







Top Reasons for Referrals to CAS

- 1) Child exposure to partner violence 23%
- 2) Caregiver with a problem 20%
- 3) Physical harm 16%
- 4) Parent / child conflict 7%
- 5) Inadequate supervision 7%



Priorities for the next year:

-  Increase advocacy and strengthen collaborative opportunities with community partners to improve services to children, youth and families
-  Implement continuous improvement strategies for service delivery
-  Align resources to meet the unique and diverse needs of children and families with focus on FNMI and francophone children, youth and families
-  With input from stakeholders, update the Strategic Plan
-  Implement a standardized quality management system
-  Increase HR capacity (efficiency and effectiveness) through strategic recruitment, targeted training, development strategies, use of technology and realignment of workflow processes



Rising above...



2010 - 2011 Annual Report

2010- 2011 Board of Directors

Executive Directors

Janet MacDougall - President
René Côté - Vice-President
George Leck - Secretary
Ian Grant - Treasurer
Tracy Fleischmann - Past President

Elected Directors

Catherine Chambers
Laura Crook
Susanne Decock
Lesley Moody
Debbie Roberts
Jim Sawkins
Nigel Warren

Appointed Directors

Sandie Macdonald - Simcoe County Councillor
Gerry Marshall - Simcoe County Councillor
Andrew Hill - City of Orillia
Bonnie Ainsworth - City of Barrie
Stephanie Sandy - First Nation, Metis and Inuit Representative

We Value

- Relationship-building
- Excellence
- Communication
- Creativity
- Accountability
- Continuous Learning
- Belonging
- Family
- Teamwork
- Wellness
- Respect

Mission Statement

Working with our community to:

- *Protect children and youth from maltreatment*
- *Promote the well-being of children and youth*
- *Strengthen families*
- *Provide quality alternative care, when necessary.*



Janet MacDougall
President
Board of Directors



Susan Carmichael
Executive Director

Rising above is an appropriate way to describe the year that we have just come through.

This Annual Meeting has been a collective effort of staff, Board of Directors but most importantly the youth in our agency who have taken on the creative responsibility for this event. They have experiences and messages to share with the children and youth who are following them and with the staff of the agency; together rising above our challenges to move the agency forward.

An exceptional Board of Directors has risen to the challenge of change in the face of enormous financial and service challenges. They worked to ensure a smooth transition as the composition of the Senior Leadership Team underwent a seismic shift with Mary Ballantyne and Sue Dale leaving; Gary Perdue assuming responsibility for both of those portfolios while maintaining his role in HR; and following a nationwide search the board was pleased to appoint Susan Carmichael as the agency's Executive Director.

People are the soul of our work. The **270** staff continuously demonstrate their passion and commitment to providing the best quality of service, helping children and families rise beyond the challenges they face daily and guiding and inspiring our youth to set and reach the goals to achieve their dreams. There are **173** dedicated and hard working foster, kinship, and customary care families, whose limitless devotion and selflessness provide safe and loving home-based care. They continuously rise to embrace those children and youth who cannot live safely with their own families. We benefit from the dedication and long hours that the **135**-plus agency volunteers give us each year tutoring students, giving music lessons, assisting with office work or lending support to big projects like the Holiday Sponsorship Program. We are so grateful that they rise to the occasion.

We will continue to rise above the financial, public and physical challenge to provide the very best service to the children, youth and families in Simcoe County; to build on what we have accomplished with our community partners. We will find better ways to support family connections, deliver improved outcomes and continue our journey with First Nations, Métis and Inuit (FNMI) and Francophone people in delivering services that reflect their culture and identity.

And to our children and youth; we will always be there to help you set your goals, cheer you on, provide support when you need it, and take pleasure in every accomplishment you make.

Success to rise above comes through strong partnerships, proven methods of practice and sound planning while having the courage to make course corrections as we keep the vision of supporting the children and youth to reach their full potential.

Surmonter les obstacles, voilà une bonne description de l'année que nous venons de traverser.

L'organisation de l'Assemblée générale annuelle a été un bel exemple de collaboration du personnel, du Conseil d'administration et, surtout, des jeunes de la SAE qui en ont assumé l'aspect créatif; ils tenaient à transmettre leurs expériences et leur message aux enfants et aux jeunes qui les suivent ainsi qu'au personnel. Ensemble, nous avons surmonté les défis pour mener la Société de l'avant.

Les membres d'un Conseil d'administration exceptionnel ont surmonté les difficultés d'un changement, vu les énormes défis que posent les services et les finances. Ils ont assuré une transition harmonieuse pendant la période houleuse qui a suivi le départ de Mary Ballantyne et de Sue Dale. Gary Perdue s'est chargé de ces deux portefeuilles tout en accomplissant ses tâches de RH. Après avoir interviewé des candidats de partout au pays, le Conseil a nommé Susan Carmichael directrice générale de la Société.

