

# ANNUAL REPORT 2018–2019

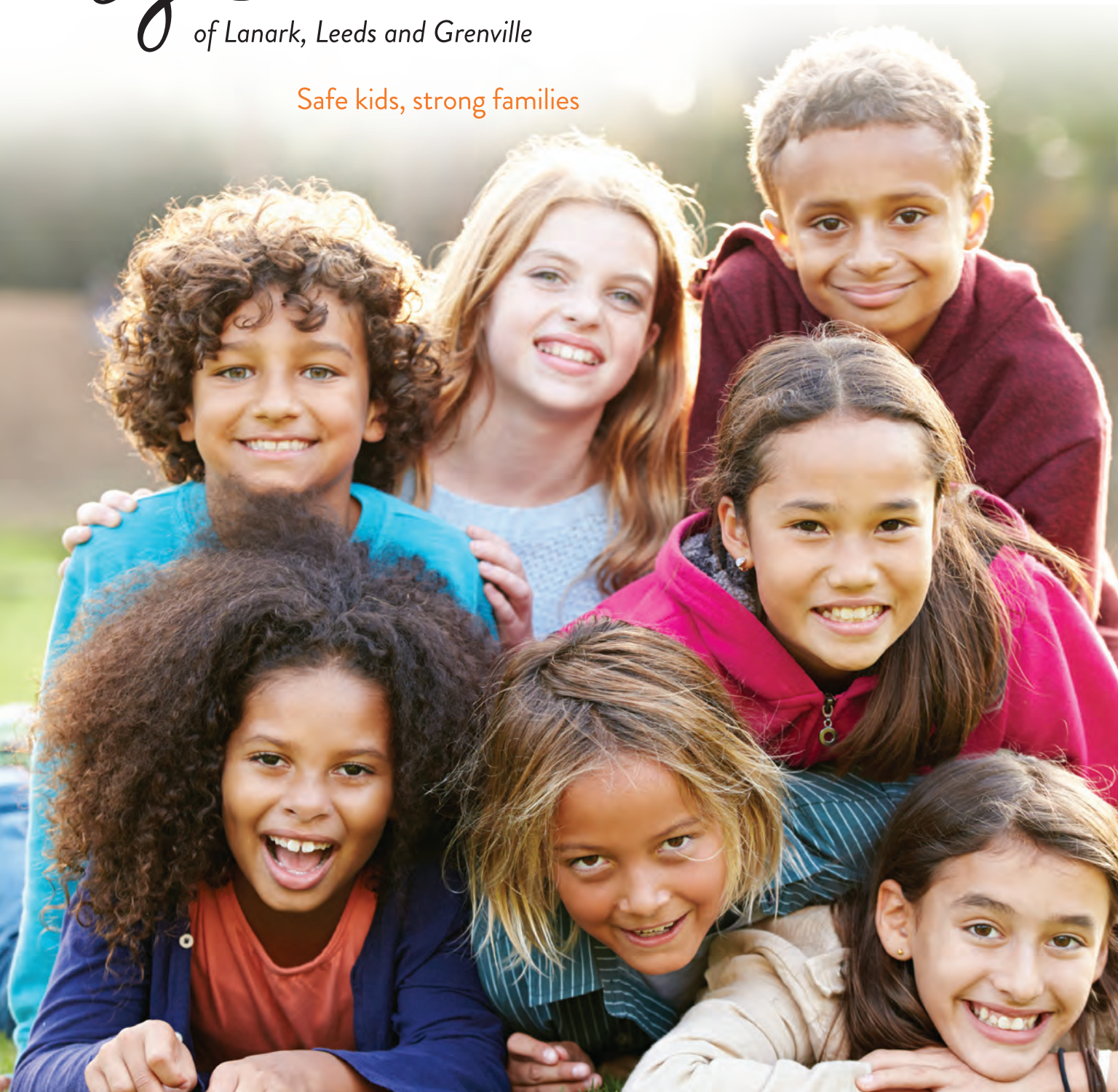


**FAMILY AND  
CHILDREN'S  
SERVICES**

*of Lanark, Leeds and Grenville*

*A Year in Transition*

*Safe kids, strong families*



# President & Executive Director's Report:

**Transition:** [tran'ziSH(ə)n, tran'siSH(ə)n]; NOUN; transitions (plural noun)  
The process or a period of changing from one state or condition to another.

