

## EXECUTIVE MESSAGE

Welcome to the 2015–16 OACAS Annual Report. We hope that the highlights presented here will encourage you to visit its interactive, digital companion to learn more about the people and projects behind this year's significant accomplishments.

As the membership organization for 44 Children's Aid Societies, OACAS is privileged to be on the front lines of the challenging and inspiring work undertaken by the child welfare sector in Ontario. The three pillars of OACAS engagement – advocacy, leadership, and service excellence – guide our work with our members as we work collectively to serve the children, youth, and families in our care.

Transformation and change have been daily fare for the child welfare sector in Ontario for the last two decades, but 2015–16 will stand out as a historic turning point. This year Ontario's independent Children's Aid Societies made a formal commitment to a new framework for working together as a provincial system. At the heart of this "Call to Action", as it is known, lies a deep desire to improve the quality and consistency of services to children, youth, and families across Ontario. The call for change from communities, the media, and the Attorney General has been heard loud and clear. The Call to Action also includes the sector's commitment to communicate transparently with each other and with all our stakeholders, including the public, about our progress in eight priority areas. The scope of these priority areas is vast but as you will see in our Annual Report, significant headway into this change agenda was made in the past year.

Among the many priority areas highlighted in the Annual Report, some deserve specific mention. This year, OACAS, in partnership with its members, finished the redesign of its child welfare education program that trains the 8,000 child welfare workers. We will be well-served by the new curriculum, which includes a focus on equity, human rights, and anti-racism, as the child welfare sector moves to a new system for authorizing workers in the coming year.

We also moved considerably closer to the long-awaited goal of a provincial information system, CPIN, which is now the daily interface for one-third of the child sector workforce. This year, OACAS has been partnering with its members and members of Indigenous communities to determine how Children's Aid Societies can respond in a meaningful way to the Truth and Reconciliation Commission's recommendations. Two new agencies, Kina Gbezhgomi Child & Family Services and Kunuwanimano Child & Family Services, were designated to take on the child welfare mandate this year. Many other agencies have stepped forward and are implementing initiatives within their organizations and in collaboration with their local Indigenous communities to improve the experiences of children and of Indigenous children and families who come to the attention of the child welfare system. Finally, OACAS has advocated on behalf of the sector regarding several legislative and policy changes this year. These include the *CFSA 2015 review*; the *Police Records Checks Reform Act, 2015*; and *Bill 8, the Public Sector and MPP Accountability and Transparency Act, 2014*.



Mary Ballantyne  
OACAS Chief Executive Officer



Avanathi Goddard  
OACAS Board Chair

### ONTARIO ASSOCIATION OF CHILDREN'S AID SOCIETY Statement of Revenue and Expenses

Year ended March 31, 2016, with comparative information for 2015

	Total 2016	Total 2015
<b>REVENUE</b>		
Government of Ontario	\$ 9,014,740	\$ 6,924,832
Membership fees	3,316,600	3,322,383
Registration fees	520,773	455,414
Other	279,105	645,476
Publications	50,115	70,644
Donations	303,116	502,995
Write-off of deferred capital contributions	–	141,248
	13,484,449	12,062,992
<b>EXPENSES</b>		
Purchased services and training services	\$ 5,143,515	\$ 3,692,486
Salaries	5,021,275	4,694,797
Employee benefits	1,167,980	1,085,365
Office	370,882	450,652
Facility rental	365,278	309,070
Occupancy	275,117	265,419
Amortization of capital assets	207,582	204,615
Travel	167,842	273,159
Equipment	123,671	99,509
Other	149,219	156,011
Resources and memberships	81,656	83,016
Publications and promotions	59,115	67,529
Loan interest	46,798	52,544
Staff training	35,229	21,383
Bursaries awarded	269,250	323,250
Disposal of capital assets	–	141,248
	13,484,409	11,920,053
Excess (deficiency) of revenue over expenses	\$ 40	\$ 142,939
Fund balance, beginning of year	\$ 3,680,381	\$ 3,537,442
Fund balance, end of year	\$ 3,680,421	\$ 3,680,381

### Balance Sheet

Year ended March 31, 2016, with comparative information for 2015

	2016 Total	2015 Total
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash	\$ 2,643,599	\$ 1,524,416
Investments	–	152,496
Accounts receivable	1,497,505	1,020,788
Prepaid deposits and expenses	52,946	102,076
	4,194,050	2,799,776
Capital assets	3,389,342	3,577,109
	\$ 7,583,392	\$ 6,376,885
<b>LIABILITIES AND FUND BALANCES</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities	\$ 1,829,494	\$ 1,049,479
Deferred revenue	944,555	443,668
Credit facilities	1,128,922	1,203,357
	3,902,971	2,696,504
<b>Fund balances</b>		
Invested in capital assets	2,260,420	2,373,752
Externally restricted	145,706	172,212
Unrestricted	1,274,295	1,134,417
	3,680,421	3,680,381
	\$ 7,583,392	\$ 6,376,885

