

2023-2024 OACAS ANNUAL REPORT



Advocating for Change in Support of Children, Youth, and Families



Ontario Association of
Children's Aid Societies

Executive Message

In 2023–2024, OACAS undertook several advocacy and government engagement initiatives to advance the priorities of our members and the children, youth, and families they work with. We organized our first-ever advocacy day at Queen’s Park in honour of Children and Youth in Care Day, meeting with Members of Provincial Parliament (MPPs) to reinforce what we heard through a series of listening roundtables with young people in and from care. We hosted a reception, in partnership with the Children’s Aid Foundation of Canada, where we welcomed youth from the #ForgetMeNot campaign to remind MPPs that children and youth in care face unique challenges and they need the support of their communities.

Through the One Vision One Voice (OVOV) program, we continued to advocate for Black children, youth, families, communities, and staff. We hosted our second annual Policy Forum to facilitate cross-sectoral dialogue about the impacts of anti-Black racism across systems and released new guidance for child welfare agencies working with Black families. By integrating our 2SLGBTQ+ work directly with the OVOV program, we strengthened the alignment of our equity initiatives, ensuring an intersectional approach. At the end of the year, we were working collaboratively with the Ministry of Children, Community and Social Services (MCCSS) on the next phase of the sexual orientation, gender identity, and gender expression (SOGIE) Initiative.

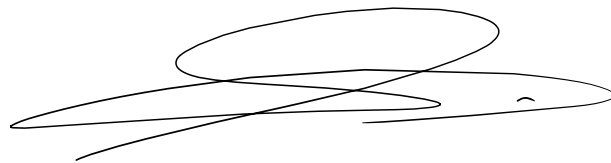
Throughout the year, we promoted the needs of our members and Ontario children, youth, and families in response to government efforts to bring positive change to the child welfare system, including the implementation of *Ready, Set, Go* and the *Quality Standards Framework*, the 5-year review of the *Child, Youth and Family Services Act*, and proposals to strengthen oversight of children’s licensed out-of-home care. We also urged the government to do more to advance sector priorities and ensure children, youth, and families have everything they need to thrive and succeed through the *OACAS 2024 Pre-Budget Submission*. We focused on building and strengthening our partnerships with government by identifying

opportunities to collaborate and connect with key decision-makers. We also developed and enhanced existing resources for members to support their own local advocacy efforts.

This year, OACAS experienced key transitions at the leadership table. To better support our own organization and our members in our collective efforts towards truth and reconciliation, we welcomed a Director of First Nations, Métis, and Inuit (FNMI) Holistic Practices. This role has been focused on evaluating current child welfare reconciliation efforts and developing strategic priorities to continue to move the work forwards.

We also said farewell to our CEO Nicole Bonnie after more than four years in the position. As CEO, Nicole championed social justice, innovation, and equity in all aspects of OACAS’s work. We are grateful for her innumerable contributions to our organization and the child welfare sector. During this transitional phase, while continuing to rely on our 2018–2023 strategic plan as a guide, OACAS has been focused on understanding and articulating our members’ key priorities, including the lack of appropriate placements for children and youth with complex needs and ongoing fiscal and resourcing pressures, and exploring innovative ways to bring attention to these issues. At the same time, we continued to deliver effective, supportive services to our members through learning and training delivery, communications, and organizational operations.

Success in advocacy requires a multifaceted approach, including effective messaging, strong partnerships, and persistence. OACAS is steadfast in its commitment to working collaboratively with our members, our board of directors, provincial partners, and government to continue to advocate for a child welfare system, and broader children’s services system, that allows all young people and their families to thrive.



Solomon Owoo
Interim CEO, OACAS



Ela Smith
Chair, OACAS Board of Directors

2023–2024

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.



One Vision One Voice

This year, OVOV continued to advocate for the need to address anti-Black racism and overrepresentation of Black families in the child welfare system from an intersectional, cross-sectoral lens. The second annual Policy Forum brought together experts from child welfare, community organizations, education, policing, criminal justice, health care, and government to identify key drivers and mitigative strategies. We also facilitated conversations, sought feedback, and built capacity with community through engagement sessions, as well as meetings of the African Canadian Provincial Advisory Committee and the Youth Action Committee. OVOV hosted staff meetings for Black-identifying staff to share best practices for working with Black families and in February, OVOV hosted its fifth **PowerUp! Youth Symposium** with the theme *Identity, Connections and Family Tree*.

