



# DIVERSITY DELIVERS!

Annual Report 2010 - 2011



CHILDREN'S  
AID SOCIETY  
of TORONTO

*Because children depend on all of us*

# CEO & BOARD CHAIR'S MESSAGE

For the 12 Months from  
April 1, 2010 to March 31, 2011

The world knows Toronto as a culturally rich city where opportunity abounds for people and organizations who adapt to its diversity. The Children's Aid Society of Toronto has for many years, been an organization known for its ability to embrace such opportunity.

Nearly forty years ago, and long before it was common, our Board of Directors established a Multicultural Committee and endorsed an agency-wide audit of how to handle issues of racial differences. More than fifteen years ago, we were among the first child welfare agencies in Canada to place a child for adoption in the home of a same sex couple. We broke new ground then, and continue to do so now, through the work of our:

- Bridging Diversity Committee
- Anti-Oppression Anti-Racism Policy
- Out & Proud Program
- Black Education Awareness Committee
- Services to Muslim Families Advisory Committee

While recognizing our past accomplishments, we remain committed to and embrace diversity, despite the many challenges facing our sector across Ontario.

Speculation about funding reductions and the merging of agencies has garnered media attention over the past year. Though there is no expectation that any of the Toronto agencies will merge, the provincial government -- our primary funder -- is strongly encouraging the four Toronto agencies to look for opportunities to work together to provide shared services across the city. This strategy is fully endorsed by our Board of Directors. We view this as an opportunity to demonstrate and share our extensive expertise and leadership capacity.

Working collaboratively with community stakeholders to deliver programs and services remains a priority for us. A recent initiative between four service areas of our agency (Community Development, Child and Youth Services, Kinship Service and Family Services), the City of Toronto and provincial government provided over 145 temporary housing allowances. This program assists youth transitioning out of care to access affordable housing. As well, kinship families receive assistance to maintain stable housing to continue to provide care for children.

Another example of our collaboration with a service partner is evidenced in our participation in the Children Affected by Substance Abuse (CASA) project. This is an initiative with the Jean

Tweed Centre. Funded by the provincial government, this project focuses on enhancing child welfare workers' skills to permit them to engage and work with clients who have substance abuse issues. A substance abuse counsellor from the Jean Tweed Centre provides workshops and clinical consultation for family service workers within our agency and to Intake workers in the three other children's aid societies in Toronto. This project provides enhanced service to families in order to improve safety and well-being for children.

Other partnerships saw us collaborating with the Ontario Association of Children's Aid Societies, Children's Mental Health Ontario and Safeguards Training for Children and Adult Services, in the development of an accessible and bilingual online training program to teach staff from organizations serving children, youth and families the customer service standards required by the *Accessibility for Ontarian's with Disabilities Act*. In addition, along with three other provinces, we received a grant from the Public Health Agency of Canada to lead a study to expand the understanding of costs, services and prevention of Fetal Alcohol Spectrum Disorder among children and youth in care.

The commitment of our volunteers and donors, our foster and adoptive

parents, our community partners, the Children's Aid Foundation, and our staff is demonstrated by a respect for our differences. These groups prove everyday what can be accomplished when we work together in the best interests of abused and neglected children, marginalized youth, and struggling families. However, a strategy to cultivate diversity cannot be limited to community partnerships and staff training. It must inform all we do and be measured against clearly defined goals. If our progress toward these goals is to be continuous, so too must be our effort.

In order to foster and support strong communities, we are pleased to report on two ongoing construction projects. One is now complete and the other is scheduled for completion in Spring 2012. The first is the redevelopment of our Scarborough Branch, which features five new family visitation rooms, a youth residence, and a 1,250 square-foot child play centre. As well, special attention has been paid to ensuring that the space reflects and is welcoming to the community that the Branch serves. The second project will see our Etobicoke and North York branches, along with Foster Care and Adoption Services move to a new 53,000-square-foot location in Downsview. This new space will allow us to better

meet the evolving needs of the children and families currently served by these branches.