Ontario Association of Children's Aid Societies  
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www.oacas.org

### OACAS BOARD OF DIRECTORS 2015–2016

#### Board Executive

**Avanathi Goddard**  
Chair

**Marilyn Dumaresq**  
Past Chair

**Margaret Bowman**  
Vice-Chair

**Rachel Daigneault**  
Secretary/Treasurer

**Nancy MacGillivray**  
ED Director at Large

**David Rivard**  
LD Section Liaison

**Lisa Sarsfield**  
Central Zone Agency  
Board Director

**David Rivard**  
Central Zone Agency  
Staff Director

**Dr. Maria S. Odumodu**  
Southwestern Zone  
Agency Board  
Director

**Dawn Flegel**  
Southwestern Zone  
Agency Staff Director

**Deirdre Thomas**  
Eastern Zone Agency  
Board Director

**Rachel Daigneault**  
Eastern Zone Agency  
Staff Director

**Margaret Bowman**  
Grand River Zone Agency  
Board Director

**Nancy MacGillivray**  
Grand River Zone Agency  
Staff Director

**Rejeanne Demeules**  
North Eastern Zone  
Agency Board  
Director

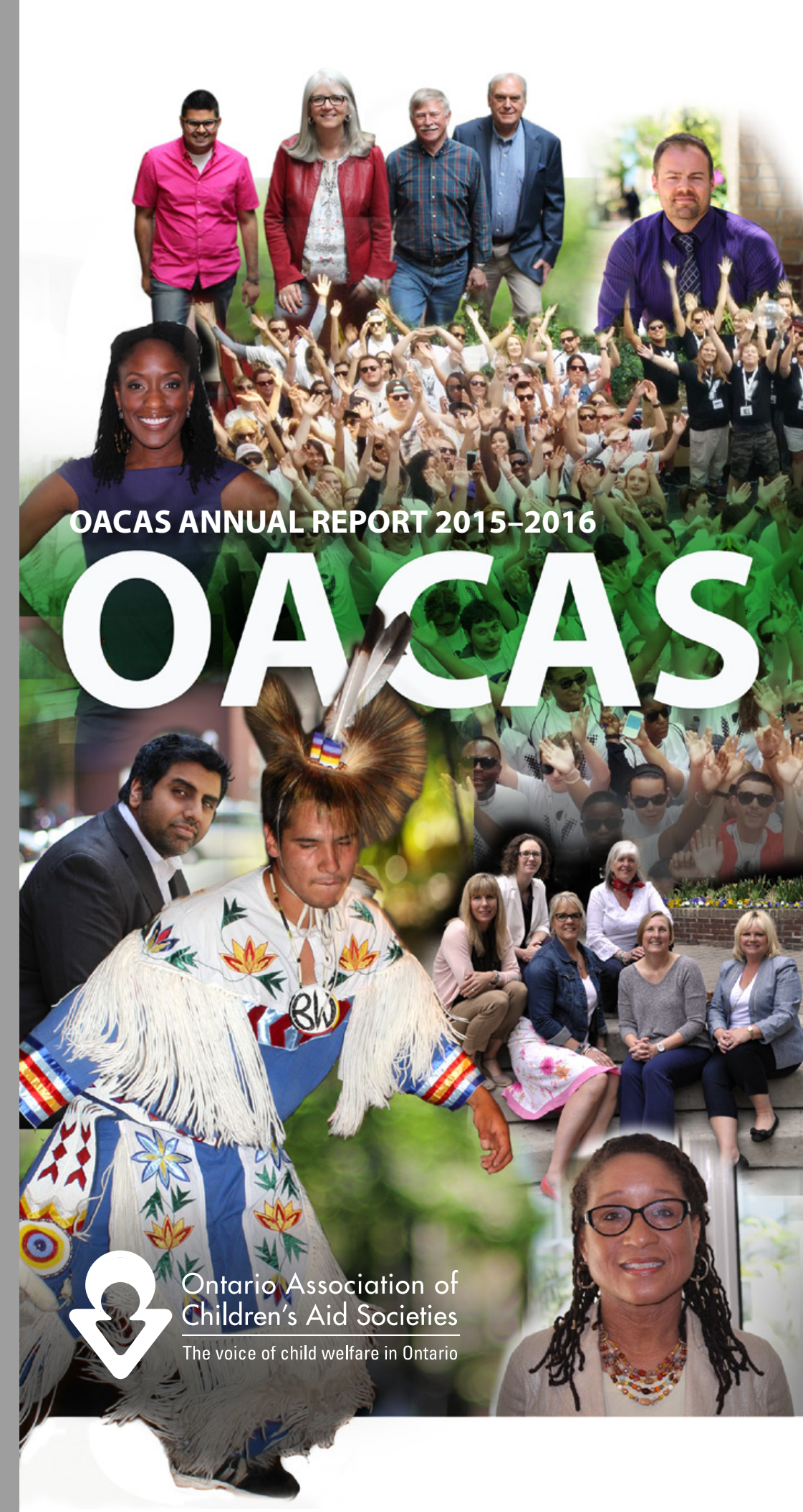
**To Be Confirmed**  
North Eastern Zone  
Agency Staff Director

