our members through partnerships and collaboration with the field and other sectors to improve the well-being of vulnerable children and families.

Marilyn Dumaresq  
President

Mary Ballantyne  
Executive Director



## Our Vision

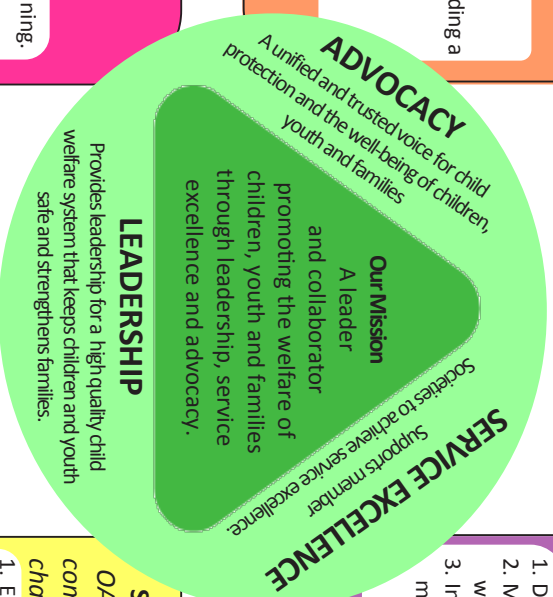
**A highly effective children services system which has the confidence of Ontario families and communities.**

**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 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 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 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.



## CUSTOMER SERVICE DELIVERABLES

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 new changes, challenges and opportunities. One of the critical roles of OACAS is to bring together people from many areas and perspectives to discuss important issues, develop a common voice and influence change for the betterment of the lives of children, youth and families. To guide the delivery of membership services and support Strategic Change Initiatives moving forward, OACAS will focus significant efforts towards our Customer Service Deliverables. The Customer Service Deliverables are:

### **Advocacy and Government Relations**

Advocacy and Government Relations is the development and advancement of sector priorities through various advocacy strategies with government and other stakeholders. OACAS is the “voice of child welfare” in Government Relations and works with provincial elected officials, political staff, and senior government staff to advance the interests of children, youth and families through relationships based on trust, respect, honesty and quality information. While the OACAS plays a strong role in Advocacy and

Government Relations, we remain mindful that this role should never overwhelm the voice of First Nations and Aboriginal communities.

### **Issues Management**

Issues Management is an anticipatory, strategic management process that allows OACAS to detect and respond appropriately to emerging trends, crises, or changes in the sector, or the broader socio-political environment.

### **Public Engagement and Accountability**

Public Engagement and Accountability encompasses the activity, benefits and outcomes that OACAS engages in with the public (or defined audiences) that results in an increased appreciation, engagement, and knowledge of the child welfare sector with mutual benefits for both the public and OACAS and its members. This is an important area for the Aboriginal community, as the media has at times been flooded with negative images of Aboriginal communities, as well as images of less than capable Aboriginal child welfare agencies which try to respond to the needs of these children and their families.





## **Knowledge Management**

Knowledge Management (KM) is the collection of data through surveys, polls, focus groups and other methods and the translation of this data into information and ultimately to knowledge to support best practice, performance, and innovation. KM also enables public education and awareness, issues management, advocacy and knowledge mobilization. This function is particularly important to the Aboriginal community, as there is increasing recognition that the Aboriginal context and reality differs significantly than that experienced by non-Aboriginals. However, closer attention needs to be paid to quantification and measurement as tools for advocacy and change.

## **Knowledge Mobilization**

Knowledge Mobilization puts the available researched, trustworthy, and relevant information forward to the benefit of child welfare. An Aboriginal lens is applied to all training and education materials. The critical information is found through the following methods:

- Offering Foundational Child Welfare Professional, Management, Resource Parent and Specialized training
- Dissemination of Emerging Best Practices through Practice Note Statements
- Hosting Learning Symposiums and designing practice guides

- Conducting Quality Assurance Measures including trainer development and observations.

## **System Development**

System Development provides system-wide project management, system-wide responses to common issues, and shared services coordination.

## **Enterprise Program Management**

Enterprise Program Management is the leadership and coordination of established sector programs including contract administration, member billings, vendor and issue management. Enterprise Program Management also supports programs delivered to the sector directly by the Association through centralized coordination, management, and reporting.

## **OACAS Infrastructure Management**

OACAS Infrastructure Management is the leadership, planning and coordination of core internal organization processes including HR, Finance, Facilities, IT and Communications to support the work of the Association.





