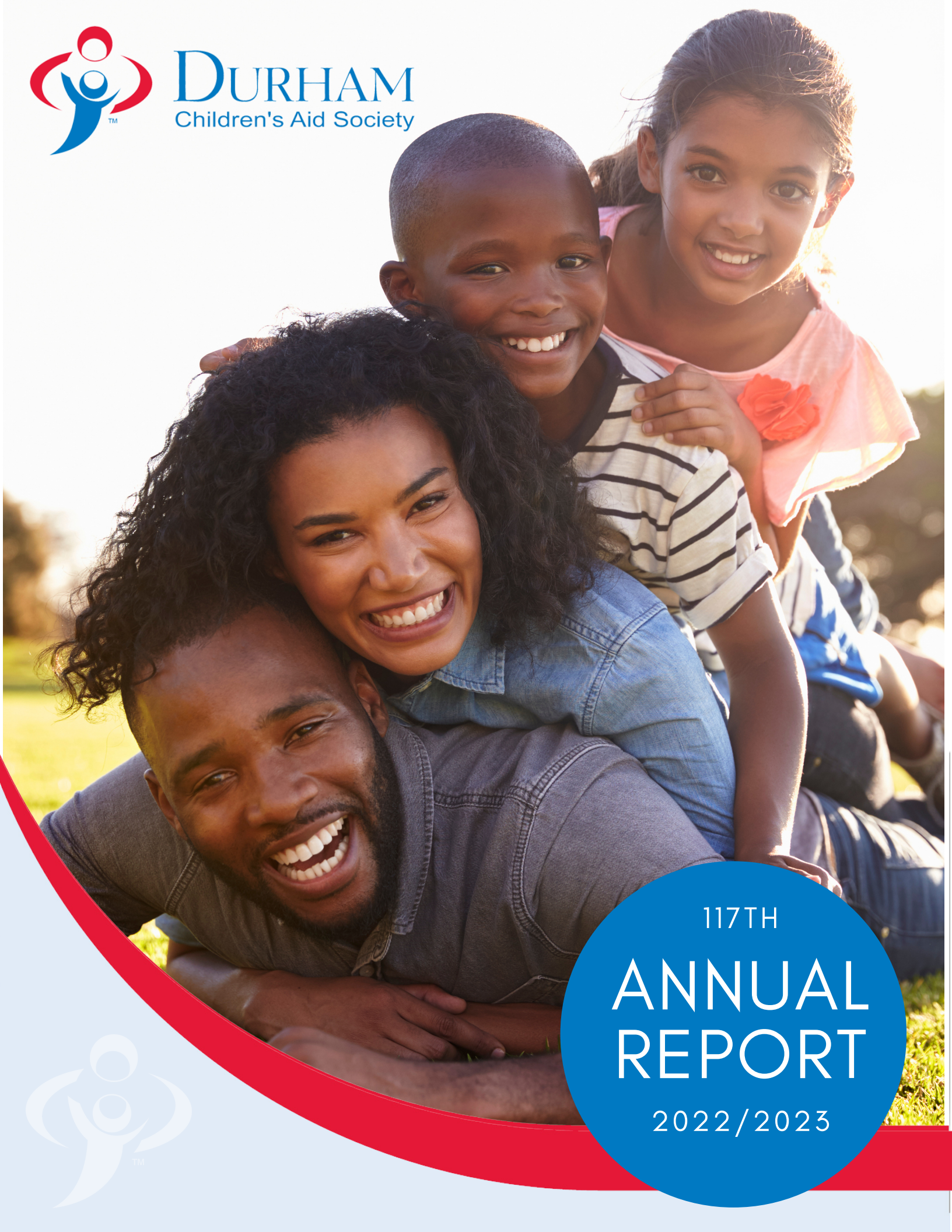




DURHAM
Children's Aid Society



117TH

ANNUAL REPORT

2022/2023



we
acknowledge...

We acknowledge this land is situated within the traditional and treaty territory of the **Mississauga's of Scugog Island First Nation**, signatories of the **1788 Gunshot Treaty** and **1923 Williams Treaties**. This land is home to the Indigenous Peoples.

Let us acknowledge the deliberate acts and traumas of the past through authenticity, solidarity, truth, and reconciliation.

Let us celebrate Indigenous communities by being leaders of action in the **United Nations Declaration on the Rights of Indigenous Peoples** and the **Truth and Reconciliation Commission's** recommendations.

Let us move forward together with kindness and respect.



