



Ontario Association of
Children's Aid Societies

**OACAS 2020-2021
ANNUAL REPORT**

NAVIGATING TOWARD A REIMAGINED CHILD WELFARE SYSTEM

2020-2021
OACAS Annual Report:
Navigating Toward a Reimagined
Child Welfare System

EXECUTIVE MESSAGE

The past year has brought unprecedented levels of change to all sectors and child welfare has been no exception. Before the COVID-19 pandemic, alongside our members and valued partners, OACAS was navigating steadily toward a reimagined child welfare system. When COVID-19 hit, the entire child welfare sector was forced to change tack. We quickly reallocated resources to planning for and mitigating the possible outcomes of the pandemic. We found our bearings and yet, as things continued to change with great speed, we remained agile enough to continue forward. We never veered from our course – an equitable, consistent, and effective children’s services system that supports ALL children, youth, families, and communities to thrive.

The pandemic has reinforced the urgency of our five-year strategic plan. We saw Ontario’s most vulnerable residents, including First Nations, Métis, Inuit, and Black families, those living in poverty, with disabilities, LGBT2SQ+ communities, communities experiencing oppression and other forms of marginalization, as well as children and youth in care, suffer to a greater extent the negative impacts of the COVID-19 pandemic.

The pandemic has also propelled us to change our practices to be even more effective and responsive to our members. Through our COVID-19 Provincial Task Force, we responded swiftly to issues and concerns related to child welfare services and the pandemic. The Shared Services PPE program launched, and within weeks was servicing the entire child welfare sector with critical gear to support the safety of direct service staff, caregivers, as well as children, youth, and families across Ontario. The OACAS Learning Team pivoted to deliver more virtual training, while also developing new opportunities for learner engagement and trainer onboarding. We began meeting with our members virtually and more often, in order to efficiently identify priorities, take action, and report on progress.

The pandemic also pushed us to strengthen our relationships with existing partners, while broadening our network of key stakeholders through joint campaigns, multi-stakeholder working

groups, and innovative projects. We worked closely with the Ministry of Children, Community and Social Services (MCCSS) as they began work to redesign the child welfare system, acting as a key informant to their priority and planning processes. We strengthened our partnership with the Association of Native Child and Family Service Agencies of Ontario (ANCFSAO) through open, honest communication and opportunities for true collaboration.

On top of the pandemic, a number of traumatic events in North America, and globally, led to a renewed focus on dismantling systemic racism, oppression, and white supremacy. Following the death of George Floyd, OACAS created a safe space for Black Ontario child welfare staff to support one another. Our 2020 Child Welfare Leadership Meeting (CWLM) saw two firsts: the first virtual meeting of its kind and the first time it was co-hosted with ANCFSAO. The CWLM was dedicated entirely to understanding the realities of systemic anti-Indigenous and anti-Black racism in child welfare. Toward the end of the year, plans were underway to host a second virtual CWLM with ANCFSAO, this time focused on issues of equity for LGBT2SQ+ children, youth, families, and staff. We also used the provincial Black child welfare staff meeting model to facilitate a similar space for LGBT2SQ+ staff at all levels.

These achievements are credited to the strong leadership and unwavering commitment of the OACAS Board of Directors, our member Children’s Aid Societies and Indigenous Child and Family Well-Being Agencies and their staff, OACAS staff, and our provincial partners. During an especially difficult year, in countless ways, they never faltered in their dedication to transformative change. A special thank you to those with lived experience in the child welfare system who continue to share their stories and engage in the work with us. We must continue to ensure their voices are at the centre of every decision.

We recognize that we have not yet arrived at our final destination. And so, with our partners aboard, we continue to journey toward a reimagined children’s services system that allows all children, youth, families, and communities to thrive.