## KEY ACHIEVEMENTS

OACAS had a busy and industrious 2012-2013 and in collaboration with member agencies, external stakeholders and government, achieved many positive changes for children and families. Throughout the year, we have accomplished a number of achievements that align with our Strategic Directions.

**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.

- The Service Framework Working Group has started work on the definition of the service framework. The framework will: demonstrate common agreement across the province in service direction, provide assistance at the local level for strategic planning and ideas around service delivery, facilitate congruent provincial planning and ongoing consistency in service direction and guidance around best practices, provide a framework to reflect evolving promising practices in child welfare subsequent to the Transformation Agenda, and facilitate community planning, both within child welfare agencies and between child welfare and other community service providers.

- The project proposal for *An Action Plan to Strengthen Families in Care; Working to Achieve “Family” for all Children and Youth* has been approved and work has begun on key products including a guide, plan, self-assessment tool and strategies that will support the progress towards the stated goals and targets.

### **Outcomes for Children & Youth**

- First Youth Civics Day held at Queen’s Park with youth attending from across the Province.
- YouthCAN and OACAS staff participated in the Youth Leaving Care Working Group as participants and observers. The Working Group created the ‘My Real Life’ report and the *Blueprint for Fundamental Change to Ontario’s Child Welfare* report.
- Continued management of the Green Shield Crown Ward Aftercare Benefits Program.

### **Adoption & Other Permanency Options**

- Revised a toolkit to support regional ADOPT events and created numerous learning tools and resources on adoption openness.
- The number of children adopted as a result of Adoption Resource Exchanges (ARE) were tracked and documented. OACAS studied the impact of Provincial AREs from 2009-2012.

- A pro-bono “Older Youth Adoption Program” was initiated with free legal services for foster families of children over 18 seeking to complete the adoption process.

### ***French Language Summit***

- Hosted the inaugural summit “A Call to Action” for the promotion and planning of better support and French Language delivery in the designated member agencies. French Language Commissioner, François Boileau, was key note speaker with Summit content delivered entirely in French and simultaneous translation in English made available.

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

### ***Accountability***

- Selected and refined phase 1 Performance Indicators with the assistance of the Outcomes and Accountability Advisory Committee and with Ministry of Children and Youth Services involvement.
- Received approval and funding for the implementation of Performance Measurement and Management Project.
- The OACAS Board passed the motion in support of moving forward with a full analysis of the implications and steps required to prepare the field for professional regulation with the College of Social Workers and Social Service Workers. Discussion with the field, including meetings with all network groups, Executive Directors, Zone Chairs and the Local Directors Section.

### ***Public Engagement***

- Work has begun on phase II of the Public Engagement campaign. An analysis of Years 1, 2 and 3 has been completed.
- OACAS participated in the Ontario Non-Profit Housing Association’s Housing Open Door’s Campaign, which makes connections between affordable housing and its positive impacts on other issues, including the welfare of children.

### ***Public Confidence***

- Worked with the Ontario College of Social Workers and Social Service Workers on the eligibility of child welfare professionals for College membership and legislative framework regarding social work.
- Led the field in discussion regarding the *Psychotherapy Act* and provided input into Ministry of Health and Long Term Care consultations on drafting of an exemption provision from *Psychotherapy Act*.
- Coordinated field response on proposed regulatory changes and invited Deputy Ombudsman to present to Children’s Aid leadership at March Consultation.
- Held meetings with Executive Chair of Social Justice Tribunals Ontario and Associate Chair of Child and Family Services Review Board.

### ***Media***

- Provided support and materials for media relations to agencies including approximately 100 media responses in English and French on behalf of members.
- Commenced work on a new Communications toolkit focusing on media training and support for agencies.
- Continued daily media monitoring of online, print, video and social media.

### ***100<sup>th</sup> Anniversary***

- Honoured, reflected upon, and celebrated the 100 year anniversary of OACAS with a logo rebrand and the development of bilingual book featuring an in-depth historical overview of OACAS and child welfare. The book was distributed to all agencies and other key stakeholders.

### ***Publications***

- The 2012 Child Welfare Report was released in October 2012. The report gained media attention and continues to be used as an important overview of the province’s advocacy priorities.



## **SharePoint**

- The SharePoint members site and public website are undergoing a redesign process to reflect current and evolving strategic priorities and member needs.