The Mississaugas of Scugog Island First Nation moved into southern Ontario from their former homeland north of Lake Huron around the year 1700. The Mississaugas are a branch of the greater Ojibwa Nation, one of the largest native groups in Canada.



The Johnson-Butler Purchase of 1787–88 (the "**Gunshot Treaty**," referring to the distance a person could hear a gunshot from the lake's edge) is one of the earliest land agreements between representatives of the Crown and the Indigenous peoples of Upper Canada (later Ontario).



The **Williams Treaties** were signed in 1923 by the governments of Canada and Ontario and by seven First Nations: Alderville, Chippewas of Beausoleil, Chippewas of Georgina Island, Chippewas of Rama, Curve Lake, Hiawatha and **Mississaugas of Scugog Island First Nation**.



This **Declaration** provides a roadmap for the Government of Canada and First Nations, Inuit and Métis peoples to work together to implement lasting reconciliation, healing, and cooperative relations.



The **Truth and Reconciliation Commission** provided those affected by the legacy of the residential schools policy with an opportunity to share their stories and experiences. The Commission released its final report detailing **94 calls to action**.



Message from the Board President

On behalf of our Board of Directors, I am pleased to present our Annual Report for the 2022-2023 fiscal year. It is an honour to have served as the President of Durham CAS. Firstly, I would like to thank my colleagues on the Board of Directors for their leadership and their trust in me to serve as President.

Over the last year, we have seen significant changes both within Durham CAS and in our community. The pandemic has led to permanent changes in all sectors and child welfare is no different. Staff have had to become creative and flexible to ensure the delivery of effective, supportive and culturally appropriate services.

As President, I am proud of the work that the board has done to help the agency navigate changes that have been both planned and imposed. Planned changes, such as the restructuring of service teams and the implementation of the agency's Strategic Plan is resulting in positive impact on the delivery of services to families. We have also had to respond to external changes, such as the forces of the pandemic and the introduction of legislative changes. The staff have done a remarkable job implementing changes in the face of many challenges.

In addition to organizational restructuring, this year the board was successful in completing several initiatives in support of service delivery and accountability. We conducted a by-law review to ensure we are meeting or exceeding Ministry standards and our fiduciary duties, and that we are ultimately accountable to the public we serve.

I would like to recognize the long hours and the steadfast dedication of everyone who committed to a challenging collective bargaining process this year, and successfully negotiated a four-year collective agreement. Both CUPE members and our management staff worked diligently throughout the negotiations with respect and devotion.

I'm also proud to work with an agency that has made a commitment to recognize, challenge and dismantle systemic oppression and inequity against racialized and historically marginalized populations, including the unique circumstances and needs of Black, Indigenous, 2SLGBTQ+ communities, individuals with varying visible and invisible abilities, and those facing the hardships of poverty. This is not just a statement, but a guiding principle. While we can't claim to have overcome inequities, we can acknowledge that Durham CAS has made a commitment to weave this guiding principle through service planning and delivery. This is a journey and we have much work to do. Our commitment is beyond words and documents -- we are committed to action. We will hold ourselves accountable and we invite you, to hold us accountable. We also encourage everyone to join us in the work.

Lastly, I would like to express my gratitude to the staff, caregivers and volunteers who work diligently to ensure that the well-being of the child and the family are at the forefront of all decisions.



Nuff love and blessings,

A handwritten signature in black ink that reads "ABC". The signature is written in a cursive, stylized font.

Andrew B. Campbell
(DR.ABC)



Message from the Executive Director

I am pleased to share with you our Annual Report for the 2022-2023 fiscal year. We are now midway through our Strategic Plan for 2021 to 2025, with which we have launched a number of significant initiatives to support our changing approach to service delivery. As we conclude our 2022-2023 fiscal year, we can now begin to assess the impact of those initiatives.

While we had been working in an environment still impacted by the pandemic, we brought our staff back to working in-person in the office in the fall of 2022. I'd like to recognize the dedication of our staff, caregivers and community partners to ensuring that Durham CAS continued to deliver supportive and effective services for children, youth and families throughout many changes of the last year.

Not only did we introduce new processes for staff, but we also implemented many service structure changes with the goal of providing more responsive, effective, and culturally appropriate and safe services for families.