Lastly, we would like to draw your attention to the poster contained inside this report. As has been the tradition with this annual publication, it is designed to have dual purposes. It serves not only, as a brief but comprehensive report on the agency's activities throughout the preceding year, but also as an informative and meaningful communication tool that community partners, stakeholders and staff can display in offices across the city. Owing to the very positive community and staff response received last year, we decided once again to invest in this endeavour. As a result, we have profiled a selection of people associated with our agency. They represent and lend voice to the more than 700 staff, 600 volunteers and over 260 foster families who challenge and encourage us to not only be better, but proud of our past and confident of our future.

  
**David Rivard**  
Chief Executive Officer

  
**Dr. Janet Morrison**  
Chair, Board of Directors



YEAR IN

For the 12 Months  
from April 1, 2010  
to March 31, 2011

NUMBERS

## OUR CLIENTS

	2009-10	2010-11
Children	25,710	27,707
Families	11,486	12,314
Children in Care	2,332	2,416
Number of Youths Supported (age 18 - 21)	687	660
Number of Children Discharged from Our Care	576	732

### A SNAPSHOT of Our Work

Inquiries (that resulted in a service record)	10,760	13,094
Community Links Completed	1,250	943
Investigations Completed	7,063	7,451

### ALLEGATIONS

Physical Abuse	21%	19%
Sexual Abuse	6%	5%
Neglect	12%	16%
Domestic Violence Related	32%	28%
Caregiver Capacity	22%	19%

Children Served by Fetal Alcohol Spectrum Disorder (FASD) Respite Program

38 45

Families Served by FASD Respite Program

29 40

Children Served by Therapeutic Access Centre

127 142

Families Served by Therapeutic Access Centre

80 87

Adoptions Completed

70 78

Adoption & Former Crown Wardship Disclosure

505 485

Families Receiving Adoption Subsidies

447 456

Kinship Service Families (out of care, monthly average)

144 144

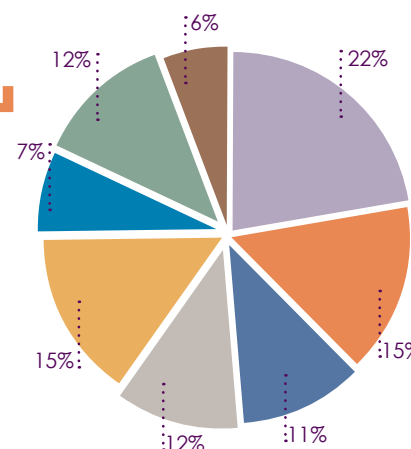
Telephone Responses by Emergency After Hours Services

43,215 41,094

Speaker's Bureau Presentations

135 136

## REFERRAL SOURCES 2010-11



- Police & Court Services
- Schools
- Other CASs
- Community Members
- Physicians & Health Services
- Self-Referral & Relatives
- Anonymous
- Other

Maxaa yeelay caruurta annaga  
oo dhan ayey nagu tiirsan yihiin

# BOARD OF DIRECTORS

Kerry Bowser • Raquel Clarke • Gerry Connelly  
Karen Engel • Rex Hagon • Barbara Hopper  
Sheila Jarvis • Victoria Kondo • Niru Kumar  
J. David Livingston • Haroldene (Deany) Peters  
Aqeel Saeid • Tony Veneziano • Rawle Younge

## Executive Committee

Dr. Janet Morrison • Chair  
Jessica Hill • Vice Chair  
Wayne Zronik • Treasurer  
Anthony Fralick • Secretary

David B. Rivard • Chief Executive Officer

## CONDENSED STATEMENT OF OPERATIONS

For the year ended March 31, 2011 with comparative figures for the year ended March 31, 2010 (in thousands of dollars).