**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.

- The Aboriginal Services Advisory Committee considers issues and acts as advisors to the OACAS Board on increasing the organization's responsiveness to the needs of Aboriginal children and families in the Province of Ontario.
- The Aboriginal Advisory Committee had input into the development of the newly released Formal Customary Care Guide.
- With the proroguing of government, an Aboriginal specific meeting was set up with the Minister of Aboriginal Affairs in lieu of MPP Briefing Day. Aboriginal members and OACAS Director of Aboriginal Services were in attendance.

## **Aboriginal Services**

- First People's Group was hired to develop a Reconciliation Framework. The survey for the reconciliation framework is currently underway.
- Associate membership was established for pre-mandated agencies to help assist them in becoming mandated. To date, four agencies have become Associate Members: Kina Gbezhgomi Child and Family Services, Kunuwanimano Child and Family Services, Nog-Da-Win-Da-Min Family and Community Services and Six Nations of the Grand River Child and Family Services.
- First Peoples Group completed a curricula review and prepared a final report with recommendations about how to redesign the curricula.
- Completion of 'Clearing in the Woods' provincial training for senior leaders delivered by Kenn Richard and Karen Hill.

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

## **Advocacy & Government Relations**

- Held a series of meetings with key government stakeholders, including Ministers from Children and Youth Services, Aboriginal Affairs and Training, Colleges and Universities, the Opposition Children and Youth Critics, PC caucus and NDP caucus, to provide briefings related to the child welfare sector and key priorities.
- With the proroguing of government, MPP Briefing Day was repurposed into five high profile meetings including, with the Minister of Aboriginal Affairs, Minister of Children and Youth Services, two meetings with the Deputy Minister of Children and Youth Services (one related to funding and another related to Aboriginal Services), and the PC Children's Critic.
- Prepared responses to the PC party White Paper: *Paths to Prosperity: A Fresh Start for Children and Youth*.

## **Funding**

- Developed a comprehensive pre-budget consultation paper and met with Opposition critics.
- Ongoing contact with the Commission to Promote Sustainable Child Welfare, government officials and Ministers related to funding model, funding levels, and other funding issues.
- Hosted consultations and webinars with the Ministry of Children and Youth Services related to the funding model.
- Produced services and financial report, including the CAS Facts 2011/2012 to support advocacy and media relations.

## **Governance**

- Through the Governance Advisory Committee, OACAS hosted meetings, seminars and webinars on: roles; NFP readiness; the role of the board in quality, outcomes and performance improvement; ED compensation; performance management and succession planning; governance; accountability; and provincial performance indicators.
- Developed an accountability framework in addition to piloting tools related to indicators of good governance, developing Board toolkit and resources and laid the groundwork for a Board portal and an approach to roll-out of provincial indicators for implementation in 2013/14.
- Completed Not for Profit (NFP) Legislation needs assessment and provided advice to all Children's Aid Societies about how to prepare for proclamation of new legislation.

## **Member Support**

- Provided ongoing support to member network groups including Directors of Service, Senior Counsel Network Group, Resource Managers, Q-Net Working Group, Provincial Projects Committee and Provincial Communications Networking Group.

## **Annual Symposium**

- Held the *Finding Our Way: Navigating Anti-Oppressive Practice in Child Welfare* symposium.

## **Executive Leadership Program**

- One-year pilot program on understanding change management and accountability in a senior executive role with the Rotman School of Management and the Learning Partnership commenced.

## **Commission to Promote Sustainable Child Welfare**

- Met with the Commission to Promote Sustainable Child Welfare in preparation for "sunset", identifying key priority areas requiring additional work.

- Developed summary document in response to the Commission's final report and communicated field position to the Minister of Children and Youth Services.

## **Legislative Tracking**

- Tracked issues in the legislature and wrote letters in response to relevant bills including *Children and Youth in Care Day Act*, *Ombudsman Amendment Act* and acts related to adoption and youth.

## **Events Management**

- Registered over 2,200 delegates, exclusive of Education Services webinars and training.
- Mobile integration to enable member registration and viewing of materials completed in 2012.
- OACAS provided event management capacity to work with the Central Zone and the Conference Planning Committee to organize the Local Directors Annual conference, attended by over 70 executive directors from across the province and OACAS senior staff.

## **Youth Awards Program**

- The Awards program was revised to align with policy and funding changes and saw an increase in the number of full bursaries from 20 to 25. In addition to the Clark awards, there will be 15 RONA scholarships and another 6 scholarships from PHD.
- Comprehensive backgrounder provided to Children's Aid Societies and Foundations on program changes.
- Offered a training webinar to advise Children's Aid Society staff about changes to post-secondary supports offered through the government and through agencies and the new awards program.

