

2022-2023 OACAS ANNUAL REPORT

# Strengthening Partnerships to Support *Families and Communities*



Ontario Association of  
Children's Aid Societies



## Executive Message



**Nicole Bonnie**  
CEO, OACAS



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

OACAS works in partnership with our 49 member child welfare agencies and provincial stakeholders to support them in the work they do to improve the outcomes of children, youth, families receiving services from child welfare across Ontario. Over the last year, we hosted hundreds of networking meetings for staff at all levels, including dedicated sessions focused on issues relating to child welfare service delivery, operations, equity, reconciliation, and partnership engagement. We launched innovative training opportunities, and released resources, tools, research, messaging, and data to build consistency in practice and support the delivery of excellent child welfare services and practice.

We also work with all levels of government to support positive change in the Ontario child welfare system. In 2022–2023, OACAS called on the Ministry of Children, Community, and Social Services (MCCSS) to lead systems-level thinking across government and sectors to advance child welfare redesign and enhance services for children, youth, and families through our annual pre-budget submission. In response to the launch of *Ready, Set, Go*, we engaged MCCSS to advocate for sector priorities related to program design and operationalization. We also collaborated with MCCSS to prepare child welfare agencies for the implementation of the Quality Standards Framework regulations and for the smooth transition of the PPE project to the Ministry of Public and Business Service Delivery.

This year, OACAS also worked to broaden and strengthen relationships with key stakeholders and provincial partners. In our work to support better outcomes for 2SLGBTQ+ children, youth, and families in child welfare, we created mechanisms to deepen partnerships and understand the cross-sectoral impacts of marginalization, including the new 2SLGBTQ+ Provincial Roundtable, the partnership with Dr. Shelley Craig at the University of Toronto, and facilitating connections for staff and youth throughout Ontario.

The One Vision One Voice (OVOV) program continues to expand its connections and relationships across systems and sectors, through the Provincial Advisory Committee, the inaugural Public Policy Forum, and ongoing community engagement activities. The release of the OVOV OIS data, in collaboration with the Factor-Inwentash Faculty of Social Work at the University of Toronto, highlighted the continued need to engage other systems, such as education and policing, in the work we are doing to address the overrepresentation of Black children and youth in care.

OACAS also continues to foster connections with, and hear, from youth with lived experience in the child welfare system to inform our priorities, as well as provide opportunities for young people to connect with one another. The 2023 #ForgetMeNot campaign in honour of Children and Youth in Care Day featured the personal stories of seven former youth in care to remind community and government that they cannot be forgotten. Through the first-ever regional YouthCAN conferences, the *Q-Munity Youth Symposium* for 2SLGBTQ+ youth, and the *PowerUp! Symposium*, young people were able to share their experiences, learn together, and build connections with one another.

As our 2018–2023 strategic plan ends and we reflect on the progress we have made toward a reimagined children's services system, we recognize there is much work yet to do to create a system that truly supports all children, youth, families, and communities to thrive. We are confident that strong, broad, diverse, and deep partnerships with our members, government, interconnected systems, youth, and key stakeholders and provincial organizations will help us to get there.

# 2022–2023 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**

# 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

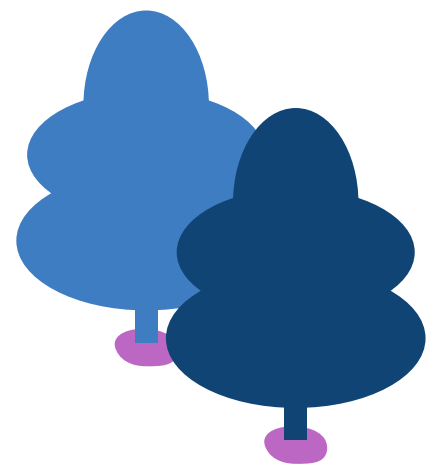
OACAS continued to build our collaborative partnership with the Association of Native Child and Family Services Agencies of Ontario (ANCFSAO). Together, we hosted a Child Welfare Leadership Meeting (CWLM) focused on *Trauma-Informed Leadership through an Indigenous Lens*. In partnership, we also facilitated the sector's non-Indigenous child welfare agencies to respond to requests from First Nations for data and progress on their reconciliation work; we supported a small working group from the sector to develop relevant resources and tools to support these data requests. ANCFSAO was also consulted on the release of an Equity and Reconciliation Framework, which identifies actionable steps each department in a typical child welfare agency can take to support equitable outcomes and reconciliation. At the end of the year, OACAS was recruiting a Director, FNIM Holistic Practices, which though housed at OACAS, will work closely with ANCFSAO. We also continue to

advocate at the provincial government level to develop a provincial strategy to address the overrepresentation of First Nations, Inuit, and Métis communities in the child welfare system.

