

EXECUTIVE MESSAGE

For over two years OACAS and its 48 member Children's Aid Societies (CASs) have been working to bring about substantial changes needed to build a better child welfare system in Ontario. The voices calling for change have been loud and critical. The Auditor-General, the media, and most importantly the clients - children, youth, and families - have concerns that child welfare services are not equitably offered across Ontario, and that the most disenfranchised children and families in our province are especially losing out.

The 2016-17 Annual Report lays out the child welfare sector's response to this challenge. Through the seven change levers that are profiled in this report, OACAS and member agencies are charting new territory to improve child welfare services. Read here to learn about how an Education and Training Strategy, a Call to Action for transparency and mutual accountability, a Reconciliation Framework, the One Vision One Voice Service Framework, a Shared Services Program, Data Collection and Reporting, and Advocacy for Legislative and Policy Change are lifting child welfare in Ontario into a better place.

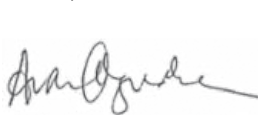
If the purpose of a lever is to move something from one place to another, where is the child welfare sector headed? The vision that we are striving towards is one where children, youth, and families are better supported with culturally relevant practice, where they have equitable chances at successful outcomes, and where they are served by competent, well-trained professionals who are skilled at helping people heal and grow through challenging circumstances.

The levers of change that we have developed will help the child welfare sector make these necessary changes by addressing three key gaps. First, they share the goal of addressing the inequities in our system. Our change levers will be successful when they address the disproportionality of experience and outcomes in the Indigenous and African Canadian children and families that we serve, and when they address the inequities in the availability of services and resources across the province. The second gap our levers address is the consistency of high-quality service available to all families in Ontario, regardless of their home address. The new authorization process to ensure that all child welfare workers experience a high quality training process and the implementation of our Shared Services Program will help address this gap.

Finally, our change levers bring a renewed focus to accountability, transparency, and the need for systemic change. Through system leadership, improved coordination and harmonization, and greater formalized collaboration across the sector, we will continue to build the best child welfare system possible.

Behind these change levers are hundreds of child welfare professionals who have helped to develop and put them into action. We encourage you to meet our system improvement leaders by visiting the more detailed digital report on the OACAS website (www.OACAS.org).

Thank you



Avanthi Goddard
OACAS Board Chair



Mary Ballantyne
CEO, OACAS

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

Year ended March 31, 2017 with comparative information for 2016

	2017	2016
REVENUE		
Government of Ontario	\$ 9,713,643	\$ 9,014,740
Membership fees	3,411,210	3,316,600
Donations	651,335	303,116
Other	478,019	279,105
Registration fees	465,345	520,773
Publications	79,742	50,115
	14,799,294	13,484,449
EXPENSES		
Purchased services and training services	\$ 5,604,113	\$ 5,143,515
Salaries	5,199,991	5,021,275
Employee benefits	1,242,124	1,167,980
Facility rental	427,039	365,278
Bursaries awarded	338,250	269,250
Office expenses	315,024	370,882
Occupancy costs	309,307	275,117
Travel	245,815	167,842
Amortization of capital assets	204,156	207,582
Other	173,223	149,219
Equipment	171,465	123,671
Publications and promotions	133,765	59,115
Resources and memberships	74,387	81,656
Loan interest	43,055	46,798
Staff training	27,859	35,229
	14,509,573	13,484,409
Excess (deficiency) of revenue over expenses	\$ 289,721	\$ 40
Fund balance, beginning of year	\$ 3,680,421	\$ 3,680,381
Fund balance, end of year	\$ 3,970,142	\$ 3,680,421