Nicole Bonnie
CEO, OACAS



Lisa Sarsfield
Chair, OACAS Board
of Directors



**2020-21
ACHIEVEMENTS
AND HIGHLIGHTS**

1. COVID-19 RESPONSE

COVID-19 TASK FORCE

At the onset of the pandemic, there was a clear need to bring together a group of leaders in the child welfare sector to ensure a consistent approach to service delivery across the province during these unprecedented times.

Over the course of the year, the COVID-19 Task Force met to examine specific issues, make recommendations, develop key messages, and discuss advocacy priorities. Topic-specific working groups also led the creation of products and resources to support service consistency and aid agencies during the pandemic. Key areas of focus included residential services, equity, youth and service delivery, and vaccination planning and roll out. The group advocated frequently, and usually successfully, to change approach, policy, and practice to improve outcomes during the pandemic for children, youth, and families in Ontario.

Child welfare service leaders and OACAS staff also contributed directly to the development and release of

resources and guidance documents, as well as advocacy positions, to support member agencies to respond consistently and confidently during the pandemic.

PERSONAL PROTECTIVE EQUIPMENT (PPE) SERVICE

At the onset of the COVID-19 pandemic, the Ministry of Children, Community and Social Services (MCCSS) asked OACAS to provide personal protective equipment (PPE) distribution services to the child welfare sector. This quickly grew to become an entire procurement, logistics, and supply chain system, leveraging existing parts of the OACAS Shared Services infrastructure. As a result of its success, OACAS was asked to extend the PPE service to additional Transfer Payment Recipients (i.e. organizations or sectors that MCCSS funds).

What started with a handful of PPE products, is now a robust PPE program distributing more than 55 products and handling hundreds of orders each week.

COVID-19 TASK FORCE

- 58 meetings in 12 months
- 9 working groups
- 5 sets of key messages
- 9+ resources
- [1 webpage](#) with over 100 resources to support families and young people
- 3 provincial campaigns:
[#HeretohelpON](#)
[#EveryShotCounts](#)
[#TrulyDedicated](#)

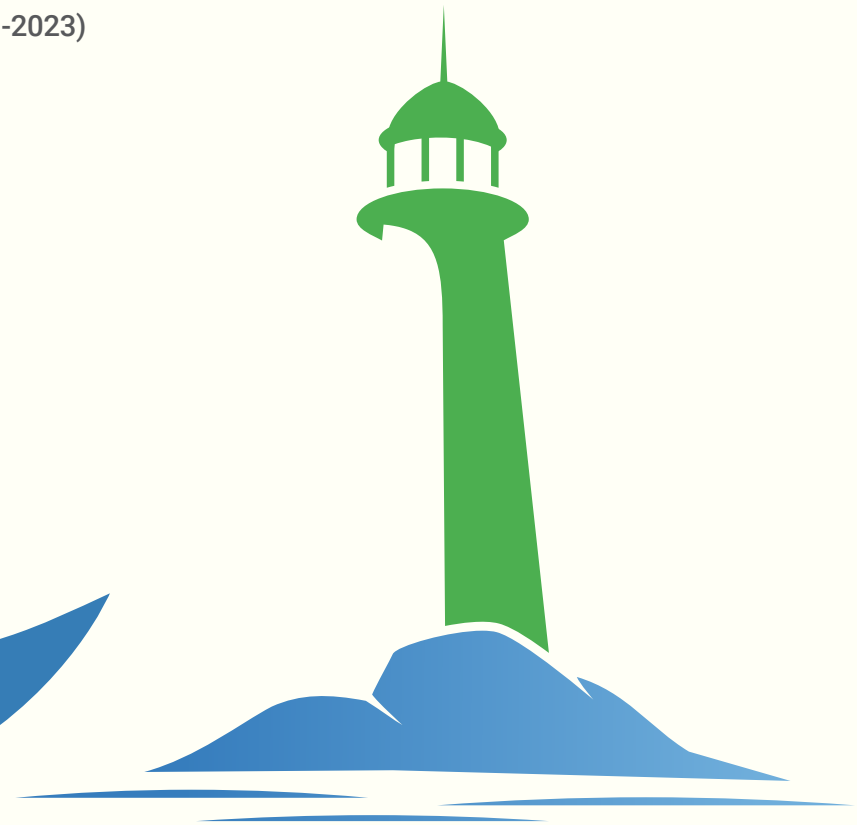
PERSONAL PROTECTIVE EQUIPMENT (PPE) SERVICE

