



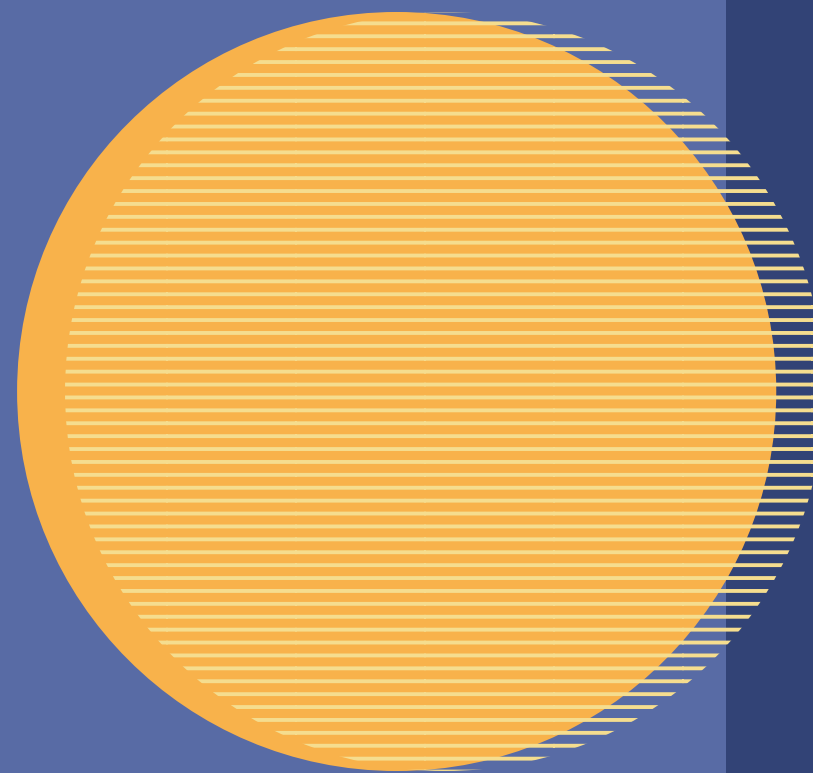
Ontario Association of  
Children's Aid Societies

2021-2022 OACAS ANNUAL REPORT

Towards

# Equity and Truth and Reconciliation

in Ontario Child Welfare



# Executive Message



**Nicole Bonnie**  
CEO, OACAS



**Ela Smith**  
Chair, OACAS Board of Directors

**A**s a child welfare sector, we know that the work of equity and reconciliation *is* the work of redesigning the system to support all families to thrive. We understand that real transformation in child welfare requires dismantling racist and colonial systems, processes, and practices, through an intersectional lens, and involves the collaboration and cooperation of many interrelated systems and structures.

This past year, the discovery of hundreds of unmarked graves at residential school sites across the country further highlighted the devastating colonial legacy of the child welfare system for First Nations, Inuit, and Métis peoples. Efforts to right those historical—and ongoing—wrongs continue. At OACAS, we are focused on building relationships and partnerships with First Nations, Inuit, and Métis organizations, stakeholders, and communities to ensure we are prioritizing the well-being of Indigenous children and families at every step of our reconciliation journey. We continue to partner with the Association of Native Child and Family Services Agencies of Ontario (ANCFSAO) to co-host events for our members and learning opportunities for agencies to engage with their local First Nations communities.

Improving outcomes for Black children, youth, and families is an ongoing focus through One Vision One Voice (OVOV). The decision by the Ministry of Children, Community and Social Services (MCCSS) to increase funding for OVOV this year allowed the team to dig deeper into addressing the systemic and root causes of the disparities and disproportionalities for Black children, youth, and families in child welfare.

This year we also expanded our work to support 2SLGBTQ+ children, youth, and families, as well as staff, in the child welfare system. MCCSS announced new funding for OACAS to develop services and supports that respond to the distinct needs of 2SLGBTQ+ children, youth, and families in the child welfare system. There is exciting work ahead in this area.