**Every year is a transition** from the previous year to the next, and 2018-2019 had more of the feel of transition than previous years, with a sense throughout that we were making adjustments and changes that would take us some way into the future. During a busy year we negotiated a new 4 year collective agreement for our unionized employees, we engaged in a variety of activities to enhance our cultural awareness and appreciation of diversity, we implemented a new integrated service model, we were obliged to react to a substantial reduction in funding, we made the changes required by the new Child, Youth and Family Services Act (CYFSA), we commenced our delayed strategic planning process, and the Ministry of Children, Community and Social Services announced that it would be conducting an Operational Review early in the new year.

## A New Service Model

We moved to a new more generic service model on February 1st of 2019 that in effect completes the changes to the way we do business with children and families. Since amalgamation FCSLLG had operated its services with specialized teams of child protection workers administering different parts of client services. The specialist model of service was undergoing severe strains: the limited number of intake workers were often overwhelmed by surges of new referrals, we had a serious problem in keeping family service workers who quickly sought other jobs, and foster care recruitment had become a difficult challenge. Moreover, the specialist model seemed inconsistent with the new Signs of Safety (SoS) approach that we began to implement in 2016, which attempts to positively engage families concerning child safety. After a lot of discussion and two months of training we commenced the new, more generic model that increases the likelihood that our clients will be served by one worker rather than many. It will take about a year for child protection workers to get the hang of the changes, particularly the documentation requirements of

the child protection information system (CPIN). We will be surveying children and families to determine the level of satisfaction with our services, and we will be monitoring staff engagement.

## Funding and debt

This was our 3<sup>rd</sup> difficult financial year with a year-end deficit of \$900,000, and a debt of about \$2 million. Early on, based on the government's "planning" allocation (an amount provided to us in the new year for budget planning purposes), we had forecast a deficit of \$150,000. In August, we went through a month long cybercrisis that ended up costing an unanticipated \$500,000. But in mid-October (the 7<sup>th</sup> month of the fiscal year), the government finally announced that our annual allocation would be \$650,000 less than the amount we had planned on receiving, which gave us less than 5 months to cut back spending. The board, fearing insolvency, met with the Ministry's Regional Director, and reiterated our request for a financial review, and argued that FCSLLG was in a difficult circumstance. MCCSS, having bridged the Agency's cash flow crisis with a significant loan, decided to conduct an operational review which was carried out in May 2019, the results of which are yet to be published. The FCSLLG financial situation continues to be worrisome, but we are not alone. 16 of the 38 CASs are in a deficit position, and another 18 will join the club next year.

We have made representations to the effect that the current funding formula is unfair to FCSLLG and other similar rural and small urban jurisdictions: our organizations are ending up transferring millions of dollars of funding mostly to the large urban agencies. Moreover, for the past 3 years we have argued that about 50% of our debt is related to exceptional circumstances that were unforeseen in the funding framework. In principle, we believe the government should re-enact its ex-gratia payment policy to reimburse transfer payment agencies

# 2018 – 2019: Transition

in such circumstances, otherwise funding that is meant for services to families and children ends up being diverted to cover the cost of exceptional incidents. For the moment, we are in disagreement with the ministry on this important funding policy.

## Child, Youth and Family Services Act (CYFSA)

This past year was our first year of operations with the new legislation. The most obvious change, to the age of protection, is already having a far-reaching impact, and the number of youth at risk of homelessness is considerable. The legal framework for bringing children and youth in care has changed considerably. Government funding however only covers some of the costs associated with the new legislation. Part X concerning the management of personal information will come into effect in January 2020, and it too, will have significant operating cost implications.