Partnerships with Inuit and Métis organizations, as well as across First Nations, continue to be developed and nurtured, including with the Métis Nation of Ontario, Chiefs of Ontario, Tungasuvvingat Inuit, Ontario Federation of Indigenous Friendship Centres, and the First Nations Caring Society. During a trip to Northern Ontario, CEO Nicole Bonnie met with Anishinabek Nation Children's Commissioner Duke Peltier and visited several Indigenous Child and Family Well-Being Agencies to discuss the importance of access to culturally appropriate child and family services and taking a reconciliation-based approach to care.

OACAS also held meetings with Indigenous Services Canada regarding Bill C-92, the federal legislation that recognizes the right of First Nations to exercise their legislative authority over child welfare in their communities. OACAS reached out to all ten of the First Nations that have given notice of their intention to exercise this authority to understand what they will need from existing child welfare agencies, how we can support their efforts, and the scope of their plans.

At the end of the year, work was underway to survey members on their progress towards the sector's [9 Reconciliation Commitments](#). This data will help to inform how OACAS can continue to best support members on their individual reconciliation journeys.





## 2SLGBTQ+ Children, Youth, and Families

Examining the intersections of 2SLGBTQ+ identities in the Ontario child welfare system, and supporting children, youth, families, and child welfare staff through specific programming and engagement opportunities, was a focus in 2022–2023. An investment from MCCSS allowed OACAS to hire a staff person to lead this work.

For 2SLGBTQ+ children and youth, we hosted a virtual event, the [Q-Munity Youth Symposium](#)—a first-of-its-kind opportunity for 2SLGBTQ+ young people to connect with each other, have fun, and build supportive relationships. We also continued our partnership with Ten Oaks to promote their in-person and virtual camp, *Camp Lifting Leaves*, specifically for children and youth with child welfare experience. Through 2SLGBTQ+ staff meetings, OACAS continued to provide a safe space for child welfare staff to share and learn together.

To ensure a truly intersectional and community-oriented approach to the work, we formed and had the inaugural meeting of the 2SLGBTQ+ Provincial Roundtable, made up of 12 stakeholders with cross-systems expertise, including those with lived experience. The Provincial Roundtable will recommend best practices and solutions to support 2SLGBTQ+ families' well-being and success from a cross-sectoral lens.

A partnership with Dr. Shelley Craig, Canada's Research Chair in Gender and Sexual Minority Youth, was formed to examine where disparities for 2SLGBTQ+ children, youth, and families happen in the child welfare system. The goal of the project is to develop a tool to help child welfare staff to disrupt oppression against 2SLGBTQ+ children, youth, and families along the service continuum. This work is currently underway.

## 2SLGBTQ+ CHILDREN, YOUTH, AND FAMILIES

1

SOGIE Analyst hired to lead work in this area

4

staff meetings for 2SLGBTQ+ staff with 40+ attendees per meeting

1

first-of-its-kind *Q-munity Youth Symposium* for 2SLGBTQ+ youth with 4+ dynamic speakers and over 50 youth registrants

1

12-member provincial roundtable with representatives from across systems and sectors

1

disparity mapping project to develop tools to disrupt oppression against 2SLGBTQ+ children, youth, and families in child welfare





# One Vision One Voice

Anti-Black racism is woven into the fabric of Canadian policies, practices, institutions, and sectors, including education, health, and criminal justice, as well as child welfare. This means that child welfare alone cannot transform outcomes for Black children, youth, and families. That is why [One Vision One Voice \(OVOV\)](#) hosted its inaugural policy forum, “Transforming Evidence Into Action: A Policy Forum on Anti-Black Racism and Child Welfare.” The virtual event focused on sharing relevant research findings, highlighting the cross-sectoral experiences of Black children, youth, and families, and brainstorming solutions to continue to disrupt anti-Black racism within child welfare and beyond.

OVOV also hosted its fourth [PowerUp! Youth Symposium](#) and first in-person event since 2019. Over 160 youth registered for the event, which included opportunities to express themselves through art, music, and dancing. Youth were also engaged through the creation of the OVOV Youth Action Committee, which allows Black youth between 15–29 years of age to inform and contribute to the work of OVOV.