Balance Sheet

Year ended March 31, 2017 with comparative information for 2016

	2017	2016
ASSETS		
Current Assets		
Cash	\$ 2,350,046	\$ 2,643,599
Accounts receivable	1,582,418	1,497,505
Prepaid deposits and expenses	234,014	52,946
	4,166,478	4,194,050
Capital assets	3,355,080	3,389,342
	\$ 7,521,558	\$ 7,583,392
LIABILITIES AND FUND BALANCES		
Current liabilities		
Accounts payable and accrued liabilities	\$ 1,290,242	\$ 1,829,494
Deferred revenue	1,206,686	944,555
Credit facilities	1,054,488	1,128,922
	3,551,416	3,902,971
Fund balances		
Invested in capital assets	2,300,592	2,260,420
Externally restricted	103,452	175,706
Unrestricted	1,566,098	1,244,295
	3,970,142	3,680,421
	\$ 7,521,558	\$ 7,583,392

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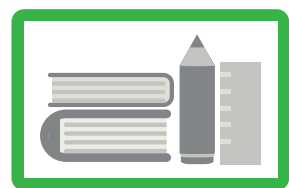
The voice of child welfare in Ontario

7 LEVERS FOR CHANGE



OACAS ANNUAL REPORT 2016-2017

Education and training to support service delivery excellence across the province



1 new education system for child welfare professionals in Ontario

1 NEW PROVINCIAL PROCESS to authorize child welfare professionals

Call to action for system transparency and mutual accountability



27 PROJECTS for collective action and mutual accountability,

including **26** Performance Indicators, improved governance practices, and the implementation of the recommendations from the Jeffrey Baldwin and Katelynn Sampson Inquests

Reconciliation Framework

5 areas of action in the **RECONCILIATION FRAMEWORK** for Children's Aid Societies including welcoming Indigenous culture, creating relationships with First Nations, Métis, and Inuit communities, supporting restoration of jurisdiction, reconciliation, and public education

26 CASS offer cultural programming to support Indigenous youth in care, guided by the Resource Information Overview – Emerging Practices in Child Welfare Sector to Support Indigenous Communities

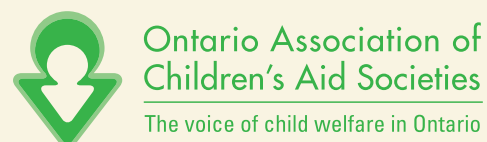


One Vision One Voice Framework



1 PRACTICE FRAMEWORK with **11** Race equity RECOMMENDATIONS to improve outcomes for African Canadian children, youth, and families

800 community members, service users, and youth in care had direct input in to the development of the **One Vision One Voice Practice Framework**



Ontario Association of Children's Aid Societies
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OACAS ANNUAL REPORT 2016-17

CHANGING ONTARIO'S CHILD WELFARE SYSTEM FOR THE BETTER

HIGHLIGHTS

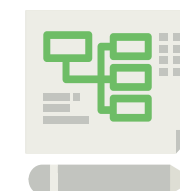
To view the full OACAS annual report, please visit www.oacas.org/annual-report-2016-2017

48 Children's Aid Societies
7 Change levers

Shared Services Program



1 Shared Services Program to improve quality of service through reducing fragmentation, and building sector capacity and performance province-wide

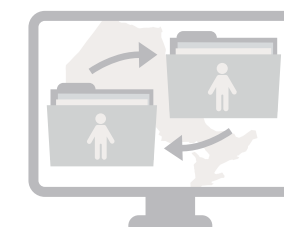


10 planned initial service areas including

a Child Welfare Data Service, provincial After Hours Screening process and monitoring of improved residential services



Data collection and reporting



17 agencies on CPIN representing almost half of the sector using the same system



39 agencies reported validated data from 2010-11 to 2014-15, meeting provincially standardized definitions

Advocacy for legislation and policy change

Age of protection raised to 18 under the new Child, Youth and Family Services Act, 2017



Number of years of **OACAS advocacy** required to achieve legislative change



15 RECOMMENDATIONS in the OACAS submission to the Standing Committee on Justice Policy regarding **Bill 89, Supporting Children, Youth and Families Act, 2017**