## **YouthCAN**

- The 6th annual conference, *SUCCESS – It's a Journey!* sold out with 300 youth and staff attendees.
- Revamped YouthCAN website with new features, including research to support youth in





# training sessions 645 training days 1,701 participants 11,654

transition. Created separate landing space in addition to the YouthCAN website to facilitate information for youth transitioning out of care, as well as staff and caregivers.

- Continued distribution of N.O.T.I.C.E. newsletters.
- YPAAG held its annual leadership retreat.
- Continued support of the YouthCAN zone groups, with YouthCAN staff attendance at more than 12 meetings.

## **Education Learning Portfolio**

### ***Training Volumes for 2012-2013***

- 645 Sessions
- 1,701 Days
- 11,654 Participants

### ***Ontario Practice Model***

#### ***Viewpoint pilot***

- Nine agencies agreed to pilot a new software program to answer their portion of the Looking After Children Assessment and Action Record. The program is designed to engage young people in having a stronger voice in their life planning. Over 55 young people participated in the pilot.

#### ***SAFE home study pilot in the For Profit residential sector***

- The Consortium for Children in California held sessions to train the outside paid resource departments.
- Two one-day supervisory sessions were held.

#### ***International Looking After Children Conference in Glasgow, Scotland***

- Dr. Bernadette Gallagher, OACAS Director of Education Services, Myra Hurst, OACAS Manager of the Ontario Practice Model and Marg Barr from Brant Children's Aid Society presented data from the Looking After Children materials titled "*Our Story: Young Peoples ratings of critical life outcomes using the Looking After Children data*".



## 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.

### **The following projects were approved for funding for 2013-2014:**

1. Do We Have the Right Outcome Measure for the 90% of the Children We Serve?
2. Provincial Legal Custody Part II
3. Moving toward Reconciliation: Child Welfare and the Aboriginal Community
4. An Action Plan to: Strengthen Family Base Care: Working to achieve "Family for all children and youth"

A provincial team is also working on an additional project: Defining Service Frame Work for the Child Welfare Sector in Ontario.

### **The Provincial Projects that were approved in 2012-2013 are:**

1. Creating Ethics Guidelines for Quality Assurance in Child Welfare
2. Adoption and Permanency Capacity Regional Services Options
3. Social Media Guidelines & Best Practices
4. Legal Remedies Tool Kit
5. Early Intervention and Admission in Prevention (EIAP): Best practice from the past, present and preparing for the future.





## LOOKING FORWARD

OACAS has been working hard to implement the new key Strategic Change Initiatives that emerged from last year's Strategic planning process. The process was spearheaded by the OACAS Board to ensure OACAS fulfills its mission and provides leadership in child welfare. The Strategic Directions and Strategic Change Initiatives will guide our work and focus with the overarching goal of progressing our sector forward in the new fiscal year. Amidst the current environment of both challenge and change anticipated for our membership and the sector, these initiatives and directives will play a significant role to facilitate a focused and strategic approach.

This coming year, OACAS will continue to work in partnership with members, agency Boards of Directors and the Local Directors' (LD) Section to strengthen child welfare in Ontario and improve outcomes for children and families.

### Strategic Change Initiatives

**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.

Lead	Change Initiative	Goal
Joint LD Section/ OACAS Staff	Service Framework	The child welfare sector agrees to a service framework that balances the need for provincial direction with the importance of local autonomy
LD Section	Excellence in Practice: Adoption & Permanence	1. Member agencies support an approach for increased collaboration across CASs in their work to advance permanent families for all children and youth 2. Positive engagement of other key provincial partners that share an interest in adoption and permanency continues