To support Black child welfare staff, OVOV hosted quarterly *All-In* Black staff meetings to provide a safe space to discuss critical issues, strategize, celebrate successes, share experiences, and support one another. Support to agencies to implement the African Canadian Leadership Mentorship Program (ACLMP) also continued, with 12 agencies moving forward with strategic planning meetings—the first stage of ACLMP onboarding.

OVOV released a report, [Understanding the Over-Representation of Black Children in Ontario Child Welfare Services](#), based on data from the Ontario Incidence Study of Reported Child Abuse and Neglect 2018 (OIS-2018). This report follows the release of the [First Nations Ontario Incidence Study of Reported Child Abuse and Neglect–2018](#) in 2021. OVOV worked with researchers from the University of Toronto’s School of Social Work to examine the OIS-2018 data through an anti-Black racism lens. The goal of the research was to better understand and demonstrate why Black children, youth, and families are overrepresented in child welfare in Ontario. The findings from this report will be used to inform future priorities and initiatives,

## ONE VISION ONE VOICE

- 1

PowerUp! Symposium with 160 registrants; 94% of youth attendees said they would recommend the event to their peers
- 4

All In meetings for Black staff across the province including over 400 attendees
- 12

agencies engaged in strategic planning meetings as part of ACLMP
- 1

inaugural virtual Policy Forum with 580+ attendees and 12 speakers
- 1

new Community Engagement Specialist
- 46

community engagements, including 2 OVOV information sessions exclusively for community members
- 1

environmental scan to understand agency relationships with the Black community
- 1

research report outlining the impact of anti-Black racism on Black children, youth, and families

including the Disparity Mapping Project currently being completed in partnership with FIFSW’s Youth Wellness Lab. This project seeks to understand the disparities experienced by Black families by leveraging policy work and existing research and by conducting focus groups

and interviews with child welfare workers to identify key inflection points in generating, maintaining, and exacerbating disparities. In 2022–2023, the research team recruited participants and collected data via interviews and focus groups with child welfare workers.



### Quality Standards Framework Implementation Support

On July 1, 2023, new regulatory amendments will come into effect to support the implementation of the [Quality Standards Framework](#). OACAS has been collaborating closely with members, government partners, and community caregivers to support the implementation of the new regulations. We

developed a suite of learning and training products and opportunities for members, frontline staff, and caregivers. Through dedicated newsletter and members’ site content, OACAS worked to distill the available QSF information, answer questions, and provide greater clarity wherever possible.



### Equity at OACAS

This year, OACAS surveyed all staff through a Staff Census Survey as part of our commitment to creating a workplace that is dedicated to the principles of equity, diversity, and inclusion (EDI). The survey, which was modeled on demographic questions from Statistics Canada, gathered data related to the demographics of our workforce to better understand staff’s experience as it relates to EDI. The survey was voluntary, anonymous, and confidential and was completed by 87.5% staff. The data will be used for evidence-informed decision-making to support workplace inclusion and equity initiatives.

This year, OACAS also revamped our recruitment strategy, policies, and practices to build EDI further into our workplace and to ensure we are hiring the right demographics to serve our members and the children, youth, and families that are overrepresented in the child welfare 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.





## Dress Purple Day

Building on the [new campaign direction](#) established in 2021, the [2022 Dress Purple Day](#) campaign brought awareness to the early help and supportive services available to Ontarians and emphasized the role of individuals and community in helping children, youth, and families facing challenges. Campaign participants included Ministers of Provincial Parliament, provincial stakeholder organizations, key landmarks such as the CN Tower and Niagara Falls, and over 100 local community groups and schools.

As part of the campaign, OACAS CEO Nicole Bonnie was a guest on the Information and Privacy Commissioner's podcast, [Info Matters](#), where she spoke about why OACAS has shifted the focus of the Dress Purple Day campaign, as well as more broadly on issues of equity in child welfare, its intersection with privacy and the work of the IPC, and the importance of race-based data collection and analysis to drive systemic change.



## 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.

As part of the 2022 provincial election, we developed a range of resources for our members to engage with their local candidates, political staff, and stakeholders to ensure that children, youth, and families were a key political and fiscal priority. Through the province's budgetary process, we submitted a pre-budget submission, [One Community of Care](#), focused on critical areas for action to improve the lives of children, youth, families, and communities. To support our members' advocacy at the local level, we developed a handbook to mobilize local narratives and examples to advance collective priorities for community well-being.