The *OVOV Best Practices in African Canadian Service Delivery Guide*, a resource for child welfare agencies to create better outcomes for Black families, was released. Shaped by input from Black children, youth, families, mental health practitioners, child welfare workers, and

other community partners, the trauma-informed guide is intended to support culturally relevant and reflexive services for Black children, youth, and families.

OVOV also continued its work in partnership with the Youth Wellness Lab and Factor-Inwentash Faculty of Social Work at the University of Toronto on the Mapping Disparities for Black Families (MDBF) project. The research, started in 2022, aims to improve service delivery to Black families by better understanding practices, decisions, and policies. This year, the MDBF research team conducted consultations with people who have both lived and professional experience in child welfare to discuss the research findings and to integrate participants' perspectives and recommendations into potential policy and practice solutions.

To complement this work, OACAS launched a survey to better understand provincial trends and challenges related to services to Black children, youth, and families. Members' responses will help establish a baseline against which to better measure disparity and disproportionality trends.

4

All-In Meetings for Black staff across the province with **150+** attendees

1

2-day *PowerUp! Youth Symposium* with **220** youth attendees, 25 community-based engagers, and **18** vendors

1

Best Practices in African Canadian Service Delivery Guide aligned with **11** Race Equity Practices

2nd

annual Policy Forum with **340+** attendees

3

community engagement sessions with **21** attendees

8

Youth Action Committee members participated in **5** meetings

17

members of the African Canadian Provincial Advisory Committee met **4** times



The SOGIE Initiative

In 2023–2024, the sexual orientation, gender identity, and gender expression (SOGIE) Initiative, funded through the Ministry of Children, Community and Social Services (MCCSS), focused on improving outcomes for 2SLGBTQ+ children, youth, and families in child welfare. This included working with child welfare staff to help

“All youth, including 2SLGBTQ+ youth, have a right to respect, safety, and well-being in all spaces.”

them understand the issues and concerns of 2SLGBTQ+ children, youth, and families, and working with 2SLGBTQ+ staff and youth to ensure they felt seen, supported, and had the opportunity to build peer relationships.

For young people, those opportunities included attending Camp Lifting Leaves, a camp for 2SLGBTQ+ youth involved with child welfare system organized in partnership with Ten Oaks, as well as Leaf Links, a new virtual drop-in program. For staff, we provided

a safe space to connect through a series of virtual events. The 2SLGBTQIA+ Provincial Roundtable, which brings together leaders from a range of sectors to recommend best practices and solutions to support 2SLGBTQ+ families’ well-being and success, met to inform project priorities. To strengthen our intersectional approach and support consistency and alignment in our equity priorities, the SOGIE Initiative was partnered with One Vision One Voice and had a strong presence at this year’s PowerUp! Youth Symposium.

Through our partnership with Dr. Shelley Craig, Canada’s Research Chair in Gender and Sexual Minority Youth, OACAS produced a SOGIE Decision-Making Tool which is mapped onto Ontario’s Child Protection Standards. The tool offers suggestions and best practices to disrupt disparities that occur at different points in service delivery. The next phase of the project will be piloting the tool for further refinement.

43

2SLGBTQ+ youth attended a 4-day camp

4

staff events with 20 staff per meeting

3

virtual Leaf Links with an average of 20 participants per sessions

3

provincial roundtable meetings with an average of 8 participants



Truth and Reconciliation

To support OACAS and our members in our collective efforts towards truth and reconciliation, we welcomed a **new Director of First Nations, Métis, Inuit (FNMI) Holistic Practices**. Through strategic partnerships, relationship building, and subject matter expertise, the Director FNMI Holistic Practices is focused on building momentum to improve trauma-informed, culturally relevant services and supports to Indigenous children, youth, and families.

To evaluate progress towards meeting the **nine reconciliation commitments**, OACAS analyzed and released a summary report of data, highlighting areas requiring ongoing attention by agencies and opportunities for collaborative sector work to advance our reconciliation journey. The summary report formed the basis for conversations across the sector to plan for and address barriers to implement the nine commitments.