<b>Lead</b>	<b>Change Initiative</b>	<b>Goal</b>
LD Section	Excellence in Practice: Strengthening Family Based Care	Member agencies embrace “Strengthening Family Based Care” philosophy and contribute to development of tools to support implementation
LD Section	Excellence in Practice: Early Help	Member agencies support the direction and work together to develop a common approach to implement so that families have the support they need when they need it
LD Section	Excellence in Practice: Youth Services	1. Member agencies support provincial approach to advocacy for children aged 16 and 17 to be afforded protection under the legislation 2. Member agencies support a consistent approach and develop implementation plans to move forward with recent legislative, regulatory, policy and funding initiatives for youth from care are not from care
OACAS Staff	Shared Services	The development of a model for the efficient and effective approach to delivery of various services through a formalized shared services structure where appropriate for the field
OACAS Staff	Data to Knowledge	1. To create a Knowledge Management Strategy 2. Member support for the strategy which includes the knowledge needed to better manage child welfare services
Joint LD Section/OACAS Staff	French Language Capacity	Build capacity of CASs across Ontario to provide French language services through developing a network of resources between agencies and other service providers
OACAS Staff	Curriculum Redesign for Foundation, Child Protection and Management Courses	The CAS Foundations Training Program ensures that CASs have access to training materials that reflect emerging best practice trends, diversity, and is built on a platform that is easily adjusted
OACAS Staff	Emerging Child Welfare Issues, Topics & Trends	CASs have access to latest research about topics that are of most concern to them
OACAS Staff	Quality of Training Delivery	OACAS has a quality assurance program for training delivery
OACAS Staff	Transfer of Learning	All CASs have a transfer of knowledge strategy in place to promote the continuous learning from the classroom to the workplace through coaching and mentoring program



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

Lead	Change Initiative	Goal
OACAS Staff	Performance Indicators	<ol style="list-style-type: none"> <li>1. A common set of Performance Indicators is being extracted, reported and analyzed from the CASs across the province</li> <li>2. PI information is being used at the agency operational and strategic levels and at the provincial level to communicate about and improve service delivery</li> </ol>
Joint LD Section/OACAS Staff	Professional Regulation and Oversight	Member support for a strategy that analyzes the implications and steps required to prepare the field for professional regulation
OACAS Staff	Public Engagement	<ol style="list-style-type: none"> <li>1. In public messaging, OACAS and all agencies talk about the same issues with agreed to priorities and approach</li> <li>2. The public is educated on the processes in place and actions taken to improve outcomes for children</li> <li>3. Data and statistics support actions and activities (evidence based)</li> </ol>

**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.

Lead	Change Initiative	Goal
OACAS Staff	Enhance capacity of Aboriginal and non-Aboriginal agencies	<ol style="list-style-type: none"> <li>1. There will be a clearly outlined plan for designation of pre-mandated agencies, well understood by Aboriginal and non-Aboriginal agencies</li> <li>2. Pre-mandated agencies will have the support and access to information to facilitate their successful fulfillment of the terms and conditions of Capacity Assessment</li> <li>3. The current Funding Formula will adequately support the needs of agencies providing service to Aboriginal children and families</li> </ol>
Joint LD Section/OACAS Staff	Aboriginal Children and Families are more appropriately served	<ol style="list-style-type: none"> <li>1. Agencies will develop capacity to recruit and support Customary Care placements for Aboriginal children</li> <li>2. CAS staff working with Aboriginal children and families will have the knowledge, understanding and skill in how to best engage and support Aboriginal children and families</li> </ol>
Joint LD Section/OACAS Staff	Reconciliation will take place between First Nations and the non-Aboriginal child welfare	<ol style="list-style-type: none"> <li>1. Non-Aboriginal CASs will work collaboratively and supportively with the leadership of First Nations communities, whose children and families they serve</li> <li>2. There will be acknowledgement of the history of child welfare and First Nations people, as well as apology to First Nations people from the child welfare sector in Ontario</li> </ol>

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

Lead	Change Initiative	Goal
OACAS Board	Governance: Improved governance capacity across the sector	<ol style="list-style-type: none"> <li>1. Board members and government have confidence in the ability of Boards to govern and hold CASs accountable</li> <li>2. Boards are employing best practice approaches in their governance</li> <li>3. Boards are connected to other Boards in their communities and to the broader child welfare system</li> </ol>
LD Section	Leadership Excellence	Executive leadership continues to be developed through Schulich & Rotman and mentorship
LD Section	Labour Relations	<ol style="list-style-type: none"> <li>1. Decisions are made about how to proceed with future joint collective bargaining initiatives</li> <li>2. Provincial Worker Safety Initiatives are implemented</li> </ol>
Joint LD Section/OACAS Staff	Child Protection Information Network (CPIN)	<ol style="list-style-type: none"> <li>1. Successful implementation, which meets the needs of the field for this significant business transformation</li> <li>2. (Communications) Communications strategy, which is transparent and open</li> <li>3. (Governance) CPIN Advisory as the voice of the sector, in all matters related to CPIN</li> </ol>
Joint LD Section/OACAS Staff and Board	Sector Project Management	<ol style="list-style-type: none"> <li>1. Projects operate consistently to ensure good value for resources required</li> <li>2. Projects and initiatives occur within an overall provincial framework that is well understood and focuses on sector priorities</li> <li>3. Project work integrated into and utilized by the sector</li> </ol>
Joint LD Section/OACAS Staff and Board	Senior Decision-Making	Decisions are made with the OACAS member agencies such that all agencies are heard and OACAS is able to move initiatives forward reflecting the “voice” of all member CASs
OACAS Staff	I.T. Strategy	An integrated best-practice IT strategy supports and enhances OACAS and leverages leading technology solutions to meet the complex and diverse needs of its members, including databases and Learning Management Systems
OACAS Staff	SharePoint Intranet site design, development	SharePoint is fully integrated as the Intranet and implemented as the Extranet site
OACAS Staff	Facilities	<ol style="list-style-type: none"> <li>1. High sound and picture quality technology is available for all meetings hosted by OACAS in all meeting rooms</li> <li>2. OACAS staff have the knowledge and skill to deliver high quality meetings including: meeting set-up; meeting facilitation; technology support; and meeting clean-up</li> </ol>