There are many more examples in the pages that follow that demonstrate how OACAS is committed to equity and reconciliation across all our departments and teams and how these priorities are leading to transformation in our own organization and across the child welfare sector. We are grateful for our member Children's Aid Societies and Indigenous Child and Family Well-Being Agencies and their staff, our Board of Directors, OACAS staff, and our provincial partners who are equally dedicated to these priorities.

Equity and reconciliation, and therefore system transformation, cannot be achieved by checking boxes. We cannot view this work from a clinical, compliance-based lens. Instead, effort towards equitable outcomes and reconciliation with First Nations, Inuit, and Métis peoples is about building relationships and walking alongside families and communities. It is impossible to think we can transform colonial and racist systems in isolation, quickly, or without setback. But each step we take is valuable. So, we must continue to put one foot in front of the other, picking ourselves up when we inevitably fall down—because it will always be an ongoing journey.

# 2021-22 Achievements and Highlights

OACAS IS A COLLECTIVE OF CHILD WELFARE AGENCIES, AND WE:



## Lead **Bravely**

We inspire and guide transformative systemic change within child welfare and the broader children’s services system.



## Advocate **Boldly**

We influence public opinion, policy direction, and decisions about the children’s services system and advocate about the impact of the social determinants of health.



## Deliver **Effectively**

We strengthen the child welfare system by delivering provincial programs, information resources, supportive tools, and shared services.

# Re-imagining Child Welfare: Our 2018-23 Strategic Plan

## WHERE WE ARE GOING

Children, youth, families, and communities have told us they want:



Equity and Belonging



Respect and Empowerment



Reconciliation



Consistent, Excellent Services

## HOW WE WILL GET THERE

Together with community partners, governments, and other social service providers we will:



Broaden Relationships



Change How We Work



Invest in People



Inform Our Work with Evidence



1

Lead

# Bravely

We inspire and guide transformative systemic change within child welfare and the broader children's services system.





## First Nations, Inuit, and Métis Partnerships

OACAS continued to build our collaborative partnership with the Association of Native Child and Family Services Agencies of Ontario (ANCFSAO). Together, we hosted two Child Welfare Leadership Meetings (CWLM)—one focused on 2SLGBTQ+ identities where we welcomed speakers on the history of 2SLGBTQ+ issues in Indigenous communities and Two-Spiritedness and one on trauma-informed leadership and the work that ANCFSAO is doing to support Indigenous Child and Family Well-Being Agencies across the province. We also facilitated ANCFSAO leadership to have a standing agenda item and time at the provincial Directors of Service group to discuss the sector's [9 reconciliation Commitments](#).

We worked on developing stronger relationships with other Indigenous partners, like the Métis Nation of Ontario, Chiefs of Ontario, and Tungasuvvingat Inuit. We supported the launch of Tungasuvvingat Inuit's course materials and OACAS staff attended their training to further guide our work. The need to incorporate a variety of perspectives on child safety and well-being ensures our priorities and projects are robust and well-rounded.

As a child welfare sector, we continued to ensure practice and policy align with the federal legislation, *An Act respecting First Nations, Inuit and Métis children, youth and families*, and to prepare to support individual communities who are claiming their inherent jurisdiction over child welfare. We are also preparing in anticipation of the federal Agreement-in-Principle on Long-Term Reform of the First Nations Child and Family Services Program and Jordan's Principle, signed at the end of 2021, to be implemented in the coming years.

To further support efforts toward reconciliation, OACAS recruited Indigenous consultants to contribute to OACAS's public outreach, engagement, and education efforts to advance reconciliation with First Nation, Inuit, and Métis communities and peoples. They are developing cultural resources, strategies, and knowledge to support OACAS and the Indigenous communities caring for their children and youth. The consultants will provide critical advice and expertise to OACAS and its membership and will facilitate relationships between OACAS and relevant Indigenous partners, stakeholders, and communities.



## Residential Schools and Child Welfare

The discovery of 200 [unmarked graves in May 2021](#)—and then [even more](#) in the months that followed—across the land we call Canada was a stark reminder of the history our country was built on. Child welfare is [inextricably linked to the residential school system](#) through their shared aim of cultural genocide against First Nations, Inuit, and Métis children, youth, families, and communities. We recognized the first National Day for Truth and Reconciliation and Orange Shirt Day by [acknowledging](#) both the historical and ongoing harm being done by child welfare to Indigenous families. Because without truth, there can be no reconciliation.