Customary care is an inherent right and practice that predates the evolution of child welfare on Turtle Island and supersedes jurisdiction. Indigenous worldviews see children and youth at the centre of circles of care. Our collective work is to prioritize and build meaningful relationships with families, communities, and nations, honoring them as the experts in kinship and alternate care.

– JULIA JAMIESON, FNMI HOLISTIC PRACTICE DIRECTOR, OACAS

OACAS continued to monitor progress on and advocate for alignment with *An Act Respecting First Nations, Inuit and Métis Children, Youth and Families, 2019*. We coordinated a session with MCCSS to better understand the Act and its impact on the Ontario child welfare sector. OACAS also organized engagement sessions with MCCSS and our members to support the development of regulatory amendments focused on prevention services for Indigenous children, youth, and families. We continued to work with the Association of Native Child and Family Services Agencies of Ontario (ANCFSAO) on several projects, including Customary Care training curriculum (*Nurturing Each Heartbeat: A Course in Customary Care*), promoting the delivery of HEART & SPIRIT, and attending their annual Indigenous Child and Well-Being Conference.

For National Day for Truth and Reconciliation, OACAS created a training series for staff about the impacts of colonization on Indigenous peoples and communities in Canada. Externally, we shared different perspectives about how to honour September 30 and Indigenous storytelling, including from **Dr. Dwayne Donald, Canada Research Chair in Reimagining Teacher Education with Indigenous Wisdom Traditions** and **Jennifer Podemski**, Executive Producer of the television series *Little Bird*.



1
new Director of First Nations, Métis and Inuit (FNMI) Holistic Practices

1
report with **22** recommendations to support progress on **9** reconciliation commitments

3
engagement sessions on the Indigenous-specific amendments to the CYFSA

1
4-part training series for **50+** OACAS staff

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.



Children and Youth in Care Day 2023

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

On May 9, alongside young people with lived experience in the Ontario child welfare system, OACAS **visited Queen’s Park** as part of the **#ForgetMeNot campaign**. OACAS staff and youth from the campaign met with MPPs to advocate for better supports for youth in the areas of mental health, housing, education, and employment. OACAS staff also met with the Minister of Children, Community and Social Services. These priority areas were informed by a literature review and a series of listening roundtables with youth across Ontario, where they shared about their challenges and the supports they need to succeed. When speaking with decision-makers, we urged them

to work with their colleagues in the Ontario Legislative Assembly to centre the unique needs of children and youth in care and take actions to deliver specifically tailored policy, programs, and investments.

OACAS and the Children’s Aid Foundation of Canada (CAFC) also hosted a reception at Queen’s Park to bring together MPPs, community partners, child welfare agencies, and the six youth featured in the **#ForgetMeNot campaign**. During the reception, some of the young people in attendance shared moving, heartfelt remarks through poetry, storytelling, and song. Van, Rose, Samuel, Kaygan, Troy, and Aidan’s stories grounded the event in what matters most—the safety, well-being, and success of children and youth in care. It is a shared responsibility that involves communities, families, intersecting systems, community stakeholders, and government working together to be there for kids in care.

1 day of advocacy including **5** MPP meetings and **1** meeting with the Minister of Children, Community and Social Services

1 new tagline:
Are you there for kids in care?

1 reception hosted with **1** key partner (the Children’s Aid Foundation of Canada) with **7** speakers, including **2** youth performers

6 youth featured in the **2nd** phase of the **#ForgetMeNot** campaign

Advocate Boldly

Key Stats

CHILDREN AND YOUTH IN CARE DAY 2023

1

day of advocacy including 5 MPP meetings and 1 meeting with the Minister of Children, Community and Social Services

1

reception hosted with 1 key partner (the Children's Aid Foundation of Canada) with 7 speakers, including 2 youth performers

1

new tagline:
Are you there for kids in care?

6

youth featured in the 2nd phase of the #ForgetMeNot campaign

DRESS PURPLE DAY

“Promoting the safety, health, and well-being of children, youth, and families requires system-level thinking,” said Solomon Owoo. “It requires critical self-reflection on the part of child and family service system partners at all levels, from community-based organizations and children’s aid societies to the Ontario government. Dress Purple Day is an opportunity to reflect on the work ahead towards a child and family service system that consistently delivers high-quality, culturally relevant, trauma-informed, community-based care.”

