



# **Building on SUCCESS**



CHILDREN'S  
AID SOCIETY  
*of* TORONTO

*Because children depend on all of us*

annual report 11•12

# CEO & BOARD CHAIR'S MESSAGE

Over the past year, we have had much to be proud of and celebrate at the Children's Aid Society of Toronto. Making the best of our community partnerships, we teamed up with East Metro Youth Services, a community based children's mental health centre, to launch a new and innovative outreach program aimed at engaging and providing services and support to 'at risk' youth, 12-15 years of age. As well, we are among the 10 local organizations involved in the development of a Child and Youth Advocacy Centre in Toronto. The Centre will ensure that children and youth who have been victims of sexual abuse, and their families, receive the best child-focused investigation, treatment, advocacy and support services, all under one roof. In the past victims of sexual abuse accessed these services at different locations. With the announcement earlier this year of the generous support of the Federal Government and two prominent local families, the Toronto Child and Youth Advocacy Centre will play a pivotal role in the provision of care and support to these young victims. Also, we opened a new office location, combining our Etobicoke and North Branches with our Resources for Children & Youth (formerly Foster Care

and Adoption Services) department, at a new site in the Northwest area of the city. This site brings together close to 200 staff in a modern work environment, easily accessible by public transportation and major highways.

In the latter part of 2011, we began working with a consultant to assist us in developing the framework for a five year strategic plan. Over the span of four months, we undertook a comprehensive SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis with internal and external stakeholders. In addition, our Board of Directors and senior management group established new strategic priorities for the next five years and revised our Mission, Vision and Values statements. The creation of these priorities will help position us for the opportunities and challenges that lay ahead. Thus, in April of this year our Board approved the following strategic priorities for 2012-2017:

- Lead change through innovation, excellence & evidence-informed practice.
- Strengthen services to children and families through collaboration, strategic community partnerships and advocacy.
- Enhance responsive and transparent

- communication with internal and external stakeholders.
- Create an informed and accurate understanding of the purpose and value of CAS of Toronto.
- Ensure financial sustainability.

As a result of these consultations, our Vision and Mission statements were also amended as follows:

**Revised Vision** - A city where children are safe, families are strong and communities are supported.

**Revised Mission** - Leading with excellence and working in partnership to:

- Prevent situations that lead to child abuse and neglect by embracing, strengthening and supporting families, and communities;
- Protect children and youth from abuse, and neglect;
- Provide safe and nurturing care for children, and youth;
- Advocate to meet the needs of children, youth, families, and communities.

We appreciate the feedback provided by dozens of our stakeholders and over 350 staff in the development of our new strategic priorities. We remain steadfast in our commitment to excellence in the delivery of high quality services to children, families and communities.

Toronto remains one of the most culturally and ethnically diverse cities in the world, with almost half of Canada's newcomers settling here. As such, our staff work tirelessly to engage diverse groups by reaching out across boundaries regardless of age, ethnicity, gender, beliefs, culture or economic status. With more than 100,000 immigrants projected to arrive each year in Toronto, our agency will continue to work closely with their communities to ensure that their needs play a significant role in helping to guide our service. As the largest child welfare agency in the province, we believe that we are well prepared to meet and exceed the needs of Toronto's changing population. We remain an important part of a community that requires us to be strong and responsive to our city's most vulnerable citizens.

Finally, we want to thank our always professional and resourceful staff. Without them, the success of the Children's Aid Society of Toronto would not be possible. To our foster, adoptive and kinship parents, you continue to inspire us by your enthusiasm and selflessness. Without you, the success our agency has achieved would not have been possible. To all our committed volunteers, including our dedicated

Board of Directors, all of whom put their hearts and souls into ensuring that the agency operates with care, compassion, expertise and professionalism - we thank you. To our partners in government, the Ministry of Child and Youth Services and our Regional Office staff, thank you for your ongoing support. Without this support, the work of our agency is not possible. To the Children's Aid Foundation, who so enthusiastically attend to our children's needs - a special thank you. Your work and efforts bring much joy to our children. To our community and partners, your support, feedback and encouragement help to bring innovative programs and services to children. We are confident that with our new strategic direction, dedicated staff, community partners, foster, kinship & adoptive parents and volunteers, we have the expertise in place that will allow us to build on our proven success and remain a leader in the protection and welfare of children, youth and families.