**Vincent Lacroix**  
Northern Zone Agency  
Board Director

**Rob Richardson**  
Northern Zone Agency  
Staff Director

**Abram Benedict**  
Director at Large –  
Aboriginal Agency

**To Be Confirmed**  
Director at Large

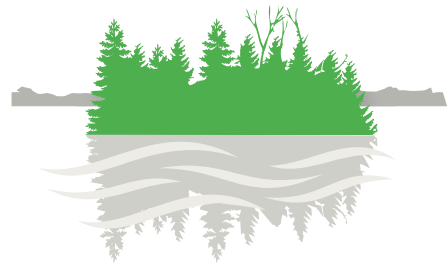


# OACAS ANNUAL REPORT 2015-2016

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



**COLLABORATING** TO IMPROVE THE HEALTH, WELL-BEING,  
AND LIFE CHANCES OF INDIGENOUS CHILDREN



**12 traditional knowledge keepers** sharing their wisdom with **91 youth** and **31 chaperones** at the **Bark Lake Youth in Care Gathering**

**4,318**

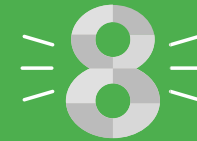
**Child welfare professionals**

are using **The Other Side of the Door** practice guide to better serve Indigenous communities

**LEADING** A CALL TO ACTION TO WORK  
AS A PROVINCIAL SYSTEM



**44**  
**Children's Aid Societies** participating in the provincial **CALL TO ACTION**



**8**  
**PRIORITY AREAS** for **COLLECTIVE CHANGE**



leading to an **improved** and **culturally responsive** child welfare sector

**LEADING** THE DEVELOPMENT OF A BUSINESS CASE  
FOR SHARED SERVICES IN THE CHILD WELFARE SECTOR

**40**

**MEMBER AGENCIES**



signed letters of intent to participate in the **Shared Services Implementation Project**

**3**

**SHARED SERVICES**



confirmed for roll-out — Procurement, Outside Paid Resource (OPR) Quality Monitoring, and Data Management and Analysis

**ENGAGING** YOUTH AND FORMER YOUTH IN CARE

**1,393**

**Former youth in care** and their dependent children receiving health, dental, counselling, and life skills support services



**150**

**children and youth in care** met with **17 MPPs and government staff** (including MCYS Minister Tracy MacCharles) on **Youth Civics Day** at the **Ontario Legislature**



OACAS ANNUAL REPORT 2015-16

**A YEAR IN NUMBERS**

To view the full OACAS annual report, please visit [www.oacas.org/annual-report-2015-2016](http://www.oacas.org/annual-report-2015-2016)



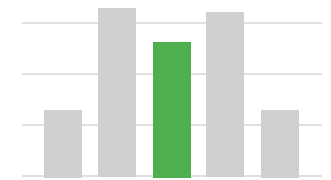
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**SUPPORTING** AGENCIES TO PUBLICLY REPORT  
AGENCY-SPECIFIC PERFORMANCE INDICATORS



**32** **Children's Aid Societies**

publicly reported their individual agency performance indicator results



**5** **Publicly reported performance indicators**

that measure the safety, permanency, and well-being outcomes of all children served

**SUPPORTING** MEMBER AGENCIES  
AS THEY TRANSITION TO CPIN

**25**  
**MILLION RECORDS**

transferred to **CPIN** as of June 2016

**2,692**  
**CAS staff**

using **CPIN** as of June 2016, representing 30% of provincial staff

**10**  
**AGENCIES**

using **CPIN** as of June 2016

**BUILDING** A NEW CHILD WELFARE TRAINING SERIES  
AS A PATHWAY TO AUTHORIZATION FOR ALL WORKERS

**8**  
**Courses**

in the new provincial **foundational learning process** for child welfare workers



**120 HOURS OF ONLINE & IN-PERSON INSTRUCTION** leading to the authorization of child welfare workers

**COLLABORATING** TO IMPROVE OUTCOMES FOR  
AFRICAN CANADIAN CHILDREN AND FAMILIES

**800**  
**Participants**

in **One Vision One Voice** community consultations across Ontario

**10**  
**ONTARIO CITIES**

that gave **feedback** on their experience with Children's Aid Societies