INFORM AND INFLUENCE

48

issues of our member newsletter, *The Weekly Briefing*, delivered to 990+ child welfare leaders

6

media statements and 9 interviews

GOVERNMENT ENGAGEMENT

14

meetings with MPPs and Ontario Ministers on a range of topics, including Children and Youth in Care Day, children and youth with complex needs, Private Member’s Bills, and the pre-budget submission

8

engagement sessions with members and MCCSS, plus 4 engagement sessions with youth and 3 submissions to government



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 connect and work collaboratively to speak in a unified voice through provincial campaigns, issues management, and planning and executing provincial leadership meetings, as well as other networking and learning events.

14

comprehensive Briefing Notes

2

media Issue Notes

48

issues of our member newsletter, *The Weekly Briefing*, delivered to **990+** child welfare leaders

6

media statements and **9** interviews

237

issues of *In The News*

23

editions of Hansard Highlights

We also worked with media to highlight some of the growing pressures for child welfare agencies and the children, youth, and families they support. We used media requests to advocate for appropriate and available licensed placement options, including treatment beds, for youth with complex needs (i.e., social, developmental, emotional, and mental health) and increased investment in the human and community services sector to bolster the capacity of local organizations and service providers to work in partnership with child welfare agencies and deliver vital early intervention and prevention supports.



Dress Purple Day

OACAS, together, with our members, led the 2023 **Dress Purple Day** campaign. OACAS promoted the campaign to key stakeholders in the child and family services system, as well as MPPs and Ontario Ministers, to encourage engagement and send a clear message: we all have a role to play in supporting vulnerable children, youth, and families. Members hosted events across the province and engaged local partners and community stakeholders to reinforce the message that child welfare agencies are part of the network of community-based organizations and service providers that work in partnership to promote the health, well-being, and safety of children, youth, and families.

As part of the campaign, Interim CEO Solomon Owoo filmed a **joint video with Minister of Children, Community and Social Services Michael Parsa**. The joint video sought to remind children, youth, and families facing challenges that they are not alone. The OACAS senior leadership team also **released a video** highlighting their reasons for wearing purple, including to remind policymakers and leaders about the ways systemic oppression and colonialism impact the safety and well-being of children, youth, and families, as well as our commitment to addressing overrepresentation in the child welfare system.



Government Engagement

To respond to proposed amendments to the *Child, Youth and Family Services Act, 2017* (CYFSA), and associated regulations, to strengthen the oversight of children’s licensed out-of-home care, OACAS engaged members and youth with lived experience through a series of feedback sessions to understand how the proposed changes could be improved to better promote the best interests, protection, and well-being of children and youth in out-of-home care. Our **final submission** was informed by these conversations. Similarly, OACAS worked with our members and youth in and from care to develop a **submission** to the 2023 Review of the CYFSA.

Our feedback advocated for changes that promote the best interests, protection, and well-being of children and youth.

To understand sector advocacy priorities and deliver our 2024 **pre-budget submission**, OACAS talked to staff, child welfare leaders, and youth with lived experience. We also developed resources to support our members’ local advocacy efforts, as well as an updated Government Relations & Advocacy Handbook.

14

meetings with MPPs and Ontario Ministers on a range of topics, including Children and Youth in Care Day, children and youth with complex needs, Private Member’s Bills, and the pre-budget submission

1

pre-budget submission with 5 priority areas for action

8

engagement sessions with members and MCCSS, plus 4 engagement sessions with youth and 3 submissions to government

2

meetings plus 1 video filming opportunity with the Minister of Children, Community and Social Services



Deliver Effectively

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



Learning

In 2023–2024, OACAS was focused on supporting large change initiatives in the child welfare sector through updated learning offerings and curriculum development. Updates to other key, established training continued, while enrollment numbers increased by 25% over the previous year.