On [National Indigenous Peoples Day](#), we provided tangible steps, tools, and resources for OACAS staff and non-Indigenous members to commemorate the day and take personal action towards reconciliation.



## 2SLGBTQ+ Children, Youth, and Families

Over the last year, the work to explore the intersections of 2SLGBTQ+ identities in the child welfare system expanded. At the start of the year, we hosted a one-day Child Welfare Leadership Meeting with over 100 staff and governors from across the province to learn and discuss issues related to both serving 2SLGBTQ+ families and creating welcoming workplaces for staff.

We provided opportunities for 2SLGBTQ+ child welfare employees to share and learn together, including through the 2SLGBTQ+ staff meetings and a comprehensive survey about their experiences working in the sector.

The subsequent findings were released in a report to leadership, including tangible steps that can be taken to make workplaces more inclusive.

In June, we [celebrated Pride](#) and throughout the year we [showed our support](#) for the tabling of Bill C-4 and then C-6 to criminalize conversion therapy across Canada. Toward the end of the year, MCCSS announced an investment through OACAS to develop new services and supports that respond to the distinct needs of 2SLGBTQ+ children, youth, and families in the child welfare system.

## IDENTITY-BASED DATA COLLECTION

OACAS launched an initiative to support members to collect employee identity-based data. The data will support agencies to better meet the needs of staff and create inclusive workplaces. It is also key for retention, job satisfaction, and ultimately client services. OACAS was in the process of collecting this information from our own staff at the end of the fiscal year.

## 2SLGBTQ+ Children, Youth, and Families

**1** Child Welfare Leadership Meeting focused on 2SLGBTQ+ equity issues

**3** staff meetings for 2SLGBTQ+ staff

**1** survey responded to by **140** staff and summarized in **1** report and **1**-pager

**1** inclusive translation practice

**\$800,000** in funding for ongoing future 2SLGBTQ+ supports



## One Vision One Voice

2021-2022 was a milestone year for [One Vision One Voice \(OVOV\) program](#). In July, MCCSS [announced additional, ongoing financial investments](#) to support improved outcomes and equitable services for Black and African Canadian children, youth, and families in Ontario's child welfare system. The project became a program which will allow OACAS to continue this important work on an ongoing basis.

OVOV registered over 230 Black youth for the third annual [PowerUp! Youth Symposium](#) held during Black History Month. Each registrant received a care package that included cultural items from various Black-owned businesses. This year's virtual event was the most accessible yet, featuring live FSL translation, ASL interpreters, and a mental health counsellor for immediate emotional support.

OVOV further developed the African Canadian Leadership Mentorship Program (ACLMP), designed to address

organizational culture, cultivate leadership skills, and support the career advancement of Black child welfare staff. Member agencies participated in a readiness assessment survey to determine their capacity to implement the program and were offered hands-on support to move the work forward.

To support Black families engaged in the child welfare system, OVOV [relaunched the \*Navigating the Child Welfare System\* guide](#). With a fresh look and new resources, the guide uses plain language and highlights resources and information to help families in contact with a Children's Aid Society. At the end of the year, OVOV was putting the final touches on a report that examines exactly how anti-Black racism impacts child welfare investigations of Black families when compared to investigations of white families. This data is critical to assessing exactly where in the child welfare service continuum Black families are experiencing disparate and disproportionate outcomes.

## One Vision One Voice

**1** PowerUp! Symposium with **236** attendees; **92%** of youth attendees said they would recommend the event to their peers

**5** *All In* meetings for Black staff across the province including over **350** attendees

**1** ACLMP rollout webinar with **110+** participants

**15** completed ACLMP readiness surveys



2

Advocate

# Boldly

We influence public opinion, policy direction, and decisions about the children's services system and advocate about the impact of the social determinants of health.