### REVENUE

	2009-10	2010-11
Government of Ontario	159,253	160,539
Government of Canada	4,311	4,059
Children's Aid Foundation	2,433	2,656
Tax Rebates and Sundry	2,883	5,829
<b>Total</b>	<b>168,880</b>	<b>173,083</b>

### EXPENSES

	2009-10	2010-11
Salaries & Benefits	77,454	77,069
Boarding Rate	64,154	63,197
Other	27,372	28,519
<b>Total</b>	<b>168,980</b>	<b>168,785</b>

### EXPENSES BY SERVICE (MCYS)

	2009-10	2010-11
Child Welfare Program	163,426	163,830
Generic Contracts	2,327	2,665
Non-MCYS Revenue	(6,725)	(7,204)
<b>Net Expenditure</b>	<b>159,028</b>	<b>159,291</b>

Audited statements are available upon request.

因为孩子依赖我们所有人  
क्योंकि बच्चे हम सभी पर निर्भर होते हैं





ਕਿਉਂਕਿ ਬੱਚੇ ਸਾਡੇ ਸਾਰਿਆਂ 'ਤੇ ਨਿਰਭਰ ਕਰਦੇ ਹਨ  
Bòl vì trè em trông cậy ở  
tất cả mọi người chúng ta



3 YEAR

## STRATEGIC PRIORITIES

- 1 Promote organizational excellence
- 2 Pursue collaborative ventures
- 3 Advance the public's understanding of our work
- 4 Advocate on behalf of children, youth and families