Reimagined Child Welfare Pathway to Authorization (RCWP2A) Updates

OACAS refreshed the course pages for the RCWP2A series to improve navigability and ensure new child welfare workers have a clear understanding of the requirements to successfully complete the series. We also launched a pilot of a re-sequenced version of RCWP2A, informed by feedback that learners may be better prepared for the increasing responsibilities of their roles if they are oriented to practical fundamentals earlier in their authorization journey. A new *RCWP2A Course Content Guide for Supervisors* was released to assist supervisors to integrate and coordinate new workers’ learning with case work responsibilities and clinical supervision. Twenty learning assignments, including structured conversation guides, field assignments, and practical demonstrations of knowledge and skill, were updated.

Quality Standards Framework (QSF) Implementation

New regulatory amendments to support the implementation of the QSF came into effect on July 1, 2023. OACAS worked closely with members, government, and community caregivers in the lead up to implementation, including to advocate for operationalization support to ensure services to children and youth remained centred.

OACAS developed a series of training and learning opportunities for child welfare staff and resource parents, including four new courses for foster caregivers and a series of self-study practice guides. We enhanced accessibility to our training platform for non-members to allow enrollment in mandatory QSF courses. OACAS also hosted a webinar series for members to highlight changes to the Child Protection Information Network (CPIN) related to QSF and developed business harmonization processes and related training materials.

35,000+

enrollments by **10,709** learners in **127** course offerings through myOACAS Learning; a **25%** increase over last year

5

new plus **8** updated library guides

1,128

learners from more than **115** Children’s Residential Care providers enrolled in **49** courses

172,000+

visits to **62** library guides providing curated child welfare content

20

new or updated courses

21

editions of *Let’s Talk Learning* delivered to **5,000+** prospective learners

InspHire Public Speaking Learning Session

Children and youth in care are often invited to share their stories in public forums, which can be an overwhelming experience. To support young people to do this well, OACAS worked with Project Outsiders to co-develop, host, and promote the *InspHire: Virtual Learning Session on Public Speaking Skills for Youth in Care*. Jama Maxie, a recognized youth leader and professional speaker led the session, teaching youth how to build their speaking skills while also taking care of themselves. To wrap up the event, OACAS held a focus group for participants to share their feedback on training for the child welfare sector, including what child welfare professionals should know, what youth want to know, and how best to provide training.

Permanency through Facilitating Lifetime Connections

OACAS updated the *Facilitating Lifetime Connections: Adoptive and Kin-Based Placements* course to better reflect the changing landscape, legislation, and sector commitments related to permanency and facilitating connections. As part of this project, and in recognition of Adoption and Permanency Education Month, OACAS hosted two innovative *Knowledge Exchange Sessions: Permanency through Facilitating Lifetime Connections*. Participants explored best practices for collaborative family engagement and accessed resources through a new **library guide on permanency**. We also released a **public statement** reflecting on the importance of connections as part of permanency for children and youth.

60

trainers and facilitators onboarded

12

youth attended the 3-hour InspHire workshop

7

practice guides supporting Quality Standards Framework implementations

Youth Programs



2023 YouthCAN Conference

Over the summer, OACAS supported the coordination of regional YouthCAN conferences. The theme was *Belonging* and included speakers and presenters with lived experience in the child welfare system. Over 100 youth and nearly 30 staff participated over three days in August.

2

regional YouthCAN conferences with 104 youth and 28 staff total



Clark Bursary Award Program

The Clark Bursary Award 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. This year, OACAS paid out \$326,250 in awards, through 101 one-time bursaries and payments made to 42 youth through the Multi-Payment Clark Bursary Award that is paid out each semester.

143

youth received payments from the Clark Bursary Award Program



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 care access to health and dental benefits beyond their 21st birthday. The implementation of the *Ready, Set, Go* (RSG) program has impacted enrollment in ABI, as agencies are now providing benefits to young people until the age of 23. ABI will be evaluated as RSG continues to be implemented.

2677

youth had access to the ABI program benefits between April 1, 2023 and March 31, 2024



Listening Roundtables

In the spring of 2023, OACAS facilitated a series of listening roundtables to hear from youth in and from care. The purpose of the sessions was to strengthen relationships among youth and OACAS, to provide a forum to better understand the unique needs and challenges faced by current youth in care, and to gather input for OACAS’s Children and Youth in Care Day activities and advocacy priorities.