1

flagship awareness campaign,  
Dress Purple Day

6

comprehensive  
Briefing Notes

52

issues of our member  
newsletter, the *Weekly Briefing*,  
delivered to **950+** child welfare  
leaders

1

pre-budget submission with  
**4** critical areas of action

4

media issue notes

246

issues of *In The News*

1

provincial election toolkit

1

handbook to support local  
advocacy efforts



## #ForgetMeNot Campaign

May 14 is Children and Youth in Care Day—a day dedicated to acknowledging the contributions that current and former youth in care make to the province, as well as their strength, bravery, and resilience in the face of adversity.

In 2022, OACAS launched a new campaign aimed at bringing renewed attention to the accomplishments and challenges of children and youth in the Ontario child welfare system. The [#ForgetMeNot campaign](#) is about sharing the stories of young people with experience in the system and reminding community, government, and service providers that these young people continue

to need critical supports. They cannot be forgotten. The campaign featured seven young people with lived experience in child welfare and told their stories of challenge, perseverance, and community. The campaign assets were created and designed by a former youth in care and one of the faces of the campaign. The campaign also featured a [video](#)—a reading of our original poem, *Forget Me Not*, by those with lived experience in the child welfare system.

To support members to participate in the campaign, OACAS developed a suite of resources including a toolkit, social media messages, and graphics.

1

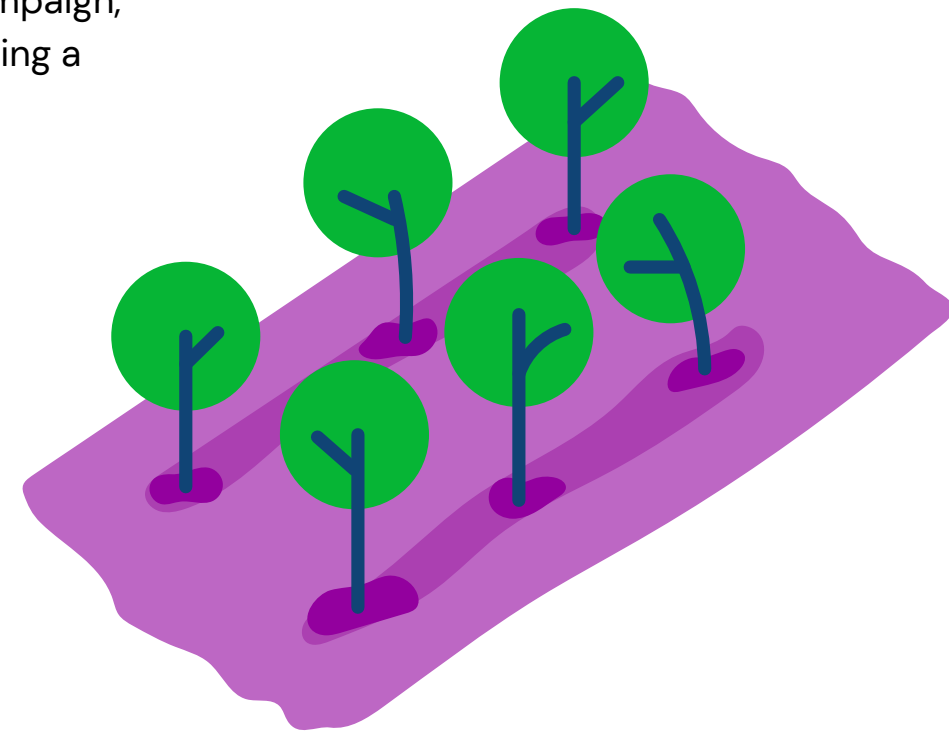
new campaign featuring  
7 youth with lived  
experience in the Ontario  
child welfare system

1

video of the #ForgetMeNot  
poem read by 12 former  
youth in care

875

packets of forget-me-not  
seeds distributed to youth,  
staff, and partners across the  
province



# Deliver *Effectively*

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





## Learning

OACAS continued to enhance and develop learning offerings and resources to equip child welfare staff and caregivers to work towards improved outcomes for children, youth, and families.

The results of the review undertaken in 2021–2022 to assess the core child protection training program were released, with a range of opportunities identified for continuous improvement. An Advisory Committee, made up of representatives from agencies across the province, was established to support this work. Key outcomes include a new legal context course, an updated format for conducting in-class participant surveys, and revised exam questions to ensure alignment with current sector legislation and best practice.