### CROWN WARD FILE COMPLIANCE RATE

	Percentage
2009	80.7
2010	83.2
2011	87

### CROWN WARD PLACEMENT STABILITY

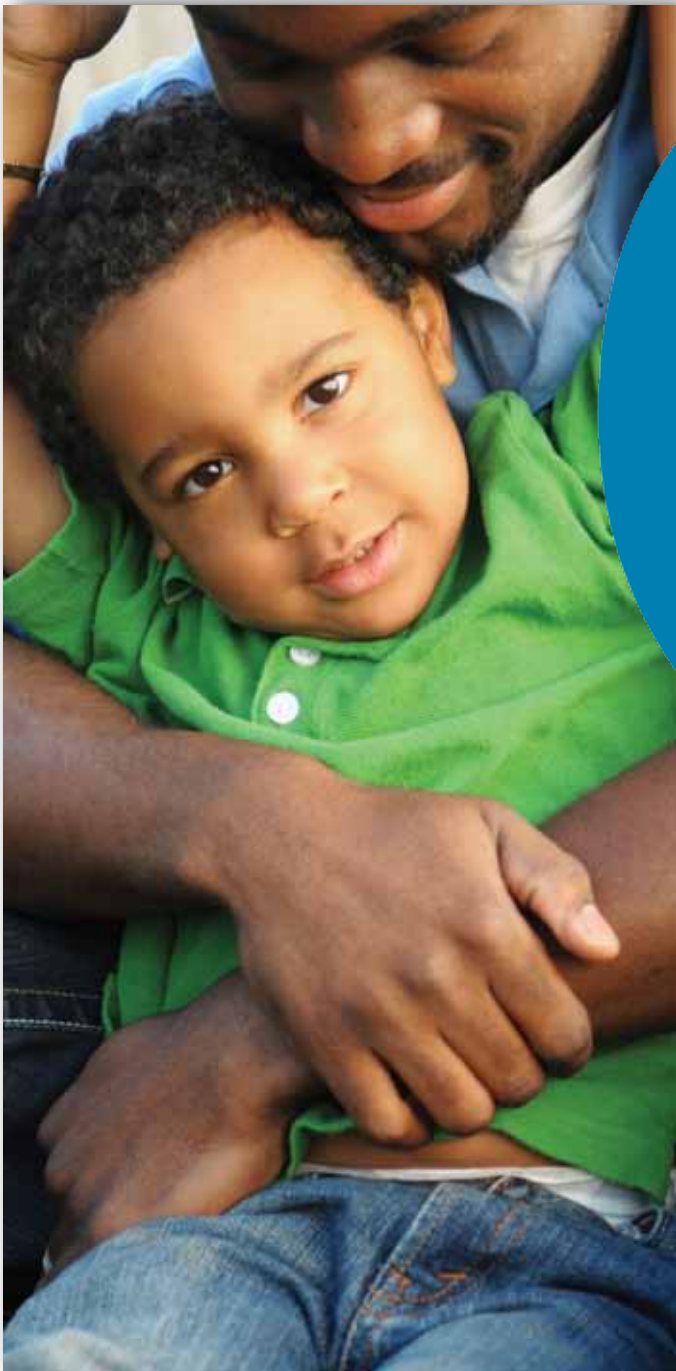
	Percentage
2009	43
2010	43.9
2011	43

### CROWN WARD EDUCATIONAL PROGRESS RATE

	Percentage
2009	93.2
2010	93.5
2011	92.8

## KEY ACCOMPLISHMENTS

- An improvement of 17% was achieved by our Intake Branch in meeting the 7-day response time requirement for seeing children referred to the Agency for allegations of abuse or neglect.
- A revised performance appraisal model including 360° feedback was implemented for members of the Strategic Leadership Team.
- A new approach to using Kinship Services is now being used by the Intake branch after a successful 6 month pilot project. The pilot project resulted in 60% more families using the new approach to address child safety concerns. Additionally, assessments of potential Kinship homes are completed more quickly and thoroughly.
- The high profile shared services venture undertaken with several other agencies to establish the Joint Child Advocacy Centre received funding and a consultant has been hired to manage the project.
- 100% of management and 76% of non-management employees have received Anti-Oppression and Anti-Racism training in accordance with the Agency's AOAR policy. All staff will receive training in this area by 2012.
- A new computer program for caseworkers to create electronic Case Notes in child files will be implemented Agency-wide in Children's Services, after a successful pilot testing of the application was completed between December 2010 and May 2011.



ஏனெனில் குழந்தைகள் எங்கள்  
எல்லோரிலும் தங்கியுள்ளனர்

## CENTRAL BRANCH

30 Isabella Street  
Administration • Communications  
• Child & Family Disclosure Unit •  
EAHS • Child and Youth Services • Child Welfare  
Institute • Community Development and  
Prevention Program • Finance •  
Human Resources • Information Services •  
Intake • Legal Services • Medical Dental &  
Psychological Services • Quality  
Assurance, Systems Support & Record  
Services Department • Toronto  
Branch • Volunteer Services

CONTACT US

For all our Community  
**BRANCHES**  
**416.924.4646**  
**TorontoCAS.ca**

SCARBOROUGH  
BRANCH AND  
INTERNAL RESOURCES  
843 Kennedy Road

ETOBICOKE  
BRANCH  
70 Chartwell Road

NORTH BRANCH FOSTER  
CARE AND ADOPTION  
SERVICES  
4211 Yonge Street, 4<sup>th</sup> floor



## STATISTICS

### THE TEAM

	2010-11	
Staff	Employees	FTEs <sup>1</sup>
Core Funded Positions	763	740.89
Residential Positions <sup>2</sup>	45	44.40
Subtotal	808	785.29
Non-Core Funded Positions	28	26.68
<b>Total</b>	<b>836</b>	<b>811.97</b>
CAS of Toronto Foster Families (beds)	243	(637)
Volunteers	600	
Placement Students	112	

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

### WHERE CHILDREN & YOUTH IN OUR CARE LIVE

	2009-10	2010-11
Family Based Foster Care (society & externally operated)	1,172	1,180
Kinship Foster Families (in-care)	33	43
Group Care	313	249
Independent Living & ECM	442	436
Total Number of Days in Care	638,325	644,887
<b>Total Cost of All Forms of In-care Services (000's)</b>	<b>\$63,973</b>	<b>\$63,017</b>