

Our Vision

A city where children are safe,
families are strong and communities are supported.

Une ville où les enfants sont en sécurité,
les familles sont fortes et les communautés sont prises en charge.

Magaalo carruurta ay badbaado yihiin,
qoysasku ay xooganyihiin iyo bulshada ay taageerto.

Một thành phố nơi trẻ em được an toàn,
gia đình vững mạnh và các cộng đồng được hỗ trợ.

建造一個兒童感到安全而家庭和社區被受支援的城市

ایسا شہر جہاں بچے محفوظ ہوں، خاندان مضبوط ہوں اور کمیونٹیوں کی مدد کی جاتی ہو۔

एक ऐसा शहर जहां बच्चे सुरक्षित हों, परिवार मज़बूत हों,
एवं समुदायों को समर्थन दिया जाता हो।

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Message from the Board Chair & CEO

As an organization whose work is rooted in supporting, protecting and advocating for children, youth and families, the Children's Aid Society of Toronto bears an enormous responsibility to ensure that our involvement in their lives is warranted, fair and that we have taken the least intrusive measures in providing services to families. We work with some of the most marginalized members in our communities and, as such, we acknowledge the power imbalance that exists. Even in our best efforts to provide compassionate and unbiased service, there are times when we have had negative impacts on the families we serve. This is evident through our disproportionality data and community feedback.

Last fall, during an interview on Toronto's only Black owned radio station, we admitted that the child welfare system, including our own agency, has a long legacy of oppression and systemic racism. That was not an easy admission to make. But it was a necessary one we needed to make to begin our journey toward equity. For us, equity means the provision of opportunities for equality for all our clients. By removing systemic barriers, eliminating discrimination and putting in place the right organizational structures and people; we plan to facilitate this change.

Ten years ago we became the first children's aid society to establish an Anti-Oppression/Anti-Racism policy, which proved to be an excellent foundation for our current equity journey. As well, we established our Out and Proud Program, raising awareness to better serve our LGBTQ youth and families. It was progressive moves like these that have greatly helped to inform much of our current thinking. However, the AOAR policy's shortcoming is that it is absent of a sense of reflective critical analysis of the issues pertaining to equity, racism and all forms of oppression. This kind of transformation can only come from a change orientated strategic process, committed to by change dedicated people and organizations. If we truly desire to continue to be seen as a leader in our sector, then equity and the organizational rethinking to get there must be our focus. From the people who volunteer to govern our agency, to those senior staff who direct all aspects of our operation,

to those who work on the front line of service, including our resource parents and volunteers, the desire of creating a truly equitable child and family well-being agency has to be paramount. On an organizational level we need to examine our service philosophy, policies, practices and resources. We need the right people, in the right decision making places of the organization, held accountable for the success of our equity agenda. On an individual level we need to deepen our knowledge and understanding of intersecting oppressions and racism, reflect upon our position of power and privilege, and check our personal assumptions toward those marginalized communities. Service recipients have told us clearly that they want change, and to this change we are committed. Ultimately it is their voices that must be heard.

Our journey toward being a more equitable children's aid society will be as challenging as it will be rewarding, and like all meaningful journeys it will take time, resources and a determined vision. Our funder, the Ministry of Children & Youth Services, has helped set the course by recently releasing their own four year anti-racism plan, which will help eliminate systemic, race-based disparities for Black children and youth. Through the efforts of our staff we are seeing a noticeable decline in the numbers of Black youth being admitted to care as we are doing more to support families in their communities. The Children's Aid Foundation continues to provide invaluable support to our equity, diversity and race based initiatives, making it possible to continue to do grassroots programs. Our staff understand the importance of this equity journey and have proven themselves to be allies in this bold new approach to their work. As do our resource parents, volunteers and community partners, who have shown nothing but encouragement for the success of our journey toward a more equitable and unbiased service delivery standard. Delivering on that standard will require our continued commitment and heightened accountability. It's early in our journey, but we have seen encouraging signs. As our successes mount, you have our commitment that we will share them with all of you.



Sheila Jarvis
Chair, Board of Directors



David Rivard
Chief Executive Officer

Notable Accomplishments

With the purpose of creating a more equitable and inclusive service delivery vision and practice, we made two significant hiring's over the past year.