## COVID-19 Advocacy and Relationship Building

OACAS collaborated and built partnerships with provincial stakeholders to ensure children and youth in the child welfare system were considered as part of provincial planning for vaccine rollout and COVID-19 responses. OACAS represented the child welfare sector at the provincial Children's Vaccine Table convened by the Ministry of Health. This was a first, allowing OACAS to advocate on behalf the sector and vulnerable children, youth, and families in terms of vaccine planning and delivery. A key win was the prioritization of foster caregivers in the province's vaccine rollout plan.

The COVID-19 Task Force continued to meet throughout the year, providing input to products and templates for member Children's Aid Societies and Indigenous Child and Family Well-Being Agencies. The Task Force's work wound down in March 2022 and lessons learned have been gathered and shared with members. The model of the Task Force and its lessons learned are now being used to inform the design of a Task Force to support the work of child welfare redesign.

### RECOGNITION FROM MINISTER MCKENNA

Ontario child welfare staff provide critical supports and services to vulnerable children, youth, and families. [Associate Minister Jane McKenna and OACAS CEO Nicole Bonnie shared a video message of support for child welfare staff across the province and their tireless efforts throughout the COVID-19 pandemic.](#)





## Vaccine Education

As vaccines became available, OACAS supported caregivers, including child welfare staff, to have informed conversations with young people about COVID-19 vaccines. We advocated for [vaccinations as an effective tool](#) to help prevent the spread of COVID-19 and protect children and youth. We created a newsletter for members and partners called *VaxFacts* that provided regular COVID-19 vaccination news and helpful resources to support conversations with families and young people. We also hosted webinars with experts as vaccine research, information, and availability changed, including one specifically focused on the Black community.

Alongside six partners—including several member agencies, Anishnawbe Health Toronto, and SickKids—we held two inclusive vaccine clinics for young people connected to child welfare.

In November 2021, [we launched the Max The Vax](#) campaign in partnership with the Canadian Medical Association and the Children's Aid Foundation of Canada. The campaign aimed to bring multilingual resources to caregivers to help them better understand the benefits of COVID-19 vaccines and feel prepared to talk to the young people in their lives about their choice to be vaccinated.

## Vaccine Education

**1** [campaign](#) to educate caregivers about vaccines for young people

**40,000** stickers distributed

**750+** organizations engaged

**3** Instagram live sessions with OACAS staff

**15,000+** webpage visits

**42** editions of *VaxFacts*

**5** webinars with experts from across the province with **600+** participants

**2** inclusive vaccine clinics with **6** partners, supporting vaccinations for almost **300** young people and their caregivers



## Take5 on Children and Youth in Care Day

Children and Youth in Care Day, which takes place every May 14 in Ontario, is a day dedicated to raising awareness about the issues and challenges faced by children and youth in the Ontario child welfare system, as well as celebrating their strength, bravery, and resilience in the face of adversity. That's why in 2021, OACAS used Children and Youth in Care Day to [launch Take5](#)—an interactive online space designed to combat isolation and build community to reduce mental health risk for children and youth in care during the COVID-19 pandemic and beyond.

The COVID-19 pandemic created additional challenges for young people, including feelings of isolation and loneliness. This is particularly true for children and youth in and from care. With funding from MCCSS, OACAS

worked alongside our Youth Advisory Committee of first voice advocates, over 20 community organizations, and experts to curate information resources, original multimedia content, live workshops, and events for caregivers, children, and youth of all ages.

On launch day, first voice advocates who participated in the project joined Associate Minister of Children and Women's Issues Jill Dunlop for an intimate event to ask questions about how the government is prioritizing the needs of vulnerable children and youth. In a follow-up event, 12 young people from the OACAS Youth Advisory Committee met with Premier Ford and Minister Dunlop to share their recommendations regarding mental health and educational pathways for children and youth in care.

## Take5 on Children and Youth in Care Day

**1** bilingual [online space](#) for children and youth (and caregivers!)

**20+** community organizations consulted and contributed

**232** resources and links on the site

**1** launch event with Minister Jill Dunlop

**130+** stakeholders engaged in Children and Youth in Care Day

**1** follow up event with Premier Doug Ford and **12** former youth in care

**14,000+** page views and resource downloads



## Inform and Influence

OACAS provides supportive services to keep our members informed and to influence service delivery, policy development, and provincial and local partnerships. Over the last year, we delivered key member communications supports that allowed us 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.