  
**David Rivard**  
Chief Executive Officer

  
**Jessica Hill**  
Chair, Board of Directors

# Year in NUMBERS

## OUR CLIENTS

	2010-11	2011-12
Children	27,707	25,030
Families	12,314	11,987
Children in Care	2,416	2,393
Number of Youth Supported (age 18 - 21)	660	962
Number of Children Discharged from Our Care	732	763

## A SNAPSHOT of Our Work

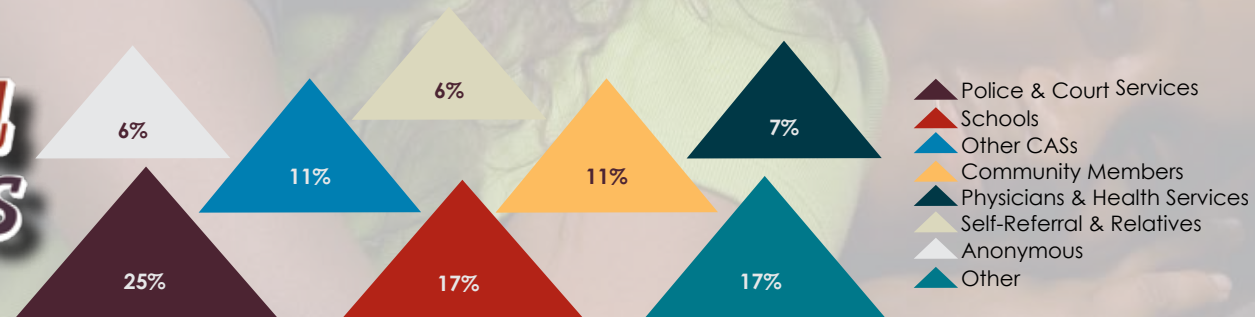
Inquiries (that resulted in a service record)	13,094	11,581
Community Links Completed	943	769
Investigations Completed	7,451	7,629

## ALLEGATIONS

Physical Abuse	19%	21%
Sexual Abuse	5%	3%
Neglect	16%	21%
Domestic Violence Related	28%	33%
Caregiver Capacity	19%	20%
Children Served by Fetal Alcohol Spectrum Disorder (FASD) Respite Program	45	45
Families Served by FASD Respite Program	40	40
Children Served by Therapeutic Access Centre	142	140
Families Served by Therapeutic Access Centre	87	86
Adoptions Completed	78	64
Adoption & Former Crown Wardship Disclosure	485	429
Families Receiving Adoption Subsidies	456	492
Kinship Service Families (out of care, monthly average)	144	156
Telephone Responses by Emergency After Hours Services	41,094	39,044
Speaker's Bureau Presentations	136	130

## Referral SOURCES

2011-12



# Condensed Statement of OPERATIONS

For the year ended March 31, 2012 with  
comparative figures for the year ended  
March 31, 2011 (in thousands of dollars)

## EXPENSES BY SERVICE (MCYS<sup>1</sup>)

	2010-11	2011-12
Child Welfare Program	163,830	163,174
Generic Contracts	2,665	2,534
Non-MCYS Revenue	(7,204)	(6,501)
Net Expenditure	159,291	159,207

## REVENUE

	2010-11	2011-12
Government of Ontario	160,539	160,457
Government of Canada	4,059	3,983
Children's Aid Foundation	2,656	2,492
Tax Rebates and Sundry	5,829	2,786
Total	173,083	169,718