OACAS introduced a Learner Bill of Rights to affirm our ongoing effort to foster a positive learning environment and to embed continuous quality improvement in our offerings. We also created new resources to help learners understand the scope of our offerings in important areas of practice and launched a public course catalogue to promote course content more widely. A new online registration portal was created to support non-child welfare agency staff to register for eligible courses, including resource parents, prospective adoptive caregivers, and stakeholders and employees of other family-serving organizations.

## LEARNING

11

new or updated courses

7

new library guides

28,000+

registrations from 7,000+ individuals

179,000+

visits to 57 library guides providing curated child welfare information

82

trainers and facilitators onboarded

3

research databases searched 1,000+ times and 500+ articles accessed

1

new Learner's Bill of Rights

25

editions of a redesigned *Let's Talk Learning* newsletter delivered to 4,500 learners

2

1-page resources to help learners understand course offerings

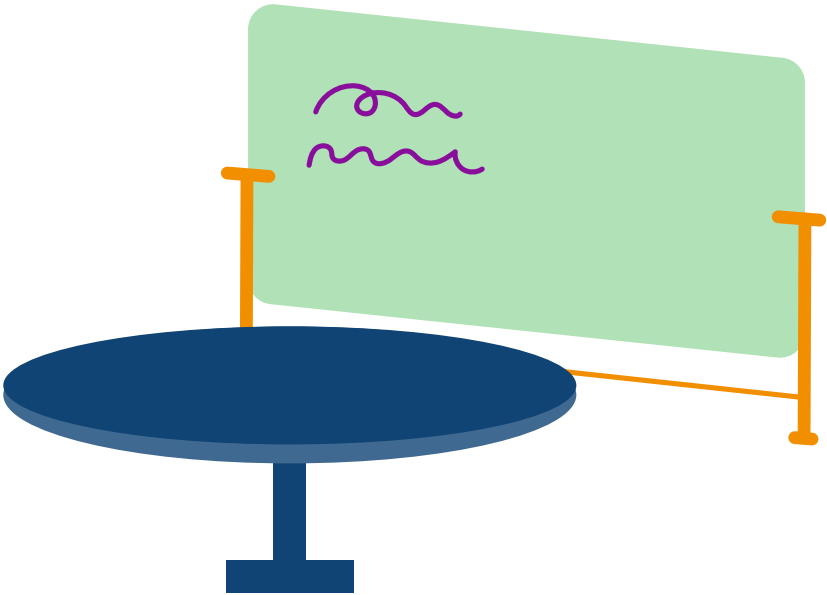
# Confronting Anti-Black Racism in Child Welfare for Leaders

The *Confronting Anti-Black Racism in Child Welfare for Leaders* course, developed in partnership with the One Vision One Voice team, aims to build the capacity of learners to integrate an anti-Black racism lens into their leadership practice. The course prioritizes increasing participants’ awareness of the key drivers of the overrepresentation of Black children, youth, and families in the child welfare system. The course also focuses on promoting an understanding of this overrepresentation through an examination of the historical and contemporary manifestations of anti-Black racism.

# Innovative Course Partnerships

In partnership with [Body Brave](#), OACAS launched a three-part learning series covering youth eating disorders, mental health, and the intersections with eating disorders and youth in care.

A micro-learning opportunity was developed with Dr. Else Marie Knudsen at Trent University to support understanding of children and youth with incarcerated parents. The eLearning course uses a series of videos to outline the realities of parental incarceration and how to advocate for the best interest of the affected children and youth. An accompanying library guide was also created and released.



6 offerings of the Confronting Anti-Black Racism in Child Welfare for Leaders course with over 100 learners

173 learners attended the Body Brave series plus 240 have viewed the recordings

81 views of the microlearning course





## Sector Redesign

In 2022–2023, OACAS continued to work alongside MCCSS to support their efforts to redesign the child welfare system. OACAS attended MCCSS’s announcement about the launch of the *Ready, Set, Go* program, and helped our members with the implementation of the program as of April 1, 2023 through a range of products, including user guides and webinars.

Towards the end of the year, we launched a new learning series for child welfare senior leadership to advance emerging and existing knowledge across the sector regarding redesign and system transformation by showcasing best practices. This presentation series is an opportunity to build capacity among agencies to identify, develop, and implement effective and efficient approaches that can strengthen organizational infrastructure.