7

listening roundtables with
73 youth participants



Peer 2 Peer Knowledge Exchange

The Peer to Peer Knowledge Exchange (P2PKE) is a cross-sectoral collaboration and skills-sharing hub co-coordinated by StepStones for Youth and OACAS. Attendees are stakeholders from across sectors with a shared commitment to supporting the well-being of children and youth in and from the Ontario child welfare system. P2PKE was the vision of the late Shuah Roskies, in response to gaps in services and supports during the COVID-19 pandemic. This year, OACAS formalized its partnership with StepStones for Youth to co-host a monthly webinar featuring organizations, initiatives, and individuals to share best practices, ask questions, and learn from each other.

13

P2PKE sessions with 1 key
partner and 75+ attendees





Out-of-Home Care Research & Kinship

To monitor service changes, OACAS released a blog post and infographic with the 2022–2023 data and 5-year trends in Ontario related to out-of-home care.

The **infographic** shows an increase in the proportion of children and youth residing with people they know and a decrease in adoptions and legal custody orders.

In alignment with these service-related changes, OACAS prepared materials for Kinship & Alternate Care Awareness Week to support advocacy to government to ensure kin and alternative caregivers have what they need to care for the children and youth in their homes. We released a toolkit for members including key messages, resources, and sample social media content, as well as a new **library guide**. Publicly, we published **a statement** that included

our calls to government, as well as **a post** exploring the intersections of identity, data, overrepresentation, and kinship and alternate care. We also hosted the 2023

Kinship & Alternate Care Symposium to support kin workers and caregivers in their work. To support our members in navigating barriers related to start-up costs for kinship service and customary care homes, OACAS advocated and received endorsement for an updated practice.

OACAS also participated in national research led by the Public Health Agency of Canada which published an article on

Rates of out-of-home care among children in Canada: an analysis of national administrative child welfare data.

“OACAS and our members are grateful to the family and community members who support children and youth when they need it most. It is not easy. We remain committed to working with Ontario to ensure family, kin-, and alternate caregivers have the full range of supports and services they need to promote and maintain the health, safety, and well-being of the children and youth in their care.”

– SOLOMON OWOO, INTERIM CEO, OACAS

1 infographic with key stats and 5-year trends

1 Kinship & Alternate Care Symposium with 400+ participants, including nearly 100 kin caregivers, and 5 speakers

1 Kinship & Alternate Care Awareness Week toolkit with 3 governments asks



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. In 2023–2024, OACAS was focused on supporting the implementation of the *Quality Standards Framework* regulations, as well as the new *Ready, Set, Go* program. OACAS also undertook work in partnership with the Chiefs of Ontario to assess the First Nations data collected and captured in CPIN, as well as participated in conversations with MCCSS about how to amend CPIN to meet the service needs of Indigenous communities.

We facilitated several surveys to members to assess and evaluate a range of operational and service delivery issues, including the *Quality Standards Framework*, placements for children and youth, diversity, equity and inclusion, and funding. To support knowledge sharing and build expertise, OACAS developed new networking opportunities for privacy leads in the sector.



9

training webinars related to QSF implementation and *Ready, Set, Go*

7

business harmonization processes developed and/or significantly updated

2400+

CPIN/Service-related inquiries

40

additional resources including user guides and tip sheets to support service and CPIN integration for QSF and RSG

11

system change requests received and assessed, with 10 endorsed and sent to MCCSS

12

surveys/data collection activities to assess operational and service-level issues



Shared Services

This year, OACAS renewed its partnership with Mohawk Medbuy Corporation (MMC) to support the procurement needs of child welfare agencies across the province. With member support, OACAS conducted group procurements for four streams: short-term disability, policy management, communications services, and laptop hardware. Child welfare agencies also gained access to a range of global contracts through MMC that support cost savings and sector consistency. OACAS also onboarded two agencies to 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.