- 16,000+ orders processed
- 1,000+ MCCSS Transfer Payment Recipients supplied through the service
- 25+ million PPE pieces shipped, including 7 million face masks, 15 million pairs of gloves, and 264,000 bottles of hand sanitizer



2. CONSISTENT, EXCELLENT SERVICE

We will provide the same high quality of service that meets each child's needs, no matter where they live in Ontario. We will become more aligned across child welfare agencies and with other community social service providers. (OACAS Strategic Plan, 2018-2023)



CESSATION OF BIRTH ALERTS

On October 15, 2020, Children's Aid Societies and Indigenous Child and Family Well-Being Agencies ceased the practice of issuing birth alerts following a directive from the Government of Ontario. [OACAS expressed support for the decision](#), recognizing that the practice of issuing birth alerts can have negative impacts and unintended consequences for women, children, families, and communities in Ontario. We also acknowledged that certain populations have been disproportionately affected by the practice, including First Nations, Métis, and Inuit people, African, Black, and Caribbean Canadians, low income, transient, and those affected by substance use and mental health. To demonstrate our commitment to ending the practice, OACAS worked with members to create a package of resources, including an [interview with a Director of Service](#) and a set of [frequently asked questions](#), to engage key partners in healthcare about the change in practice.

KINSHIP SERVICES

In 2020-21, OACAS worked closely with member agency service leaders on a number of collaborative efforts to support the use of kinship services and reduce the use of out-of-home placements, such as group care. This included advocacy to the sector to encourage greater use of kin service for children and youth through existing successful models, as well as building a business case for government regarding a new kin service policy and funding framework as part of child welfare redesign. OACAS also supported the release of a best practice guide, *What to Expect When You're Not Expecting*, developed with member agency staff and focused on consistent approaches to searching for, funding, and helping kin caregivers, as well as closing kin files, to support the sector to provide the highest level of service across the province. As part of the COVID-19 Task Force work, barriers faced by kinship

service providers were identified and there was strong advocacy for their equitable inclusion among pandemic-related strategies and resources.

DUTY TO REPORT

A working group made up of child welfare staff and OACAS representatives updated provincial Duty to Report materials to centre the principles of diversity, equity, inclusion, and anti-colonial practice and to reflect service delivery changes, including the cessation of birth alerts. At year end, a template Duty to Report presentation was in the final stages of approval. The completed presentation will be shared with members to bring consistency to Duty to Report messaging across the province and support members to address questions from stakeholders and key referral partners related to bias and racism, and how these correlate with the overrepresentation of certain groups, namely Black and First Nations, Métis, and Inuit children, youth, and families, in the child welfare system. It also emphasizes the shared community responsibility to keep children and youth safe and the role of individuals and service providers, including Children's Aid Societies and Indigenous Child and Family Well-Being Agencies, to support families who may be facing challenges.

OACAS collaborated with ServiceON to develop a [mandatory training video](#) for service agents to help them understand the role of Children's Aid Societies and Indigenous Child and Family Well-Being Agencies. OACAS also continued to build relationships with key stakeholders, such as SickKids and the Ontario Disability Support Program (ODSP), to further consistent understandings of Duty to Report.

SECTOR REDESIGN

In July 2020, [OACAS was pleased to join](#) the Ministry of Children, Community and Social Services (MCCSS) for their announcement of their plan to redesign the child welfare system. During the consultations leading up to the announcement and since, OACAS has played an active role in advising the government and bringing to the fore the issues of our members and the children, youth, and families they serve. This includes advising on the redesign of the Ontario public adoption system. OACAS is engaging with cross-ministerial partners in government; supporting timely communication of information about the process, progress, and priorities; and amplifying the voices of our members throughout redesign.