## Shared Services

In 2022–2023, MCCSS continued to directly fund 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 Mohawk Medbuy Corp (formerly Northern Supply Chain) 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.

## Benefits Consortium

The Benefits Consortium is a collective of 29 child welfare agencies from across the province who work together to leverage their expertise to offer a quality, affordable, accessible, and equitable benefits program for their staff. This year, the Benefit Consortium Steering Committee, in partnership with OACAS and our Benefit Advisor, Selectpath, engaged in two Request for Proposals to obtain better services for our program. The first was for the Employee Family Assistance Program (EFAP)—Homewood Health was selected as the vendor for this program. The second was for the

Short Term Disability Adjudicator (STD) program, which was awarded to Acclaim Ability Management Inc. We hosted webinars for all consortium members to share the results of both procurements and to introduce our new providers to the sector. These RFP processes will result in an estimated 37% savings for the EFAP service and approximately 13.6% savings for the STD service for consortium members. The consortium also focused this year on ensuring service providers can provide culturally sensitive services to meet the unique needs of the sector.

## SHARED SERVICES

2

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

13

agencies engaged in credit card program

370

procurement support requests to MMC (35% increase from 2021–2022)



## Child Protection Information Network and Data Analysis

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 worked with ANCFSAO to support two CPIN upgrades, including developing training resources materials such as user guides and documentation guidance. We also developed a CPIN Sustainment Framework to help inform how the sector moves forward with CPIN related activities to further support usability and promote consistency across the sector. We provided ongoing support to members with CPIN inquiries through webinars and direct support.

We facilitated a number of surveys to members to assess and evaluate a range of operational and service delivery issues, including regarding transitional age youth, complex needs, volunteer services, human resources, insurance, and the Reconciliation Commitments.

## CHILD PROTECTION INFORMATION NETWORK AND DATA ANALYSIS

4

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

21

business harmonization processes developed and/or significantly updated

2,400

CPIN related inquiries

6+

surveys to assess operational and service-level issues

33

system change requests received and assessed, with 13 endorsed and sent to MCCSS



## Personal Protective Equipment (PPE) Service

For the third, and final, year, the Personal Protective Equipment (PPE) service provided a consistent supply of PPE to the child welfare and family service organizations to help keep children, youth, families, and frontline staff safe. The project was wound down at the end of the third quarter, with a gradual and successful transition of ordering and fulfillment from OACAS to the Ministry of Public and Business Service Delivery (MPBSD).

During the 33 months of operation, the PPE service processed over 55,000 orders, shipping more than 98 million items to over 2,800 unique sites. The success of the project rested largely in its collaborative approach working alongside multiple partners, including the Ministry of Children, Community and Social Services, MPBSD, Supply Chain Inc. (SCI), as well as several logistics companies and suppliers delivering and providing product.

### PERSONAL PROTECTIVE EQUIPMENT (PPE) SERVICE

**12,654**

orders processed

**1**

successful project  
transition to MPBSD

**25+**

million PPE items  
shipped to **2,800+**  
unique organizations

# Youth Programs



## 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. The program continues to focus on expanded criteria to ensure that youth can access funds for programs beyond traditional post-secondary education opportunities, such as trades and apprenticeships.

**99**  
youth received awards

**134**  
awards paid

**\$246,750**  
dollars distributed



## 2022 YouthCAN Conference

Every year since 2006, OACAS has organized an annual YouthCAN Conference for youth in and from the child welfare system. In 2022, for the first time ever, the YouthCAN conference travelled across the province, with six regional conferences taking place over the summer months. This was also the first in-person YouthCAN event since 2019 and more than 130 youth from 32 agencies participated. The dynamic agenda included speakers focused on strategies for well-being and self-care.

**6**  
regional YouthCAN  
Conferences

**130**  
youth participants from  
**32** member agencies



## Aftercare Benefits Initiative

The [Aftercare Benefits Initiative \(ABI\)](#) is an established part of the transition support offered to young people from care. 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. In 2022–2023, a new provider for the extended health benefits portion of the program, Homewood, was selected.

The ABI program remains available to young people who have left care no matter how old they are. Young people have access to Green Shield until they are 25 and Homewood until 29. Despite the recent changes with the introduction of *Ready, Set, Go*, ABI continues to provide equitable access to its benefits for youth 21–25.