**1** flagship awareness campaign, Dress Purple Day

**7** media issue notes

**246** issues of *In The News*

**52** issues of **1** new weekly member newsletter—the *Weekly Briefing*—delivered to **500+** child welfare leaders

**8** timely *OACAS Bulletins*



## Dress Purple Day

For nearly 30 years, the Ontario child welfare sector spent every October reminding the public about their role in keeping children and youth in their communities safe from abuse and neglect. But after feedback from vulnerable and marginalized families—especially Indigenous and Black communities—we understand there were unforeseen negative impacts of the campaign. In October 2021, through a [public statement from OACAS CEO Nicole Bonnie](#), we introduced a new campaign direction that reflects our commitment to equity and addressing the overrepresentation of Black and Indigenous children and youth in child welfare. We are no longer using the phrase “Child Abuse Prevention Month.” Instead, [Dress Purple Day](#) is about supporting Ontarians facing challenges and ensuring children, youth, and families have access to the supports, resources, and information they need.



3

Deliver

# Effectively

We strengthen the child welfare system by delivering provincial programs, information resources, supportive tools, and shared services.



## Learning

OACAS continued to develop resources to support virtual and in-person learning. A widescale evaluation of the core child protection training program was launched to ensure it best meets the needs of the individuals it was created for. A central tenet of the evaluation was to assess the program from reconciliation and equity lenses. We also continued to collaborate with ANCFSAO to develop content that is in keeping with an Indigenous perspective and supports reconciliation efforts. We are grateful to ANCFSAO for this partnership and look forward to its evolution over the coming year.

### *Healthy Minds, Healthy Lives (HMHL)*

OACAS [launched \*Healthy Minds, Healthy Lives\*](#), a learning series for care providers in child welfare. Developed in collaboration with provincial partners and experts, including ANCFSAO, *Healthy Minds, Healthy Lives* was created for foster, group, kin, adoptive, and customary care providers to help them understand the types of mental health challenges faced by children and youth in child welfare so they are better equipped to help them. There is a particular focus on equity, with dedicated courses on working with identities that are overrepresented in the child welfare system and the impacts that racism, oppression, and discrimination can have on their well-being.

### *Sexual Orientation, Gender Identity and Expression (SOGIE) Course*

In 2021, the *Sexual Orientation, Gender Identity and Expression (SOGIE)* course for child welfare professionals debuted. The curriculum was developed with particular emphasis on intersectionality within child welfare practice. It incorporates a broad and deep analysis of the ways in which sexual orientation and gender identity and expression are critical to understanding a child and youth's identity and lived experiences of structural and systemic oppression.

## Learning

**12** new courses

**30,000+** registrations from **7,400+** individuals

**12** new library guides

**90,000** visits to **52** library guides providing curated child welfare information

**3** research databases searched **1,800+** times and **850+** articles accessed

**698** registrations for the HMHL learning series and **41** HMHL Workshop registrations over **5** sessions

**101** Equity in Child welfare Training sessions with **1,800** staff completing the training

**20** SOGIE sessions with **374** learners completing the course



## Sector Redesign

In 2021-2022, OACAS continued to work alongside MCCSS to support their efforts to redesign the child welfare system. Although the COVID-19 pandemic resulted in some work being paused while both the ministry and agencies addressed the system stresses caused by the Omicron variant, we are confident we are laying the groundwork for long-term success. OACAS worked with our members to push forward the revisions to the funding formula, a critical priority to the sector and redesign. OACAS also ensured timely communication across the sector and facilitated opportunities for engagement. We helped to convene the Redesign Task Force and created the terms of reference to ensure the process was approached through reconciliation and equity lenses. The Task Force will develop and execute its first one-year workplan in the 2022-2023 fiscal year.