LEARNING

In 2020-21, the OACAS Learning Team continued to adapt their training model to the virtual realm, while still managing to launch new courses, library guides, and innovative tools to engage and support trainers and learners alike. Examples of this work include the Equity Café Conversations (later replaced with the virtual delivery of the Equity in Child Welfare course), the Community of Practice model for OACAS facilitators, and the integration of Zoom into the OACAS learning portal so that both trainers and learners were able to easily access their course information in one place.

Such diversification enabled OACAS Learning to be responsive and provide the necessary, timely supports to members during the COVID-19 pandemic.

CPIN

In 2020-21, the OACAS CPIN Team continued efforts to improve consistency in CPIN and address sector identified priorities by developing and releasing new business harmonization processes, training resources, and assisting in the development of standardized reports.

As part of their workplan, the CPIN Team has ensured that deliverables support a new sustainable model for child welfare in alignment with child welfare redesign.

SHARED SERVICES PROGRAM (SSP)

One of the fundamental pillars of the OACAS Strategic Plan is to change the way we work. This means being flexible and willing to adapt when necessary. COVID-19 certainly pushed the child welfare sector to do just that. But this also means re-evaluating and reassessing assumptions about existing programs as the needs and priorities of the sector change.

During the 2020-21 fiscal year, the Shared Services Program continued to deliver and provide oversight on the 12 service offerings to member agencies while transitioning to a new model of service. The OACAS Board made the decision to move away from the current SSP model on January 21, 2021. Under this new model, there are no SSP member fees. Instead, three services, fully funded by MCCSS, will be offered to all Children's Aid Societies and Indigenous Child and Family Well-Being Agencies irrespective of past or current participation in the Shared Services Program.

The services are:

1. Group Purchasing and Contract Management Services, provided in partnership with Northern Supply Chain (NSC)
2. The VDP/BMO Credit Card Program
3. Selected child welfare data services, complementary to those provided by the cross- ministry Business Intelligence and Practice Division (BIPD)

LEARNING

- **7,816 individuals registered for courses**
- **573 training sessions delivered**
- **51 new courses launched, plus 8 webinars/pre-recorded presentations**
- **153 new facilitators onboarded**
- **51,000+ visits to 43 library guides providing curated child welfare information**
- **5 new library guides launched**
- **3 research databases searched 2,000+ times and 1,000+ articles accessed**

CPIN

- **106 training resources developed, including tip sheets, user guides, videos, and webinars**
- **43 business harmonization processes released**

SHARED SERVICES PROGRAM (SSP)

- **3 services available to all 51 Children's Aid Societies and Indigenous Child and Family Well-Being Agencies**
- **100% funded by MCCSS**



3. EQUITY AND BELONGING

We acknowledge that racism, anti-Black racism, anti-Indigenous racism, and social inequity lead to overrepresentation and a disparity in outcomes. We will ensure services are culturally safe, support children as they develop their identity, and give them a sense of belonging. We will ensure the provision of the active offer of French language services. (OACAS Strategic Plan, 2018-2023)



PRACTICE TRANSFORMATION

In 2020-21, OACAS reorganized its leadership team to create a Director of Practice Transformation position, integrating child welfare service, learning, and equity into one department. Practice Transformation is about embedding principles of equity and intersectionality into all aspects of child welfare work to support the best outcomes for children, youth, and families. In her first six months in the role, Iona Sky, the inaugural [Director of Practice Transformation](#), and her team launched a number of key initiatives and carried forward critical projects already underway.

Examples of this work include, a bilingual HR Staff Census Tool developed in partnership with members to support agencies to better understand the demographics of their staff, a two-day Child Welfare Leadership Meeting for Executive Directors and governors focused on Truth and Reconciliation and anti-Black racism in child welfare, and renewed focus on the experiences of LGBT2SQ+ individuals in the child welfare system through the launch of the [LGBT2SQ+ Organizational Self-Assessment](#).

