



CHILDREN'S  
AID SOCIETY  
*of* TORONTO

LA SOCIÉTÉ  
DE L'AIDE à  
L'ENFANCE  
DE TORONTO



# CONNECTING Communities

annual report 12 • 13

# CEO & Board Chair's MESSAGE

Challenges abound as we exercise our legislated role to serve children in need of protection. While methods and directives may have changed over the years, the focus remains on our vision, values and established strategic priorities to achieve strong outcomes. This includes continuing to be a leader in the field, providing proven and innovative service, ensuring good communication, collaboration and transparency, and responsible and diligent financial management to ensure that the needs of children, youth and their families remain the priority. The value of being adequately funded cannot be under-estimated, nor the value of a community that cares to ensure that the needs of its most vulnerable do not go unaddressed. Children are society's most vulnerable and, it is with this in mind that there is continual work and intent to improve services at both the local and provincial level.

As we concluded this fiscal year, several new changes were introduced by the Ministry of Children and Youth Services (MCYS). These changes include the introduction of a new funding model, a move to a fixed funding envelope, new performance indicators, and the introduction of Accountability Agreements for Boards of Directors to sign, wherein Boards shall submit balanced budgets within MCYS approved allocations.

In 2009, MCYS established the Commission to Promote Sustainable Child Welfare and its three-year mandate concluded in the fall of 2012. The Commission's recommendations to launch a new funding model begin in the 2013/14 fiscal year.

Under this new model, a portion of funding will be allocated to each Society based on its fixed costs for infrastructure, travel and technology. Funding for policy priorities will be set aside to allow the Ministry to direct funds to specific activities that enable overall sector transformation and help improve outcomes for children and youth. Fifty percent of the remaining funding will be allocated to socio-economic factors, while the other fifty percent will be allocated to volume-based factors. This new model will be phased-in over five years and will see that no Society experiences a funding change of greater or less than 10% during that period.

In addition to recommendations relating to the overall approach to funding CASs, it was the hope of the Commission that its recommendations would achieve three important goals:

- Increased equity, ensuring that funding is allocated across the province proportionate to needs.
- Flexibility for individual CASs to deploy funding in a way that delivers on provincial expectations and accountabilities while remaining within budget and reflective of unique community circumstances.
- Resiliency of individual CASs, thereby advancing the sustainability of the sector as a whole.





Throughout the Commission's mandate, it was evident that both CASs and MCYS, needed to advance the child welfare system and ensure a sustainable rate of expenditure growth. The Commission also focused on continuing to improve performance outcomes. A variety of strategies were introduced, including the establishment of performance measures and targets, changes to business processes, improved accountability structures, policy changes, and the support of a number of Society mergers.

At the local level, our agency continues to focus on improving its overall performance. We are very pleased to report that the Board of Directors agreed to move forward with the establishment of a new Standing Committee – Quality & Outcomes. This Committee will provide leadership to the Board on overall organizational performance in order to fulfill its obligations of ensuring high quality child welfare services to children and their families in the City of Toronto.

We clearly recognize the need to continue to minimize the various risks we face as part of our business as a child welfare agency. Accordingly, over the next year, we will be adopting the Enterprise Risk Management approach. This approach will accelerate our capacity to systematically identify and assess the many categories of risks we face and help us institute appropriate processes for each.

We would be remiss if we did not take this opportunity to publicly thank our dedicated staff, foster and care providers and volunteers for the ongoing and unselfish service provided to children and families. Together, they help to address daily needs and place those needs ahead of their own.

Enough cannot be said about the Children's Aid Foundation which nurtures ties and develops programs that demonstrate and recognize how precious the lives of children in care really are. We know how hard they have worked in the last year. Our children in care and our staff appreciate all that they do and we will continue to count on them to make a difference.

To our many community partners who provide a wide range of services from prevention to crisis intervention, we thank you. Without your commitment, the experience of the children and families involved with our organization would undoubtedly be lessened.

Each of us, in whatever role we find ourselves, can make a difference by doing what we do well and in service to others. Each action when positive, however small or large, makes a difference to a child. The generosity of the time, talent, and services provided does not go unnoticed by our children in care and families who receive our services. The work done by CAS of Toronto becomes a part of their own vision for their futures and can influence how they can give back to the community when they can. Our work inspires them to move with hope into their own more positive futures. We remain steadfast in our vision and commitment to creating a city where children are safe, families are strong and communities are supported.



**David Rivard**  
Chief Executive Officer

**Jessica Hill**  
Chair, Board of Directors

# Community QUOTES

CAS of  
Toronto's  
response time  
is typically  
excellent.

CAS of Toronto  
needs a better  
understanding  
of the challenges  
of children's  
mental health.

There is an  
urgent need for  
innovation in serving  
young people  
transitioning  
from care.

Families need  
a map to show  
what happens when  
there is involvement  
or contact with  
the Agency.

CAS of Toronto  
is good at  
working from a  
strengths-based  
perspective  
with clients.