## Shared Services

In 2021-2022, MCCSS directly funded OACAS to administer two shared services programs to Children's Aid Societies and Indigenous Child and Family Well-Being Agencies: Group Purchasing Contract Management in partnership with Northern Supply Chain (NSC) and the BMO Credit Card Program. Equitable access to these services by all members across the province ensures fiscal constraints are not prohibitive to participation in the program.

**2** common services available to all **50** Children's Aid Societies and Indigenous Child and Family Well-Being Agencies

**250+** procurement support requests to NSC

**135** new sourcing initiatives through NSC

**13** agencies engaged in credit card program



## Child Protection Information Network

The Child Protection Information Network (CPIN) is an information database that introduces a consistent approach to collecting information across the province. Over the last year, OACAS facilitated the creation of extensive provincial training resources for upgrades to the system and new releases, including on human trafficking and changes to Part X of the CYFSA. We also assumed responsibility for facilitating all sector systems change requests and continued to strengthen communications with members and collaboration with MCCSS colleagues to ensure seamless information sharing and consistent approaches.

**1** full-time CPIN position at OACAS

**9** training webinars in a number of areas including reporting, legal, and case management

**1** draft CPIN Sustainment Framework to guide our strategic planning and priorities

**1,500** CPIN related inquiries

**11** business harmonization processes developed and/or significantly updated





## Personal Protective Equipment (PPE) Service

Two years ago, the term Personal Protective Equipment (PPE) was barely in our vocabulary. Today, OACAS is supporting a robust and sophisticated PPE distribution service to equip Children's Aid Societies, Indigenous Child and Family Well-Being Agencies, and family service organizations funded by MCCSS with the items they need to do their jobs safely. In-person service delivery is critical to best supporting vulnerable children, youth, and families. PPE is a fundamental component to do that.

**26,533** orders processed

**78** products available for distribution, such as masks, shields, gowns, hand sanitizer, rapid tests, wipes, and thermometers

**45+** million PPE pieces shipped, including **29+** million gloves, **14+** million face masks, and **1+** million gowns.

**500+** weekly orders fulfilled



## Clark Bursary Program

The Clark Bursary Program provides financial awards to young people from the child welfare system pursuing post-secondary education, employment, or skills development. After a two-year hiatus, OACAS relaunched a refreshed Clark Bursary Program in 2021 with the goals of making the application process easier and including more young people, in particular for those pursuing non-traditional post-secondary education opportunities, like trades and apprenticeships.

**207** applications received

**\$322,500** dollars distributed

**1** new [bilingual video](#) and **1** infographic to support young people through the application process



## 2021 YouthCAN Conference

Since 2006, OACAS has organized an annual YouthCAN Conference. The 15th YouthCAN conference in 2021 shifted away from the goal of exposing youth in and from care to post-secondary options and career opportunities toward exploring ways to support their health and well-being. The virtual conference theme, *Beyond Survive: THRIVE!*, focused on bringing young people together to strengthen connections, celebrate community, and learn new coping skills to balance their mental, physical, and emotional health and well-being. The graphics for the conference were designed by a former youth in care, and the programming featured young people with lived experience in child welfare. Also, for the first time, a parallel conference for service providers, including child welfare staff, child and youth care professionals, and related sectors was executed.

**307** registrants, including **40+** service provider attendees

**100+** engagement boxes delivered

**7** workshops *plus* a YouthCAN's got talent show

**90%** of survey respondents rated their overall experience as enjoyable/very enjoyable





## 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. During the pandemic, with the moratorium on youth aging out of the child welfare system in place, youth who remain connected to their child welfare agencies continue to receive benefits there. However, the ABI program has emphasized equitable access and continues to enroll youth 21-25 who no longer have a relationship with their child welfare agency. The ABI program also provides access to a suite of counselling and wellness services for youth 25-29 via our partnership with a Member and Family Assistance Program.