PHASE 3 OF ONE VISION ONE VOICE

Under the leadership of new One Vision One Voice (OVOV) [program manager Keishia Facey](#), the OVOV team executed Phase 3 of the program focused on providing additional tools and resources to help Children's Aid Societies and Indigenous Child and Family Well-Being Agencies to implement the race equity practices. Examples of this work include [launching Practice Framework Part 3: Implementation Toolkit](#); planning and executing the first virtual PowerUp! symposium for Black children and youth in care; and hosting a variety of focus groups, webinars, and community chats to share, consult, and gather feedback about the program.

Following the death of George Floyd and increased calls for racial equity, there was a desire at OACAS and among the broader child welfare sector to have more [open and honest conversations about anti-Black racism](#) at all levels of child welfare in Ontario. To support Black child welfare staff to have these conversations, OACAS organized province-wide staff meetings for employees at all levels of the organization.

PRACTICE TRANSFORMATION

- **12 organizational equity consults**
- **28 new Equity in Child Welfare facilitators recruited and onboarded (a 67% increase)**
- **3 3-day Leadership and Equity in Child Welfare curriculum sessions conducted with more than 80 child welfare leaders**
- **First sector wide LGBT2SQ+ staff meeting hosted by OACAS**
- **14 facilitators recruited for the new Sexual Orientation and Gender Identity (SOGIE) curriculum**

PHASE 3 OF ONE VISION ONE VOICE

- **1 PowerUp! Symposium planned with 250 attendees**
- **4 launch webinars for 4 frameworks with average 187 people in attendance**
- **4 staff meetings for Black child welfare staff with 190 average in attendance**



4. RECONCILIATION

We will work in partnership with Indigenous leadership, organizations, and communities to ensure Indigenous children and youth are cared for by their local communities. We will support the transition of services to Indigenous agencies and help build their capacity. (OACAS Strategic Plan, 2018-2023)



REPORTING ON THE 9 COMMITMENTS

In 2017, OACAS made [nine commitments](#) to the Indigenous community to address the overrepresentation and disparities of outcomes of children and youth in the child welfare system. In 2020, OACAS, led by the Practice Transformation Team, conducted a follow up survey to member agencies to evaluate their progress on meeting the commitments. The data was collected, analyzed, and then reported back to child welfare staff leadership and governors at the two-day Child Welfare Leadership Meeting co-hosted with the Association of Native Child and Family Well-Being Agencies (ANCFSAO). Although the results of the analysis showed there is still much room for improvement and pointed to gaps in the data, there were a few areas, namely training and board representation, where good progress has been made.

ANCFSAO PARTNERSHIP

Over the past year, we have worked closely with ANCFSAO to build a new, more open working relationship. Our efforts to plan and host the Child Welfare Leadership Meeting is one example of the work we engaged in this year to strengthen our partnership and collaborate meaningfully together. We worked closely to ensure the agenda for the two-day meeting was reflective of principles of Truth and Reconciliation, and that the conversations were honest, respectful, and focused on actionable steps to improve outcomes for First Nation, Métis, Inuit, and Black children and youth in the child welfare system. We were especially grateful to welcome Danette Restoule, ANCFSAO Elder-in-Residence, to open and close the meeting on both days. She shared her wisdom and prayers with attendees, helping to centre the days' conversations in the voices of the children, youth, and families served by the child welfare system.

In 2020-21, OACAS co-led the COVID-19 Task Force alongside ANCFSAO, conducting advocacy with the government on a range of issues that directly impacted vulnerable children, youth, and families, as well as staff of Children's Aid Societies and Indigenous Child and Family Well-Being Agencies. Examples of these issues included childcare for child welfare workers, vaccine eligibility for direct service staff, and the extension of the moratorium for youth aging out of care.