- A full time co-ordinator, to work directly and specifically on making our Black Education and Awareness Committee even better and more focused on creating and implementing initiatives that enhance the experience of the Black children and youth involved with our agency.
- A Director level position was created to provide the strategic leadership to our anti-oppression/anti- racism, diversity, inclusivity, community development and Out & Proud initiatives, as well as the implementation of the agency's equity focused agenda.



In collaboration with the city's three other CAS's, the Toronto District and the Toronto Catholic School Board's, BOOST Child Advocacy Centre, Toronto Police Service and the Ontario Association of Children's Aid Societies we successfully staged a media event called 'Go Purple Day' in October 2016. Hosted by a local secondary school and involving several dozen elementary and secondary school students dressed in purple, the 'Break the Silence' message was aimed at drawing the public's attention to the fact we all have a duty to report and speak up against child abuse and neglect. Several major local media outlets attended the event, all of whom ran feature stories in their respective outlets over the next several days on the event.



For the second consecutive year we were recognized as one of the Canada's top diversity employers. Based on criteria that included inclusive workplace initiatives in five different categories (women, visible minorities, persons with disabilities, indigenous peoples and individuals identifying as lesbian, gay, bisexual and transgender) we again distinguished ourselves from among over 3,500 applicants for this national recognition.

Celebrated the 10th Anniversary of the establishment of our Anti Oppression/Anti Racism Policy. The policy was the catalyst for the agency's current journey toward equity.



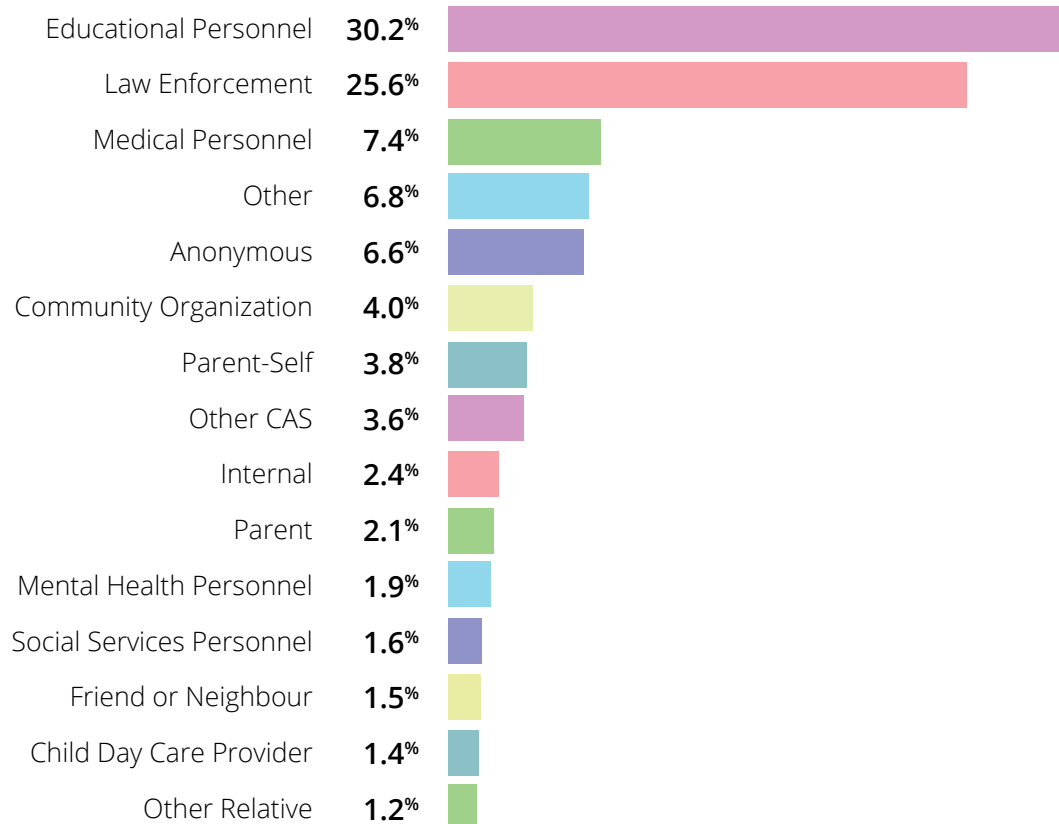
Conducted a three-year evaluation of the Healthy Families Program (HFP), in collaboration with the Canadian Mental Health Association Toronto branch. This innovative program is offered to parents receiving child welfare service who have either a suspected or diagnosed mental illness. HFP staff are located along side our child protection staff to facilitate easy referrals and effective service delivery. The evaluation reported the following key findings:

- 260 parents served by the program
- Parents received service in their homes or in community settings
- Average wait time for parents to received service was 8 days
- 32% of parents served had both mental health and substance misuse issues
- 32% of parents had physical health problems
- The number of parents connected to a primary health care provider after participating in the program increased by 20%
- Number of clients attending a hospital Emergency Department for mental health related reasons dropped to 9% from 25%.
- Parent wellbeing increased as identified by the Ontario Common Assessment of Need tool used by mental health practitioners

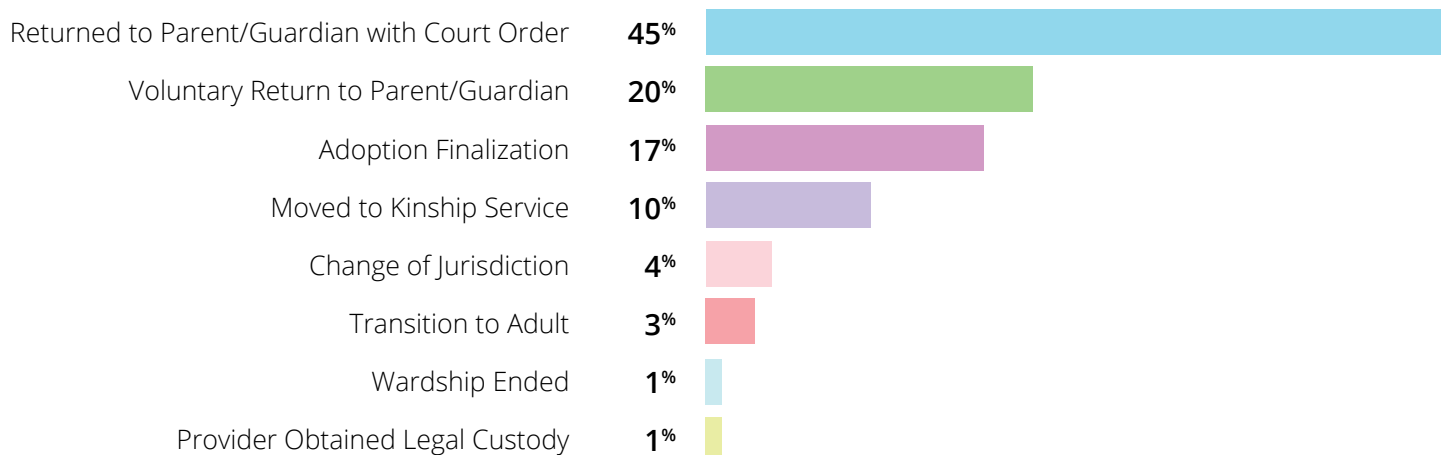


Year in Review

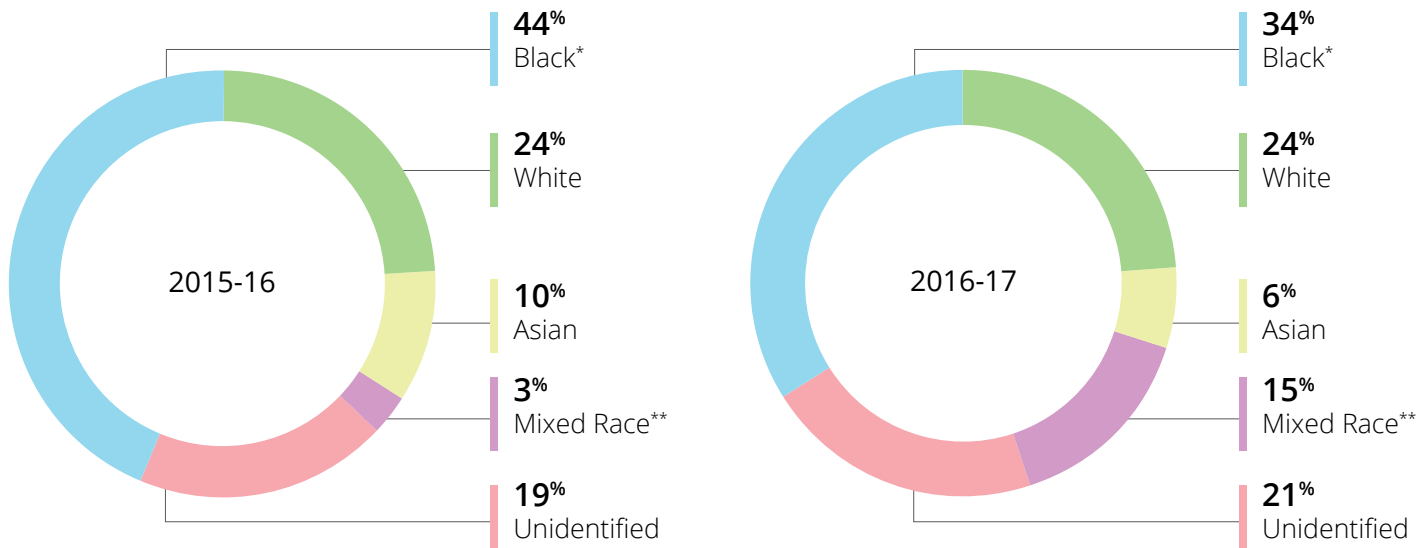
Top 15 referral sources



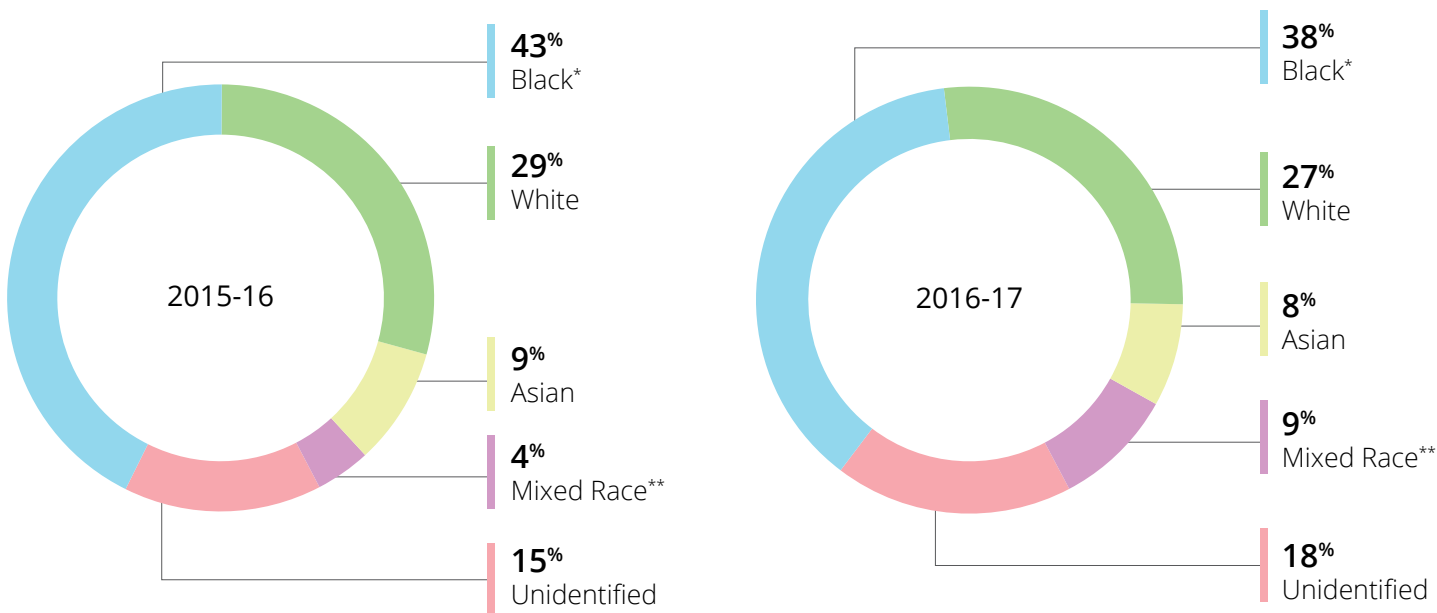
Children and youth discharged from care



Children and youth admission by race