4

group procurements for members

2

new agencies joined the BMO Credit Card Program, bringing total to **15** of **54** eligible

42

agencies achieving savings or cost avoidance through MMC contracts

OACAS

Board of Directors

2023–2024

Board Executive

Chair

Ela Smith

Treasurer

Derrick Drouillard
Agency Staff Director
Windsor–Essex Children’s Aid Society

Secretary

Kelly Laurila
Agency Board Director
Family & Children’s Services of the
Waterloo Region

Executive Member

Catherine Simunovic
Agency Board Director
North Eastern Ontario Family and
Children’s Services (NEOFACS)

Board Directors

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Child & Family Services

Anna Bozza
Agency Staff Director
Family and Children’s Services Niagara

Christina DeRoche
Agency Board Director
CAS Nipissing & Parry Sound

Cléo Charlebois
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Linck

Pierre Morin
Agency Board Director
Children’s Aid Society of Stormont,
Dundas and Glengarry

Talyah Breslin
Agency Staff Director
Jewish Family and Child Service

Tracy Willoughby
Agency Staff Director
Children’s Aid Society of Algoma

Vera Mercier
Agency Board Director
Durham Children’s Aid Society

OACAS

Balance Sheet

March 31, 2024,
with comparative information for 2023

			2024	2023
	Operating Fund	Special Bursary Fund	Total	Total
Assets				
Current assets				
Cash	\$ 6,270,065	\$ 115,985	\$ 6,386,050	\$ 4,310,336
Short-term investments	–	–	–	1,000,000
Accounts receivable	1,202,466	–	1,202,466	1,493,254
Prepaid deposits and expenses	220,097	–	220,097	26,052
Interfund receivable (payable)	(80,456)	80,456	–	–
	7,612,172	196,441	7,808,613	6,829,642
Capital assets	3,983,111	–	3,983,111	4,154,543
	\$ 11,595,283	\$ 196,441	\$ 11,791,724	\$ 10,984,185
Liabilities and Fund Balances				
Current liabilities				
Accounts payable and accrued liabilities	\$ 2,365,563	\$ –	\$ 2,365,563	\$ 2,560,890
Deferred revenue	3,324,250	80,456	3,404,706	2,047,552
Credit facilities	–	–	–	607,881
	5,689,813	80,456	5,770,269	5,216,323
Fund balances				
Invested in capital assets	3,983,111	–	3,983,111	3,546,662
Externally restricted	–	115,985	115,985	115,985
Unrestricted	1,922,359	–	1,922,359	2,105,215
	5,905,470	115,985	6,021,455	5,767,862
	\$ 11,595,283	\$ 196,441	\$ 11,791,724	\$ 10,984,185

OACAS

Statement of Revenue and Expenses

Year ended March 31, 2024,
with comparative information for 2023

	Operating Fund		Special Bursary Fund		Total	
	2024	2023	2024	2023	2024	2023
Revenue						
Government of Ontario	\$ 6,939,932	\$ 10,151,112	\$ –	\$ –	\$ 6,939,932	\$ 10,151,112
Membership services	3,253,199	3,717,232	–	–	3,253,199	3,717,232
Other revenue	714,567	597,245	6,904	3,720	721,471	600,965
Sales and registration fees	261,075	283,139	–	–	261,075	283,139
Donations	5,198	100	349,348	270,195	354,546	270,295
	11,173,971	14,748,828	356,252	273,915	11,530,223	15,022,743
Expenses						
Salaries	5,472,793	5,201,066	19,598	21,843	5,492,391	5,222,909
Contracted professional services	1,599,415	2,073,763	–	–	1,599,415	2,073,763
Employee benefits	1,396,085	1,356,587	4,206	5,262	1,400,291	1,361,849
Direct contract	1,094,024	1,789,079	–	–	1,094,024	1,789,079
Office and administration	537,634	723,883	6,198	60	543,832	723,943
Facilities and equipment	406,233	369,171	–	–	406,233	369,171
Bursaries and grants	42,000	251,184	326,250	246,750	368,250	497,934
Amortization of capital assets	202,297	219,475	–	–	202,297	219,475
Other	68,303	66,838	–	–	68,303	66,838
Loan interest	39,341	65,895	–	–	39,341	65,895
Business travel and hospitality	37,351	40,880	–	–	37,351	40,880
Training development and recruitment	24,902	27,455	–	–	24,902	27,455
Personal Protection Equipment Program	–	1,750,044	–	–	–	1,750,044
	10,920,378	13,935,320	356,252	273,915	11,276,630	14,209,235
Excess of revenue over expenses	\$ 253,593	\$ 813,508	\$ –	\$ –	\$ 253,593	\$ 813,508



Ontario Association of
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