We also partnered with ANCFSAO on two key COVID-related campaigns. The first launched at the start of the pandemic and was focused on reminding Ontarians that help was still available during the provincial lockdown. The [#HeretohelpON](#) campaign marked a historic first for OACAS and ANCFSAO. It was the first co-developed and co-branded campaign between the two associations and helped to set a new tone for our partnership. The second campaign, [#TrulyDedicated](#), was launched toward the end of the year, and had the goal of demonstrating appreciation for child welfare staff for their efforts throughout the pandemic. We worked closely with ANCFSAO to ensure the images and language of the campaign were inclusive and relevant.

We are grateful for how much our relationship with ANCFSAO has grown over the last year. In particular, we would like to thank Micheal Miller, Executive Director of ANCFSAO, for his leadership and willingness to collaborate. We are fortunate to walk alongside ANCFSAO toward improved outcomes for First Nation, Métis, and Inuit children, youth, and families in the Ontario child welfare system.

REPORTING ON THE 9 COMMITMENTS

- **1 survey to evaluate progress on 9 commitments**
- **1 2-day co-hosted Child Welfare Leadership Meeting**
- **1 new Indigenous pre-mandated member**
- **2 co-branded campaigns: 1 to remind Ontarians help was available during the provincial lockdown and 1 to thank child welfare staff during the pandemic**

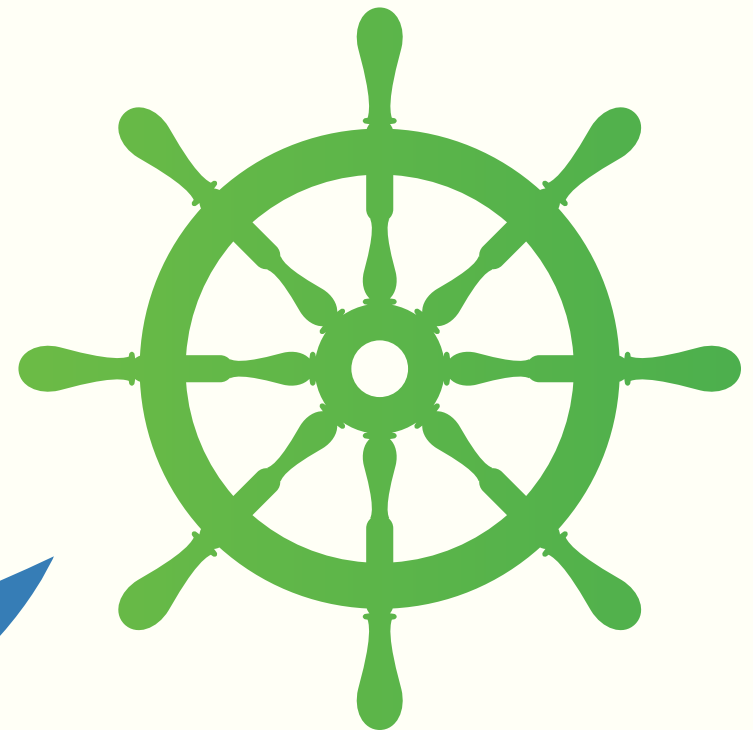
WELCOME ROCKY BAY!

Toward the end of the year we welcomed a new pre-mandated Indigenous agency – Rocky Bay Child and Family Services – as a member of OACAS. We began onboarding and training their staff to support their journey to designation.



5. RESPECT AND EMPOWERMENT

We will place children and youth at the centre of decision-making. We will ensure children, youth, and families play an active role in planning their own lives and designing the services they receive so that they have more control of their future. (OACAS Strategic Plan, 2018-2023)



YOUTH ENGAGEMENT

Ensuring that the lived experiences of children, youth, and families who have been involved with the child welfare system flow through all of our work is of critical importance. This year, First Voice Advocates participated in several key consultations, including related to identification documentation for youth in care, Ontario's supportive housing program, and vaccinations for young people.