L'âme de notre travail, ce sont les personnes avec qui nous travaillons. En tout, 270 employés, 173 familles d'accueil et naturelles travaillantes et dévouées et 135 bénévoles servent les enfants, les jeunes et les familles du comté de Simcoe. Nous leur sommes infiniment reconnaissants d'être à la hauteur des attentes au moment voulu.

Nous continuerons à surmonter nos difficultés financières, publiques et physiques afin de fournir les meilleurs services aux enfants, aux jeunes et aux familles du comté de Simcoe et de poursuivre ce que nous avons accompli avec nos partenaires communautaires. Nous trouverons de meilleurs moyens de renforcer les liens familiaux, d'obtenir de meilleurs résultats et de poursuivre notre travail en étroite collaboration avec les membres des Premières nations ainsi que des communautés métis, inuits et francophones pour fournir des services qui tiennent compte de leur culture et de leur identité.

À nos enfants et à nos jeunes, sachez que nous serons toujours là pour vous aider à définir vos objectifs, pour vous encourager à aller de l'avant, pour vous appuyer quand vous en aurez besoin et pour nous réjouir de chacune de vos réalisations.

Pour surmonter les difficultés, il faut établir de solides partenariats, adopter des méthodes éprouvées et planifier consciencieusement tout en ayant le courage de corriger le cap pour réaliser notre vision, celle d'aider nos enfants et nos jeunes à atteindre leur plein potentiel.



Janet MacDougall
President, Board of Directors /
Présidente, Conseil d'administration



Susan Carmichael
Executive Director /
Directrice générale

Rising Through Care to Permanency

Five year-old Zack, who has Autism and other challenges, lives with a loving foster family who work very hard to help him deal with these challenges and who revel in his successes. His foster mother works diligently with his school to help the staff understand him and how best to help him learn. She is constantly learning different ways to help Zack meet his own needs. A year ago he was considered non-verbal, today he can spell his name, recognize all the letters in the alphabet and numbers up to 20; tell bits and pieces of his day with short words, and identify people by name; he can clearly indicate when he is hungry, wanting to play or wanting someone in his life.

Through professional assessments, the agency has determined that adoption is the next goal for Zack. The agency is working with his father and grandparents who understand that we will find him a family to take him into adoption and keep their lines of communication open. He is a sweet little boy who will make some family complete and he will have his forever home.

2010 - 2011 Statistics

Total Calls to the Agency	6,379
Total Families Served	4,340
Total Children Served	10,860
Protection Investigations	3,076
Children Admitted into Care	232
Children in Care at Year End	439
Total Foster and Kinship Care Homes	177
Total Adoptions	28
Total Volunteers	150



Reflecting our Commitment to Diversity

The Simcoe County Children's Aid Society is an anti-oppressive organization that views diversity as a strength to be cultivated and as such, recognizes the importance of valuing and reflecting diversity in all its forms.

We are dedicated to the continued growth of an organizational culture that is both inclusive and anti-oppressive, and we are committed to developing programs and delivering services that are accessible, equitable and attuned to the changing needs and challenges of our diverse communities.

The French Language Services Committee involving staff, Board and community members completed a vision and work plan for French language service in the agency. The work plan addresses staffing needs, service needs and training.

There are currently 18 francophone staff, with one designated position in Intake. This was our first designated Francophone position and we are about to hire our first bilingual manager. The French Language Services Commissioner attended our General Information Meeting in November.

Modifications continue to the recruitment and hiring processes with the goal of increasing the diversity of the staff.

Over the past year we increased our capacity to respond to our increasingly diverse community in several ways. We successfully hired more staff from visible minority groups including the hiring of more First Nations, Métis and Inuit (FNMI), Francophone and other minority groups.

There are three FNMI teams, 16 FNMI staff, three FNMI Managers and hiring is underway for an FNMI Senior Manager. A bi-cultural model of service was developed by the FNMI team in collaboration with the community and was accepted as a model that will best meet children and families' needs.

2010/2011 Children's Aid Society Audited Financial Statement Summary

Operating Revenue:	2010-2011	2009-2010
Province of Ontario	\$37,758,457	\$37,751,495
Other Income	2,868,166	2,431,722
Total:	\$40,626,623	\$40,183,217
Operating Expenses:		
Salaries & Benefits	\$21,732,457	\$21,103,054
Boarding & Direct Services	15,951,346	16,837,265
Administration	3,053,139	3,073,041
Total:	\$40,736,942	\$41,013,360
Excess of Revenues over expenses	(\$110,319)	(\$830,143)
Fund Balances, beginning of year	(\$1,284,568)	(\$454,425)
Fund Balances Year End:	*(\$1,124,568)	*(\$1,284,568)

**Effect of interest rate swap adjustment not recorded
This financial statement summary has been extracted from the audited financial statements*

For the complete Audited Statement please visit our website at:
www.simcoecas.com