

## EXECUTIVE MESSAGE

The past year marked the first year of the *OACAS Re-imagine Child Welfare 2018-2023 Strategic Plan*. This plan lays out a strategic vision for a better system, one that focuses on the child and youth voice, paired with principles of equity, belonging, respect and empowerment, commitment to Reconciliation, and the delivery of consistent and excellent services.

Transforming the child welfare system requires strategic planning and thoughtful dialogue with sector leadership, committees, councils, and each member agency. It also requires engaging with the lived experience of the children, youth, and families that child welfare serves.

This annual report reflects the beginning of our journey towards a reimagined system. It gives us an opportunity to show how we have made a difference in the past year to the lives of those we serve and to demonstrate our commitment to continuous improvement, building towards an effective and responsive child welfare system.

Many positive system changes took place in 2018-19, such as the proclamation of the new *Child, Youth and Family Services Act*, and the onboarding of 90% of non-Indigenous Children's Aid Societies onto a provincial information system. These are significant steps forward that will support child welfare to better respond to the needs of each family while working as a more unified system. The appointment of Nicole Bonnie as the new CEO of OACAS in January of 2019 also marks a turning point for child welfare in Ontario. Ms. Bonnie is the first African Canadian CEO in the history of OACAS and Children's Aid Societies and brings with her a strong background in equity-centered leadership that will be vital to the success of the new five-year strategic plan.

A critical piece to becoming a better system is using evidence to inform and drive sector improvements. Current child welfare data tells us that many families involved in child welfare are the most marginalized, disadvantaged, and disenfranchised members of society, with serious over-representation and disparity of outcomes for Indigenous and African Canadian families. In response to this data, the child welfare sector has undertaken significant work to identify how various forms of social inequities, including anti-Black racism, anti-Indigenous racism, poverty, and lack of access to safe and affordable housing have contributed to these poor outcomes. Thanks to the work of *One Vision One Voice: Changing the Child Welfare System for African Canadians*, and our Reconciliation commitment with Indigenous communities, the child welfare sector has taken steps to address these systemic issues. This work included organizing the first ever provincial gathering of African Canadian youth in care, a first ever symposium for Ontario Black child welfare staff, and a follow-up Acknowledgement and Reconciliation Gathering where the child welfare sector reported back to Indigenous partners and communities on its progress on 9 Indigenous commitments. These events were historic, emotional, and impactful – *because we engaged communities directly to initiate system change and heard their voices*.

All the achievements highlighted in this annual report could not have happened without the expertise and hard work of our member OACAS Board leadership, member Children's Aid Societies, OACAS staff, Strategic Councils, Project Steering Committees, Working and Network Groups, agency staff, communities of practice, and stakeholders. As we navigate transformative change, we must acknowledge the incredible work of agencies who continue to provide responsive, skilled, and caring work in an environment of increasing financial constraints.

It has been an honour to be part of a provincial team working to effectively lead the child welfare sector, embrace innovation, and support change in uncertain times. This work has been approached with courage and conviction, so that ALL children, youth, and families can thrive. We look forward to our continued collaboration on a reimagined child welfare system.



Nicole Bonnie  
Chief Executive Officer, OACAS



Margaret Bowman  
OACAS Board Chair

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

Year ended March 31, 2019 with comparative information for 2018

	2019	2018
<b>REVENUE</b>		
Government of Ontario	\$ 10,260,262	\$ 10,732,499
Membership fees	4,043,488	4,107,681
Shared Services	2,820,002	-
Other Revenue	981,543	682,732
Sales and Registration fees	730,392	533,152
Donations	183,763	327,116
	19,019,450	16,383,180
<b>EXPENSES</b>		
Salaries	\$ 8,320,762	\$ 6,201,750
Contracted Professional Services	3,723,361	3,179,619
Direct Contract	2,599,641	2,976,245
Employee Benefits	1,942,433	1,509,622
Office and Administration	871,503	701,204
Facilities and Equipment	424,619	419,775
Business Travel and Hospitality	381,030	358,357
Amortization of capital assets	270,220	238,917
Bursaries and Grants	217,163	328,057
Other	172,981	319,887
Training, development and recruitment	125,120	81,256
Loan interest	99,331	69,146
	19,148,164	6,383,835
Excess (deficiency) of revenue over expenses	\$ (128,714)	\$ (655)
Fund balance, beginning of year	\$ 3,969,487	\$ 3,970,142
Fund balance, end of year	\$ 3,840,773	\$ 3,969,487

### Balance Sheet

Year ended March 31, 2019 with comparative information for 2018

	2019	2018
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash	\$ 1,152,166	\$ 1,809,167
Accounts receivable	3,864,110	3,303,864
Prepaid deposits and expenses	50,723	5,392
	5,066,999	5,118,423
Capital assets	5,100,652	5,243,013
	\$ 10,167,651	\$ 10,361,436
<b>LIABILITIES AND FUND BALANCES</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities	\$ 2,266,979	\$ 1,731,687
Deferred revenue	1,737,827	2,210,528
Credit facilities	960,798	1,033,278
	4,965,604	4,975,493
Long-Term Portion of Credit facilities	1,361,274	1,416,456
<b>Fund balances</b>		
Invested in capital assets	2,778,580	2,793,279
Externally restricted	133,202	123,452
Unrestricted	928,991	1,052,756
	3,840,773	3,969,487
	\$ 10,167,651	\$ 10,361,436