<sup>1</sup>Ministry of Children and Youth Services

Audited statements are available upon request

# Board of DIRECTORS

Marv Bernstein • Kerry Bowser • Raquel Clarke  
Geraldine Connelly • Karen Engel • Rex  
Hagon • Barbara Hopper • Victoria  
Kondo • Niru Kumar • J. David  
Livingston (resigned May 2012)  
• Noella Milne • Haroldene  
Peters • Shelley C.  
Quinn • Aqeel  
Saeid •  
Wayne  
Zronik

## EXECUTIVE COMMITTEE

Jessica Hill, Chair  
Anthony Fralick, Vice-Chair  
Tony Veneziano, Treasurer  
Sheila Jarvis, Secretary

David Rivard, Chief Executive Officer

## EXPENSES

	2010-11	2011-12
Salaries & Benefits	77,069	78,981
Boarding Rate	63,197	60,613
Other	28,519	29,051
Total	168,785	168,645

# 5 Year Strategic PRIORITIES

- 1 Lead change through innovation, excellence & evidence-informed practice.
- 2 Strengthen services to children and families through collaboration, strategic community partnerships and advocacy.
- 3 Enhance responsive and transparent communication with internal and external stakeholders.
- 4 Create an informed and accurate understanding of the purpose and value of CAS of Toronto.
- 5 Ensure financial sustainability.

## Key ACCOMPLISHMENTS

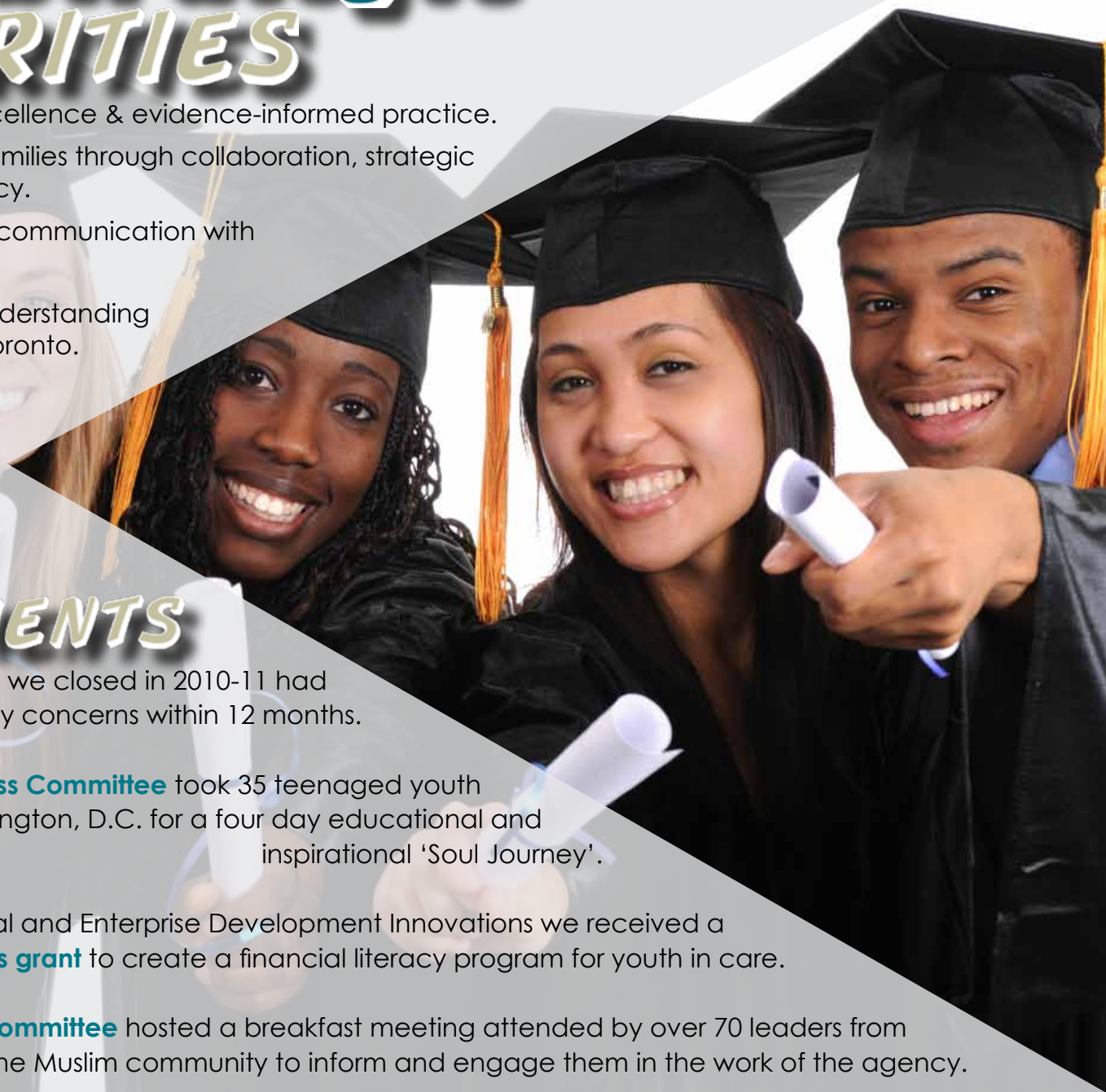
**89.2%** of families whose protection cases we closed in 2010-11 had no reoccurring safety concerns within 12 months.