CAS of  
Toronto is good  
at dealing with  
diverse cultures but  
has to keep  
getting better.



CAS of Toronto  
sees trends  
and acts  
on them.

Calling CAS  
of Toronto is still an  
intimidating process.  
How can myths  
be dispelled?

CAS of  
Toronto is a  
leader in Fetal  
Alcohol Spectrum  
Disorder (FASD) work  
and built an  
excellent model.

CAS of Toronto is  
the 800 lb gorilla in  
the room, but they  
are willing to share  
the bananas.

Workers need  
to view themselves  
as advocates  
and they need to  
be supported in  
advocating  
for clients.

CAS of Toronto's  
LGBTQ youth  
programming is  
excellent.

Partnering  
with community  
agencies leads  
to well informed  
clients and  
better service.





# Community CONNECTIONS



Across Boundaries | [acrossboundaries.ca](http://acrossboundaries.ca)

Afghan Women's Association | [afghanwomen.org](http://afghanwomen.org)

Agincourt Community Services Association  
| [agincourtcommunityservices.com](http://agincourtcommunityservices.com)

Art Starts | [artstarts.net](http://artstarts.net)

Campaign 2000 | [campaign2000.ca](http://campaign2000.ca)

Centre for Youth Development and  
Mentorship Services | [cydms.org](http://cydms.org)

Fetal Alcohol Spectrum Disorder (FASD)  
Coordination Network

Furniture Bank | [furniturebank.org](http://furniturebank.org)

Hong Fook Mental Health Association | [hongfook.ca](http://hongfook.ca)

Housing Action Now Coalition

Islamic Foundation School | [islamicfoundation.ca](http://islamicfoundation.ca)

Jamaican Canadian Association | [jcaontario.org](http://jcaontario.org)

Lesbian Gay Bi Trans Youth Line | [youthline.ca](http://youthline.ca)

Middle Childhood Matters Coalition Toronto  
| [middlechildhoodmatters.ca](http://middlechildhoodmatters.ca)

New Horizons Healing and Hope Coalition  
| [newhorizonshh.org](http://newhorizonshh.org)

Ontario Disability Support Program Coalition

Roma Community Centre | [romatoronto.org](http://romatoronto.org)

Scarborough Civic Action Network  
| [scarboroughcan.ca](http://scarboroughcan.ca)

Second Base Youth Shelter Scarborough  
| [secondbase.ca](http://secondbase.ca)

SKETCH - Working Arts for Street Involved and  
Homeless Youth | [sketch.ca](http://sketch.ca)

Social Planning Toronto | [socialplanningtoronto.org](http://socialplanningtoronto.org)

SOY - Supporting Our Youth - A Program of  
Sherbourne Health Centre | [soytoronto.org](http://soytoronto.org)

TAIBU Community Health Centre | [taibuchc.com](http://taibuchc.com)

Toronto Coalition for Better Child Care  
| [childcaretoronto.org](http://childcaretoronto.org)

Ujima House | [youngpfathers.org](http://youngpfathers.org)

Young Parents No Fixed Address | [ypnfa.ca](http://ypnfa.ca)

# Notable ACCOMPLISHMENTS

- Our agency has formally adopted the [Signs of Safety](#), an innovative strengths based and safety organized approach to child protection, as our clinical framework.
- In November 2013 we were awarded the distinction of being named one of the [GTA's Top Employers](#).
- The percentage of families whose protection cases we closed in 2011-12, with no reoccurring safety concerns within 12 months is [86.7%](#).
- We welcomed over 300 people to our 30 Isabella Street location to visit, tour and learn more about the work that we do as part of [Doors Open Toronto](#).
- Launched [YouthRAP.ca](#) a website created in consultation with, and maintained by youth for youth in care and on independent living. Designed to empower and better prepare our 14 to 21 year olds for the transition to independence, provide updated employment and educational opportunities, promote the importance of self advocacy and provide an ongoing connection between our Child and Youth Services Department and youth in care and living independently.





# Connecting COMMUNITIES



Opening our doors to the public for Doors Open Toronto



Telling Our Story



Receiving a Fire Safety Award

As a member of the Coalition, we work to increase access to high quality out-of-school-time programs for all children in Toronto



Stand Up for Kids Awards



Our annual Pride BBQ



Child Advocacy Training





Our Hope for Children



Foster Parent Tea



Soul Journey visits New York City



Senior Management 'walks' to support the White Ribbon Campaign



Centre for Youth Development & Mentoring Services Launch

# Financials AT A GLANCE

## CONDENSED STATEMENT OF OPERATIONS

For the year ended March 31, 2013 with comparative figures for the year ended March 31, 2012 (in thousands of dollars)

EXPENSES	2011-12	2012-13
Salaries & Benefits	78,981	79,020
Boarding	60,613	56,682
Other	29,051	31,214
TOTAL	168,645	166,916

## EXPENSES by Program (MCYS)<sup>1</sup>

Child Welfare Program	163,174	160,177
Generic Contracts	2,534	2,382
Non-MCYS Revenue	(6,501)	(6,192)
Net Expenditure	159,207	156,367



## REVENUE

	2011-12	2012-13
Government of Ontario	160,457	157,857
Government of Canada	3,983	3,842
Children's Aid Foundation	2,492	2,412
Sundry	2,786	2,499
TOTAL	169,718	166,610

Audited financial statements are available upon request.