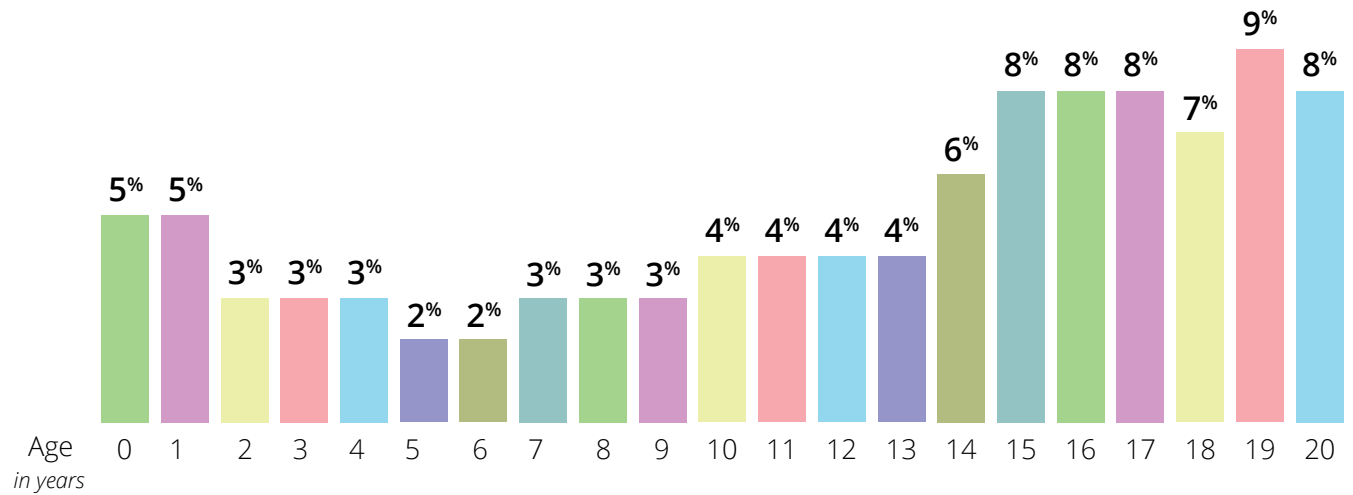
Children and youth discharged by race



* Black data on all graphs includes those children with at least one parent who identifies as Black

** Mixed race data on all graphs includes those children whose parents identify as being from different races (excluding Black)

Age distribution of in care population 2016-17



Snapshot of our work

Referrals that Resulted in a Service Record



14,089 2015-16

14,236 2016-17

Investigations Completed



7,883 2015-16

8,060 2016-17

Ongoing Family Service Cases



2,284 2015-16

2,507 2016-17

Financials

(In thousands of dollars)

Revenue By Source	2015-16	2016-17
Government of Ontario	162,043	163,751
Government of Canada	3,775	5,570
Children's Aid Foundation	3,428	3,819
Sundry	1,732	1,904
Total	170,978	175,044

Government of Ontario Revenue by Program	2015-16	2016-17
Child Welfare Program	159,486	160,442
Generic contracts	1,689	2,067
OCBe	868	1,242
Total	162,043	163,751



Expenses	2015-16	2016-17
Salaries & Benefits	85,786	93,961
Boarding	49,709	48,668
Other	34,267	33,593
Total	169,762	176,222

Summary of Operations	2015-16	2016-17
Revenue	170,978	175,044
Expenses	169,762	176,222
Excess (deficiency) of revenue over expenses	1,216	(1,178)

Audited financial statements are available upon request.

Board of Directors

Executive Committee

Sheila Jarvis, Chair
Jamil Jivani, Vice-Chair
Tony Veneziano, Treasurer
Victoria Kondo, Secretary
David Rivard, Chief Executive Officer

Board Members

Marv Bernstein	Irene Mukasa
Karen Engel	Ramona Oss
Mark Foerster	Haroldene Peters
Michelle Joseph	Kanchan Rakhra
Yeugenia Kazantseva	Eva Serhal
Niru Kumar	Athavan Thulakanathan
Steve Malone	Margot Trevelyan
Carla Moore	



Our Branches



CENTRAL
30 Isabella Street



NORTHWEST
20 De Boers Drive



SCARBOROUGH
843 Kennedy Road