Our **Black Education and Awareness Committee** took 35 teenaged youth involved with our agency to Washington, D.C. for a four day educational and inspirational 'Soul Journey'.

In partnership with Social and Enterprise Development Innovations we received a **Toronto Community Foundations grant** to create a financial literacy program for youth in care.

Our **Services to Muslim Families Advisory Committee** hosted a breakfast meeting attended by over 70 leaders from the Muslim community to inform and engage them in the work of the agency.

Launched a new **youth outreach program** for at risk, hard to serve and hard to engage teens.



# Contact us

For all our Community **BRANCHES**

**416.924.4646**

**TorontoCAS.ca**

## CENTRAL BRANCH

**30 Isabella Street**

Administration  
Communications  
Child & Family Disclosure Unit  
Child and Youth Services  
Child Welfare Institute  
Community Development and Prevention  
Emergency After Hours Services • Finance  
Human Resources • Information Services  
Internal Resources • Intake • Legal Services  
Medical, Dental & Psychological Services  
Quality Assurance, Systems Support & Record Services  
Toronto Branch • Volunteer Services

## NORTHWEST SITE

**20 De Boers Drive, 2<sup>nd</sup> & 3<sup>rd</sup> Floors**

Resources for Children & Youth  
North Branch  
Etobicoke Branch

## SCARBOROUGH BRANCH AND MOBERLY RESIDENCE

**843 Kennedy Road**

# Statistics

## WHERE CHILDREN & YOUTH IN OUR CARE LIVE

	2010-11	2011-12
Family Based Foster Care (society & externally operated)	1,180	825
Kinship Foster Families (in-care)	43	43
Group Care	249	249
Independent Living & ECM	436	453
Total Number of Days in Care	644,887	569,012
Total Cost of All Forms of In-care Services (000's)	\$63,017	\$60,790

## THE TEAM

	2011-12	
Staff	Employees	FTEs <sup>1</sup>
Core Funded Positions	746	722.49
Residential Positions <sup>2</sup>	35	34.60
Subtotal	781	757.09
Non-Core Funded Positions	32	31.18
<b>Total</b>	<b>813</b>	<b>788.27</b>
CAS of Toronto Foster Families (beds)	222	(581)
Volunteers	561	
Placement Students	112	

<sup>1</sup> Full-Time Equivalent    <sup>2</sup> Funding comes from Boarding Rate