**2,000+** youth

and

**300+** dependent children registered in the program



# OACAS

## Board of Directors

### 2021-2022

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Chair

**LISA SARSFIELD**  
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The Children's Aid Society of the District of Thunder Bay

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Dnaagdawenmag Binnoojiiyag Child & Family Services

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Children's Aid Society of Toronto

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**Agency Board Director**  
Jewish Family and Child

# OACAS

## Balance Sheet

March 31, 2022,  
with comparative information for 2021

			<b>2022</b>		<b>2021</b>	
	Operating Fund	Special Bursary Fund	Total	Total		
<b>Assets</b>						
<b>Current assets</b>						
Cash	\$ 6,210,139	\$ 92,516	\$ 6,302,655	\$ 5,201,020		
Accounts receivable	1,123,676	–	1,123,676	1,411,888		
Prepaid deposits and expenses	143,962	–	143,962	9,238		
	7,477,777	92,516	7,570,293	6,622,146		
Capital assets	4,374,018	–	4,374,018	4,622,813		
	\$ 11,851,795	\$ 92,516	\$ 11,944,311	\$ 11,244,959		
<b>Liabilities and Fund Balances</b>						
<b>Current liabilities</b>						
Accounts payable and accrued liabilities	\$ 2,941,194	\$ –	\$ 2,941,194	\$ 3,230,676		
Deferred revenue	2,127,890	–	2,127,890	1,480,806		
Credit facilities	1,920,873	–	1,920,873	809,708		
	6,989,957		6,989,957	5,521,190		
Long-term portion of credit facilities	–	–	–	1,244,905		
<b>Fund balances</b>						
Invested in capital assets	2,453,145	–	2,453,145	2,568,200		
Externally restricted	–	92,516	92,516	123,232		
Unrestricted	2,408,693	–	2,408,693	1,787,432		
	4,861,838	92,516	4,954,354	4,478,864		
	\$ 11,851,795	\$ 92,516	\$ 11,944,311	\$ 11,244,959		

# OACAS

## Statement of Revenue and Expenses

Year ended March 31, 2022,  
with comparative information for 2021

	Operating Fund		Special Bursary Fund		Total	
	2022	2021	2022	2021	2022	2021
<b>Revenue</b>						
Government of Ontario	\$ 12,580,958	\$ 19,430,942	\$ –	\$ –	\$ 12,580,958	\$ 19,430,942
Shared services	113,691	3,862,962	–	–	113,691	3,862,962
Membership fees	3,676,598	3,602,243	–	–	3,676,598	3,602,243
Other revenue	192,783	303,011	–	–	192,783	303,011
Sales and registration fees	263,975	266,200	–	–	263,975	266,200
Donations	247,864	1,896	353,250	40,750	601,114	42,646
	17,075,869	27,467,254	353,250	40,750	17,429,119	27,508,004
<b>Expenses</b>						
Personal Protection Equipment Program	3,376,409	11,760,801	–	–	3,376,409	11,760,801
Salaries	5,416,520	6,450,121	24,260	–	5,440,780	6,450,121
Contracted professional services	2,694,973	3,551,833	–	–	2,694,973	3,551,833
Direct contract	1,741,600	1,821,070	–	–	1,741,600	1,821,070
Employee benefits	1,254,283	1,511,597	5,740	–	1,260,023	1,511,597
Office and administration	787,635	874,888	54	140	787,689	875,028
Facilities and equipment	604,702	408,257	–	–	604,702	408,257
Amortization of capital assets	248,795	276,436	–	–	248,795	276,436
Bursaries and grants	247,784	237,184	322,500	27,250	570,284	264,434
Loan interest	72,980	77,636	–	–	72,980	77,636
Training development and recruitment	22,136	29,983	–	–	22,136	29,983
Other	131,080	29,661	–	5,000	131,080	34,661
Business travel and hospitality	2,178	12,419	–	–	2,178	12,419
	16,601,075	27,041,886	352,554	32,390	16,953,629	27,074,276
<b>Excess of revenue over expenses</b>	\$ 474,794	\$ 425,368	\$ 696	\$ 8,360	\$ 475,490	\$ 433,728
<b>Fund balances, beginning of year</b>					\$ 4,478,864	\$ 4,045,136
<b>Fund balances, end of year</b>					\$ 4,954,354	\$ 4,478,864



Ontario Association of  
Children's Aid Societies

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