**1,900+**  
youth

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

**1**  
new Employee Family  
Assistance Program (EFAP)  
provider



## Partner Engagement and Peer Learning Opportunities

OACAS held a series of partner engagement webinars for members with key stakeholders to support professional development and effective collaboration. Partners included the Public Guardian and Trustee, the Information and Privacy Commissioner of Ontario, the Suspected Child Abuse and Neglect (SCAN) Program at the Hospital for SickKids, Métis Nation of Ontario, and Tungasuvvingat Inuit. Additionally, OACAS coordinated peer learning opportunities in partnership with the Office of the Children’s Lawyer to facilitate further information sharing and learning opportunities about resources, services, and supports that impact service delivery to children and youth.

To support equity learning and as part of Pride Month, OACAS hosted a panel discussion for all child welfare staff highlighting Sexual Orientation, Gender Identity & Expression (SOGIE)–affirming practices that included speakers from Ten Oaks Project and LGBT Youth Line. We also hosted an interactive presentation and panel discussion exploring Jewish identity in Ontario child welfare.

OACAS worked in partnership with the Office of the Chief Coroner to redesign their Pediatric Death Review (PDRC) process for non-Indigenous children who had contact with child welfare before or at the time of their deaths. This process culminated in a training session, which included a presentation from the One Vision One Voice program, for those selected to be reviewers. We also maintained our partnership with @CovidVaccineFacts, the Hospital for Sick Children, and the provincial children’s vaccine table to ensure that updated, evidence-based information was available to members.

### PARTNER ENGAGEMENT AND PEER LEARNING OPPORTUNITIES

4

Partner Engagement webinars

1

SOGIE focused webinar and 1 Jewish identity session

6

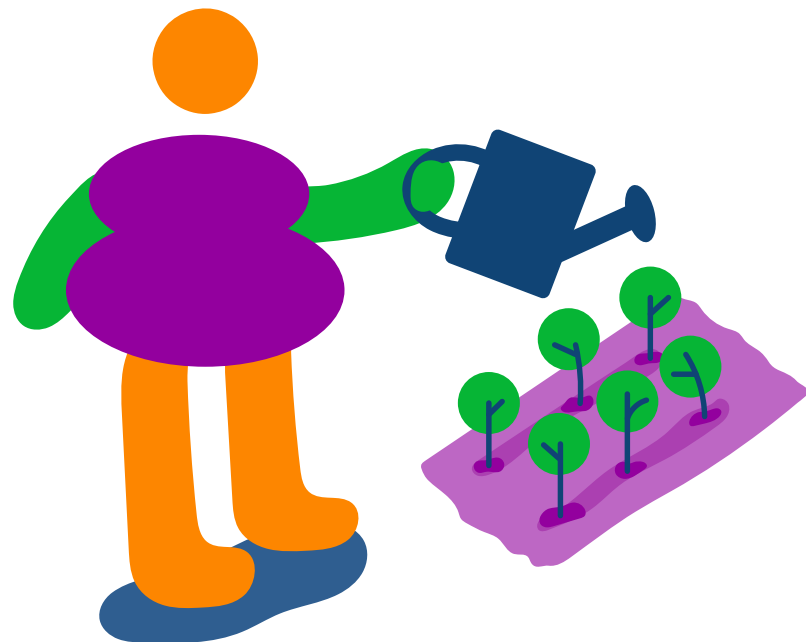
Peer-to-Peer webinars, attended by an average of 197 child welfare staff



# OACAS

## Board of Directors

### 2022-2023



## Board Executive

**Ela Smith**  
**Chair**

**Lisa Sarsfield**  
**Past Chair**

**Sherwin Knight**  
**Vice Chair**  
North Eastern Ontario Family and  
Children's Services

**Tony Barnes**  
**Treasurer**  
Family and Children's Services of Lanark,  
Leeds and Grenville

**Michael Brown**  
*Associate Member*  
United Way/Centraide Windsor-Essex  
County

**Kathy Hogarth**  
*Associate Member*  
Wilfrid Laurier University  
**Secretaries**

**Ryan Bhopalsingh**  
**Agency Board Director**  
The Children's Aid Society of the District  
of Thunder Bay

**Anna Bozza**  
**Agency Staff Director**  
Family and Children's Services Niagara

**Talyah Breslin**  
**Agency Staff Director**  
Jewish Family and Child Service

**Amber Crowe**  
**Agency Staff Director**  
Dnaagdawenmag Binnoojiiyag Child  
& Family Services

**Derrick Drouillard**  
**Agency Staff Director**  
Windsor-Essex Children's Aid Society

**Christine John**  
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Bruce Grey Child and Family Services

**Joel Johnson**  
**Agency Board Director**  
Linck – formerly Chatham-Kent  
Children's Services

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Family & Children's Services of the  
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**Vera Mercier**  
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Durham Children's Aid Society