During the pandemic, OACAS supported youth with lived experience who called on the government to place a moratorium on youth aging out of care and we expressed further support for the government to extend the moratorium past its initial deadline, meet with youth advocates, and develop a comprehensive and holistic protocol and policy for safe and supportive transitions out of the child welfare system.

This year, OACAS also hired two new Youth Services Analysts to join the Practice Transformation Team. They are responsible for supporting the current youth programs, as well as facilitating opportunities to further integrate First Voice Advocates into all levels of the organization.

AFTERCARE BENEFITS INITIATIVE

The [Aftercare Benefits Initiative \(ABI\)](#) provides youth who were previously in the care of an Ontario Children's Aid Society or Indigenous Child and Family Well-Being Agency with access to health and dental benefits beyond their 21st birthday. When the moratorium on youth aging out of care was put in place, OACAS likewise advocated for young people enrolled in ABI to receive continued access to the benefits of the program during the pandemic. This advocacy resulted in an extension of the program benefits for young people beyond the traditional age cut-offs. This policy was still in place at the end of the fiscal year.

YOUTH EVENTS

Children and Youth in Care Day

Every year on May 14, OACAS celebrates Children and Youth in Care Day with government, our members, and other provincial stakeholders. This important day, proclaimed provincially in the Children and Youth in Care Day Act, 2012, is an opportunity to recognize the enormous contributions that current and former youth in care make to the province, as well as the strength, bravery, and resilience shown by these children and youth in the face of adversity.

Due to the COVID-19 pandemic, the OACAS YouthCAN team organized a virtual celebration for [Children and Youth in Care Day 2020](#). To support the day, they released an updated toolkit developed in partnership with First Voice Advocates that included goals, key messages, and activity ideas for child welfare agencies to celebrate the day.

13 ½ Annual YouthCAN Conference

Since 2006, OACAS has organized an annual [YouthCAN Conference](#), with the goal of exposing youth in care to post-secondary options and career opportunities, as well as building valuable life skills through communication, advocacy, and networking. To respect preventative measures to reduce the spread and transmission of COVID-19, the 2020 YouthCAN Conference went virtual.

OACAS playfully called this the [13 ½ Annual YouthCAN Virtual Conference](#) because, while activities were similar to past conferences, the online format meant things were a bit different. Highlights of the conference included a mini career crawl, youth from care panel, and graduation recognition for all those who were unable to attend their graduation ceremonies due to COVID-19.

CHILDREN AND YOUTH IN CARE DAY PARTICIPANT HIGHLIGHTS

- **42 Members of Provincial Parliament**
- **1 Premier**
- **1 Senator**
- **And all 4 Provincial Party Leaders**
- **18 stakeholders, such as, OARTY, Justice for Children and Youth, Chiefs of Ontario**

AFTERCARE BENEFITS INITIATIVE (ABI)

- **2,106 youth and 361 dependent children registered in the program**
- **An additional 331 youth receiving Ontario Works or the Ontario Disability Support Program registered for counselling and life skills support services**

13 ½ ANNUAL YOUTHCAN CONFERENCE

- **173 youth and 61 CAS staff attended**
- **33 Children's Aid Societies and Indigenous Child and Family Well-Being Agencies were represented**
- **2 American Sign Language (ASL) interpreters were present**
- **90% of staff and 86% of youth rated their overall experience as satisfied or very satisfied**

A COLLECTIVE VOICE

To arrive at a reimagined child welfare system, Children's Aid Societies and Indigenous Child and Family Well-Being Agencies must simultaneously maximize their strength as local organizations with the ability to respond to the needs of their community, while working collectively to ensure consistent, excellent services are available to all children, youth, and families, regardless of where they live.

The OACAS Communications Team supports members to speak together through provincial campaigns, issues management, and planning and executing the provincial Child Welfare Leadership Meetings as well as other webinars, and networking and learning events.