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



# Statistics

## CAS OF TORONTO

### THE TEAM

STAFF	2011-12		2012-13	
	Employees	FTEs <sup>1</sup>	Employees	FTEs <sup>1</sup>
Core Funded Positions	746	722.49	753	731.84
Residential Positions <sup>2</sup>	35	34.6	27	26.6
Subtotal	781	757.09	780	758.44
Non-Core Funded Positions	32	31.18	26	25.18
TOTAL	813	788.27	806	783.62

<sup>1</sup> Full-Time Equivalent

<sup>2</sup> Funding comes from Boarding Rate

	2011-12	2012-13
CAS of Toronto Foster Families (beds)	222 581	215 552
Volunteers	561	544
Placement Students	112	110

### WHERE CHILDREN & YOUTH IN OUR CARE LIVE

	2011-12	2012-13
Family Based Foster Care (society and externally operated)	825	841
Kinship Foster Families (in-care)	43	39
Group Care	249	185
Independent Living and ECM	453	421
Total Number of Days in Care	569,012	559,073
Total Cost of All Forms of In-Care Services (000's)	\$60,790	\$56,862



# Year in REVIEW

## OUR CLIENTS

	2011-12	2012-13
Children	25,030	24,208
Families	11,987	11,469
Children in Care	2,393	2,292
Number of Youth Supported (age 18 - 21)	962	654
Number of Children Discharged from Our Care	763	729

## A SNAPSHOT of Our Work

Inquiries (that resulted in a service record)	11,581	10,201
Community Links Completed	769	558
Investigations Completed	7,629	7,036



## REFERRAL SOURCES

2011  
2012

2012  
2013

25 %

Police &  
Court  
Services

20 %

17 %

Schools

17 %

11 %

Other  
CASs

16 %



## ALLEGATIONS

	2011-12	2012-13
Physical Abuse	21 %	22 %
Sexual Abuse	3 %	4 %
Neglect	21 %	16 %
Domestic Violence Related	33 %	31 %
Caregiver Capacity	20 %	22 %
Caregiver-Child Conflicts		5 %
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	140	128
Families Served by Therapeutic Access Centre	86	83
Adoptions Completed	64	73
Adoption & Former Crown Wardship Disclosure	429	496
Families Receiving Adoption Subsidies	492	481
Kinship Service Families (out of care, monthly average)	156	149
Children Served in Kinship Service Families (out of care, monthly average)	208	199
Telephone Responses by Emergency After Hours Services	39,044	12,596 <sup>1</sup>
Speaker's Bureau Presentations	130	95 <sup>2</sup>

<sup>1</sup> The decline is largely due to a change in the use of technology to track and count types of referrals.

<sup>2</sup> Speakers Bureau temporarily suspended in January 2013, scheduled to be re-launched in July 2013.



7 %

Physicians  
& Health  
Services

8 %

11 %

Community  
Members

11 %

6 %

Anonymous

7 %

6 %

Self-Referral  
& Relatives

6 %

17 %

Other

15 %

# Board of DIRECTORS

Marv Bernstein | Gerry Connelly | Karen Engel  
Rex Hagon | Barbara Hopper | Victoria Kondo  
Niru Kumar | 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





# Our BRANCHES

## CENTRAL BRANCH

### 30 Isabella Street

Administration | Communications | Corporate Services: Administration,  
Finance, IT, Property | Child & Family Disclosure Unit | Child and Youth Services  
Child Welfare Institute | Community Development and Prevention  
Emergency After Hours Services | Human Resources | 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, 2nd and 3rd Floors

Etobicoke Branch  
North Branch  
Resources for Children and Youth  
Health Services  
Therapeutic Access Centre

## SCARBOROUGH BRANCH AND MOBERLY RESIDENCE

### 843 Kennedy Road





*Because children depend on all of us*

Puisque les enfants  
dépendent de nous tous

क्योंकि बच्चे हम सभी पर निर्भर होते हैं

ਕਿਉਂਕਿ ਬੱਚੇ ਸਾਡੇ ਸਾਰਿਆਂ  
'ਤੇ ਨਿਰਭਰ ਕਰਦੇ ਹਨ

Bởi vì trẻ em trông cậy ở  
tất cả mọi người chúng ta

Maxaa yeelay caruurta annaga  
oo dhan ayeey nagu tiirsan yihiin

因为孩子依赖我们所有人

ஏனெனில் குழந்தைகள் எங்கள்  
எல்லோரிலும் தங்கியுள்ளனர்



# contact us

For all our Community  
Branches

416.924.4646

TorontoCAS.ca