**Geraldine Dooley-Phillips**  
**Agency Staff Director**  
Simcoe Muskoka Family Connexions

**Paul Rosebush**  
**Agency Staff Director**  
Children's Aid Society of Toronto

# OACAS

## Balance Sheet

March 31, 2023,  
with comparative information for 2022

			2023	2022
	Operating Fund	Special Bursary Fund	Total	Total
<b>Assets</b>				
<b>Current assets</b>				
Cash	\$ 4,194,351	\$ 115,985	\$ 4,310,336	\$ 6,302,655
Short-term investments	1,000,000	–	1,000,000	
Accounts receivable	1,223,059	270,195	1,493,254	1,123,676
Prepaid deposits and expenses	26,052	–	26,052	143,962
Interfund receivable (payable)	270,195	(270,195)	–	–
	6,713,657	115,985	6,829,642	7,570,293
Capital assets	4,154,543	–	4,154,543	4,374,018
	\$ 10,868,200	\$ 115,985	\$ 10,984,185	\$ 11,944,311
<b>Liabilities and Fund Balances</b>				
<b>Current liabilities</b>				
Accounts payable and accrued liabilities	\$ 2,560,890	\$ –	\$ 2,560,890	\$ 2,941,194
Deferred revenue	2,047,552	–	2,047,552	2,127,890
Credit facilities	607,881	–	607,881	1,920,873
	5,216,323		5,216,323	6,989,957
<b>Fund balances</b>				
Invested in capital assets	3,546,662	–	3,546,662	2,453,145
Externally restricted	–	115,985	115,985	92,516
Unrestricted	2,105,215	–	2,105,215	2,408,693
	5,651,877	115,985	5,767,862	4,954,354
	\$ 10,868,200	\$ 115,985	\$ 10,984,185	\$ 11,944,311

# OACAS

## Statement of Revenue and Expenses

Year ended March 31, 2023,  
with comparative information for 2022

	Operating Fund		Special Bursary Fund		Total	
	2023	2022	2023	2022	2023	2022
<b>Revenue</b>						
Government of Ontario	\$ 10,151,112	\$ 12,580,958	\$ –	\$ –	\$ 10,151,112	\$ 12,580,958
Shared services	–	113,691	–	–	–	113,691
Membership fees	3,717,232	3,676,598	–	–	3,717,232	3,676,598
Other revenue	597,245	192,783	3,720	–	600,965	192,783
Sales and registration fees	283,139	263,975	–	–	283,139	263,975
Donations	100	247,864	270,195	353,250	270,295	601,114
	14,748,828	17,075,869	273,915	353,250	15,022,743	17,429,119
<b>Expenses</b>						
Salaries	5,201,066	5,416,520	21,843	24,260	5,222,909	5,440,780
Contracted professional services	2,073,763	2,694,973	–	–	2,073,763	2,694,973
Direct contract	1,789,079	1,741,600	–	–	1,789,079	1,741,600
Personal Protection Equipment Program	1,750,044	3,376,409	–	–	1,750,044	3,376,409
Employee benefits	1,356,587	1,254,283	5,262	5,740	1,361,849	1,260,023
Office and administration	723,883	787,635	60	54	723,943	787,689
Bursaries and grants	251,184	247,784	246,750	322,500	497,934	570,284
Facilities and equipment	369,171	604,702	–	–	369,171	604,702
Amortization of capital assets	219,475	248,795	–	–	219,475	248,795
Other	66,838	131,080	–	–	66,838	131,080
Loan interest	65,895	72,980	–	–	65,895	72,980
Business travel and hospitality	40,880	2,178	–	–	40,880	2,178
Training development and recruitment	27,455	22,136	–	–	27,455	22,136
	13,935,320	16,601,075	273,915	352,554	14,209,235	16,953,629
<b>Excess of revenue over expenses</b>	\$ 813,508	\$ 474,794	\$ –	\$ 696	\$ 813,508	\$ 475,490
<b>Fund balances, beginning of year</b>					\$ 4,954,354	\$ 4,478,864
<b>Fund balances, end of year</b>					\$ 5,767,862	\$ 4,954,354



Ontario Association of  
Children's Aid Societies

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