In 2020-21, the Communications Team worked in partnership with the COVID-19 Task Force and community partners to launch several campaigns to support children, youth, families, and child welfare staff during the pandemic. We revamped our annual flagship campaign, Dress Purple Day, with a new tagline, graphics, and call to action to facilitate virtual participation and to encourage community partners to share their message of support for Ontarians during the pandemic.

A COLLECTIVE VOICE

- **1 flagship awareness campaign, Dress Purple Day, with historic participation from government and community partners**
- **3 provincial COVID-19 related campaigns**
- **8 media issue notes**
- **244 issues of In The News**
- **1 new weekly member newsletter - 16 issues of the Weekly Briefing delivered to a list of 510 child welfare leaders**
- **12 timely OACAS Bulletins**
- **5 provincial toolkits**
- **23 webinars**





BOARD OF DIRECTORS

OACAS BOARD OF DIRECTORS 2020-2021

BOARD EXECUTIVE

LISA SARSFIELD

Chair

MARGARET BOWMAN

Past Chair

ELA SMITH

Vice Chair

Children's Aid Society of London & Middlesex

SHERWIN KNIGHT

Treasurer

North Eastern Ontario Family and Children's Services

DAWN FLEGEL

ED Member

Sarnia-Lambton Children's Aid Society

BRAD BAIN

Agency Staff Director

The Children's Aid Society of the District of Thunder Bay

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AMBER CROWE

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DON MCKAY

Agency Board Director

Family and Children's Services of Guelph and Wellington County

PAUL ROSEBUSH

Agency Staff Director

Children's Aid Society of Toronto



OACAS FINANCIALS

BALANCE SHEET

March 31, 2021, with comparative information for 2020

	2021	2020
ASSETS		
CURRENT ASSETS		
Cash	\$ 5,201,020	\$ 2,513,905
Accounts receivable	1,411,888	2,276,759
Prepaid deposits and expenses	9,238	21,513
	6,622,146	4,812,177
Capital assets	4,622,813	4,899,249
	\$ 11,244,959	\$ 9,711,426
LIABILITIES AND FUND BALANCES		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 3,230,676	\$ 3,084,507
Deferred revenue	1,480,806	395,527
Credit facilities	809,708	882,186
	5,521,190	4,362,222
Long-term portion of credit facilities	1,244,905	1,304,068
FUND BALANCES		
Invested in capital assets	2,568,200	2,712,995
Externally restricted	123,232	123,290
Unrestricted	1,787,432	1,208,851
	4,478,864	4,045,136
	\$ 11,244,959	\$ 9,711,426

STATEMENT OF REVENUE AND EXPENSES

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
REVENUE		
Government of Ontario	\$ 19,430,942	\$ 9,354,310
Shared Services	3,862,962	4,203,104
Membership Fees	3,602,243	3,584,627
Other revenue	303,011	1,005,416
Sales and registration fees	266,200	639,079
Donations	42,646	73,930
	27,508,004	18,860,466
EXPENSES		
Personal Protection Equipment Program	11,760,801	-
Salaries	6,450,121	6,711,197
Contracted professional services	3,551,833	5,459,922
Direct contract	1,821,070	2,567,949
Employee benefits	1,511,597	1,572,211
Office and administration	875,028	980,333
Facilities and equipment	408,257	394,345
Amortization of capital assets	276,436	281,928
Bursaries and grants	264,434	72,250
Loan Interest	77,636	95,140
Training development and recruitment	29,983	74,595
Other	34,661	186,868
Business travel and hospitality	12,419	259,365
	27,074,276	18,656,103
Excess (deficiency) of revenue over expenses	\$ 433,728	\$ 204,363
Fund balances, beginning of year	\$ 4,045,136	\$ 3,840,773
Fund balances, end of year	\$ 4,478,864	\$ 4,045,136



Ontario Association of
Children's Aid Societies

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