## 2012-2013 OACAS BOARD OF DIRECTORS

**President:** Marilyn Dumaresq

**Past President:** Keith Sparling

**Central Zone Agency Board Director:** Avanthi Goddard

**Central Zone Agency Staff Director:** David Rivard

**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:** Nancy MacGillivray

**Northern Zone Agency Board Director:** Frank Gillis

**Northern Zone Agency Staff Director:** Rob Richardson

**Northeastern Zone Agency Board Director:** John Stopper

**Northeastern Zone Agency Staff Director:** Marty Rutledge

**Southwestern Zone Agency Board Director:** Shane Renaud

**Southwestern Zone Agency Staff Director:** Bruce Burbank

**Director at Large:** Catherine Moreau

**Director at Large:** Dr. April Rietdyk



# OACAS FINANCIALS

## Balance Sheet

March 31, 2013, with comparative figures for 2012

	2013	2012
	Total	Total
<b>ASSETS</b>		
Current assets:		
Cash	\$ 160,862	\$ 488,631
Accounts receivable	1,611,307	1,445,608
Prepaid deposits and expenses	25,718	37,169
Inventory	13,520	364
	1,811,407	1,971,772
Capital assets (note 2)	3,905,599	4,040,668
	\$ 5,717,006	\$ 6,012,440
<b>LIABILITIES AND FUND BALANCES</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 1,143,054	\$ 1,298,995
Deferred revenue (note 3)	366,705	749,660
Credit facilities (note 4)	1,358,429	1,432,863
	2,868,188	3,481,518
Fund balances:		
Invested in capital assts	3,905,599	4,040,668
Externally restricted	294,894	242,530
Unrestricted	(1,351,675)	(1,752,276)
	2,848,818	2,530,922
Lease commitments (note 6)		
	\$ 5,717,006	\$ 6,012,440



# Statement of Revenue, Expenses and Changes in Fund Balances

Year ended March 31, 2013, with comparative figures for 2012

	Total	
	2013	2012
Revenue:		
Government of Ontario	\$ 5,256,474	\$ 4,968,425
Membership fees	3,025,895	2,931,750
Other	949,236	957,036
Registration fees	608,338	460,799
Publications	58,424	85,929
Donations	376,482	408,832
	<b>10,274,848</b>	<b>9,812,772</b>
Expenses:		
Salaries	4,006,992	3,384,635
Purchased services and training services	2,837,565	2,960,299
Employee benefits	963,257	759,529
Facility rental	300,019	296,805
Travel	203,903	228,016
Office expenses	436,388	445,325
Publications and promotions	131,386	161,737
Occupancy costs	264,775	516,923
Equipment	61,974	89,999
Loan interest	59,060	54,228
Other	109,784	161,694
Amortization of capital assets	192,756	165,453
Staff training	21,993	33,247
Resources and memberships	69,597	66,205
Bursaries awarded	297,500	347,500
	<b>9,956,951</b>	<b>9,672,096</b>
Excess (deficiency) of revenue over expenses	<b>317,897</b>	<b>140,676</b>
Fund balances, beginning of year	<b>2,530,922</b>	<b>2,390,246</b>
Fund balances, end of year	\$ <b>2,848,819</b>	\$ <b>2,530,922</b>









# Ontario Association of Children's Aid Societies

---

The voice of child welfare in Ontario