### Ontario Association of Children's Aid Societies

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[www.oacas.org](http://www.oacas.org)

### OACAS BOARD OF DIRECTORS 2018-2019

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**Avanthi Goddard**  
Past Chair

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Vice-Chair

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Secretary/Treasurer

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Agency Staff Director  
(Thunder Bay)

**Rav Bains**  
Agency Staff Director (Peel)

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Agency Staff Director  
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(Oxford)

**Lisa Sarsfield**  
Agency Board Director  
(Durham)



Ontario Association of  
Children's Aid Societies

# REIMAGINE CHILD WELFARE

Government & Stakeholder Relations | Po

Truth & Reconciliation | Research & Evaluat

Service Excellence | Truth & Reconciliation

Research & Evaluation | Communications

Communications | Program Delivery | Gov

Equity | Government & Stakeholder Relation

Excellence | Truth & Reconciliation | Research

Communications | Program Delivery | Govern

Relations | Policy & Program Development | Truth

Truth & Reconciliation | Research & Evaluatio

OACAS ANNUAL REPORT 2018-2019

## Social Justice

### Reconciliation with Indigenous Communities



- 38** non-Indigenous agencies using
- 7** provincial tracking tools to monitor progress on
- 9** child welfare Indigenous commitments

- 2** Indigenous youth leadership camps with
- 115** Indigenous youth in care connecting with elders, cultural teachings, and each other



### One Vision One Voice

**POWER UP!**

- 130** African Canadian youth in care attended Power Up! Symposium



- 1** ALL IN! Symposium for
- 320** African Canadian staff representing
- 30** agencies

- 1** Provincial Anti-Black Racism Agency Self-Assessment Tool

- 33** agency specific reports



## Government Relations



- 21** meetings with government officials and politicians on behalf of the child welfare sector

- 1** Provincial Election User Guide

- 50,239** number of #childwelfarevotes impressions on twitter;

- 3,261** views of of child welfare election video during election period

Tracking **13** pieces of legislation that impact Children's Aid Societies and the children, youth, and families child welfare serves



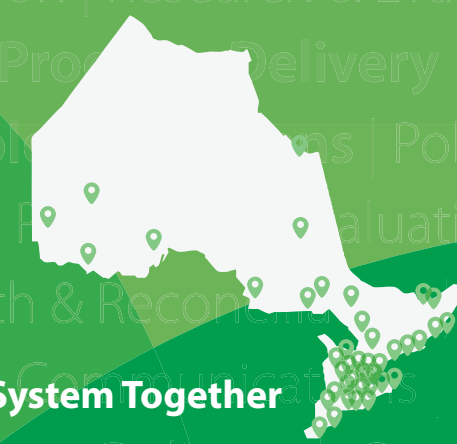
Ontario Association of Children's Aid Societies

# REIMAGINE CHILD WELFARE

OACAS Annual Report  
Member Support Highlights 2018-2019

To view the full OACAS annual report, please visit [www.oacas.org/annual-report-2018-2019](http://www.oacas.org/annual-report-2018-2019)

- 38** member Children's Aid Societies
- 10** member Indigenous Child Well-Being Agencies
- 1** GOAL - Building a Better System Together



## Education and Training



- 16,035** participants from the child welfare workforce completed training courses with OACAS Learning

- 3,500** visits to
- 18** Library Guides



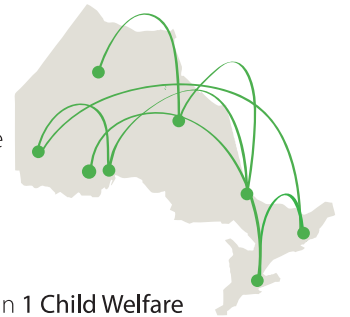
providing curated child welfare information

## Supporting System Change

- 1** Shared Services Program with 7 out of 12 shared services now available

- 8** agencies piloting 1 After Hours Call Answering and Screening Service

- 51** child welfare data assets centralized in 1 Child Welfare Data Service to enhance service through standardized consistent reporting and analysis, as well as new possibilities for research



to support child welfare readiness for new privacy regime



Residential Services Critical Issues Work Group identified **6** theme areas

**32** RECOMMENDATIONS

for immediate change to children's residential services across Ontario

## Youth at Centre

- 1,896** youth
- 323** dependent children registered for the Aftercare Benefits Initiative



- 4** youth in care and **25** organizations working together to improve the academic achievement of children and youth in care

## Unified Voice

- 1** media relations strategy including 255 issues of

**"In the News"**

- 31 provincial media requests, 55 backstory conversations with journalists, 4 media issue notes, 10 press releases, 1 Toronto Star editorial, 365 days crisis communications



- 1** provincial prevention education curriculum for elementary, middle, high schools, and child care centres addressing recommendations from **2** Inquests