Some of the changes we have implemented include:

- Restructuring our intake and ongoing departments to provide more seamless and consistent service delivery
- Restructuring Children's Services and Residential Services to ensure greater collaboration and support focusing on the needs of the child

- Establishment of an African Canadian Service Team
- Increased and more formalized use of anti-Black racism consultations
- Ongoing commitment to implementing the One Vision One Voice practice principles
- Expanding community partnerships to ensure families have greater access to services and more culturally appropriate supports
- Enhanced use of Community Links, supporting families early to reduce the need for more intrusive CAS involvement
- Further our use of Signs of Safety with a more robust implementation for all families
- Redesigning our consultation process as we strive for more comprehensive and rigorous dialog with our service recipients and community partners

While a number of initiatives are still being implemented, we have begun to see promising results. We are experiencing a continuation of the trends of fewer investigations and fewer cases with ongoing involvement. We are seeing an increase in connecting families with other community-based supports thus reducing the need for more intrusive child welfare involvement.

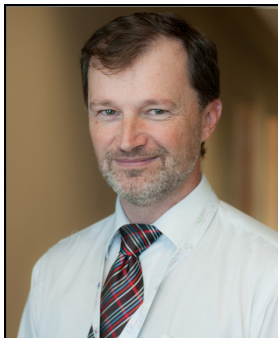


The number of children in our care has dropped dramatically over the last few years. We are currently at a more stable level more appropriately reflective of the need.

We are proud to have introduced a number of positive changes, but we are continuously committed to listening and learning, and ultimately reshaping our services to support families in a way that empowers and strengthens them. This includes the unique history of Indigenous communities with the child welfare system and our commitment to Truth and Reconciliation.

Our vision is that all families receive the support and resources needed to thrive in their cultures and communities. We could not aspire to that vision without the support, collaboration and commitment of our staff, foster, kin and adoptive parents, volunteers and other service providers. I would also like to recognize the important contribution of our volunteer board of directors whose guidance and expertise is essential in supporting our work.

This report stands as a testament to our shared commitment to the well-being and future of every child, youth and family.



A handwritten signature in black ink, appearing to read 'Steve Woodman'.

Steve Woodman
Executive Director



People we served 2022 / 2023

Services to Families	2022/2023	2021/2022
New child protection investigations	3,269	3,587
Open child protection cases at year end	295	402
Families served by Prenatal Support	44	28

Services to Children	2022/2023	2021/2022
Children admitted to care	95	113
Children discharged	111	125
Children in care served during the year	369	385
Children in care at year end	285	302
Adoptions finalized	7	21

Days Care Provided	2022/2023	2021/2022
Total child days care	110,058	111,643
Total foster and kinship days care	19,029	20,688
Purchased foster days care	10,232	10,342
Total group days care	6,439	5,740
Continued Care and Support for Youth	64,144	57,486
Total adoption days care	2,651	5,278
Other days care	6,994	6,986

Volunteer Services	2022/2023	2021/2022
Total number of volunteers	75	88
Total # volunteer drives completed	9,441	6,972
Total kilometers driven	722,220	534,868
Total # volunteer assignments	10,068	6,829
Total volunteer hours of service	18,894	17,260



Financial Summary 2022 / 2023

Operating Revenue	2022/2023	2021/2022
Province of Ontario	55,330,052	54,007,919
Other	4,734,174	5,498,125
Total	60,064,226	59,506,044

Operating Expenses	2022/2023	2021/2022
Salaries and benefits	33,241,534	33,670,942
Boarding and client services	19,887,641	19,937,797
Administration	6,862,783	4,996,859
Total	59,991,958	58,605,598

(Deficit) / Surplus	72,268	900,446
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	2022/2023	2021/2022
Fund balances, beginning of year	7,172,818	6,272,372
Excess of revenue over expenses (<i>expenses over revenue</i>)	72,268	900,446
Fund balances, end of year	7,245,086	7,172,818



Board of Directors and Senior Staff 2022 / 2023

OFFICERS

President

Andrew Campbell

Vice-President

Vera Mercier

Treasurer

Nana Ayiku

Secretary

Stacey Lepine-Fisher

Honourary Past President

Joseph Idegwu

OTHER DIRECTORS

Graciél Ballesteros

Laura Colwell

Aisha Delpeache

Cassandra Duncan

Nadia Gouveia

Gillian Lock

Fayrial Leung

Jolleen Mathews

Drew Samuels

Matthew Sinclair

Piraveena Tharmalingam

SENIOR MANAGEMENT

Executive Director

Steven Woodman

Service Directors

Nicole D'Ornellas

Odelia Francis

Isabel Khalaf

Max Kryukov

Director of People & Culture

Andy Ip

Director of Diversity, Equity & Communications

Jaihun Sahak

Director of Legal Services

Alex Constantin

Director of Quality Assurance & Information Technology

Hermann Amon

At March 31, 2023