## Strategic Plan

In early Spring, the Board of Directors met for a one and a half day retreat to begin our new strategic planning cycle. The planning session was led by the senior management team, and was conducted using SoS planning framework whereby the board identified the things they considered were working well, the worries, and what needs to happen to address the worries and safeguard that which is positive. Given all the change that the agency has been through (SoS, the new legislation, CPIN and the new service model) the board and senior management have agreed on a basic planning framework that emphasizes continuity. In the new fiscal year, we will complete the strategic plan with a planning session with all staff, and return a finalized proposal to the board in the Fall of 2019.

## Conclusion

2018–2019 presented us with a number of unexpected challenges that we coped with as best we could. Our organization has been transformed by the last few years and we move forward, firm in the conviction that FCSLLG is a viable organization that continues to deliver essential client services despite these trying circumstances. In many ways the year was transitional and the completion and adoption of the new strategic plan will outline the road map back to financial viability, with continuously improving service excellence.



Tony Barnes, President & Raymond Lemay, Executive Director

## Strategic Aspiration

We will be a valued child welfare partner in our communities by living our Vision, Mission and Values each and every day.

## Vision

Every child, youth and family shall live in a safe environment, be valued and have opportunity to develop to their fullest potential

## Values

- Treat all people with dignity and respect
- Collaborate with all to achieve our mission
- Integrate learning in all that we do
- Be accountable for the valuable resources entrusted to us

## Mission Statement

Strengthen the well-being of children, youth and families through commitment to:

- Protecting children and youth from abuse and neglect
- Supporting families
- Providing a consistent supportive environment for children and youth
- Actively engaging with our community to achieve positive outcomes



# Our People

Employees.....	134
Foster Families.....	73
Adoptive Families.....	20
Volunteers.....	15
Volunteer Hours.....	5,574
Kilometres driven by Volunteers....	395,688

## Board of Directors 2018-2019

### OFFICERS:

Tony Barnes, President

### DIRECTORS:

Nigel White	Lyndon Murdock
Kevin Clouthier	Chris Davis
Ashley Dayment	Shannon Stilnovich
Mike Andrews	Rob Adams

## Employee Service Awards



This year FCSLLG recognized 35 staff for their dedication to service and the agency. Staff gathered on June 14<sup>th</sup>, 2019 to honour colleagues who reached a milestone of 2, 5, 10, 15, 20, 25 and even 30 years service! As we celebrated each for their unique qualities that they bring to the agency, we are also reminded of their commitment, caring and compassion to those we serve. Congratulations to all and thank you for your invaluable contributions!

## Snapshot of our Service Delivery

### In 2018/2019:

- The Agency received 812 inquiries
- The Agency completed 1,207 investigations
- The Agency provided services to 183 new families, as well as continuing service to 233 families
- The Agency provided 51,612 days of care to children and youth
- There were 156 children in care at year end
- The Agency finalized 12 adoption placements and provided support to 55 children and youth in adoption homes.
- The Agency received 400 requests for a record check or disclosure

### Youth Service Statistics

- The Agency received 71 referrals related to 16-17 year olds
- The Agency completed 116 investigations related to 16-17 year olds
- 17 Voluntary Youth Service Agreements were signed with 16-17 year olds
- Agency provided 3,932 days care to 16-17 year olds
- At year end the agency had 17 youth in Out of Home care



## Community Outreach

- Our annual Snowsuit Campaigns in Lanark, Leeds and Grenville provided over 900 snowsuits to children and youth. We are greatly appreciative of the ongoing support for this campaign from the Kinsmen Club of Brockville, Rotary Club of Carleton Place and Mississippi Mills, Giant Tiger of Perth and Brockville, Rideau Cleaners of Smiths Falls, J. Gallipeau Construction and J. Quattrocchi of Smiths Falls, and the generous contributions from the community and our committed team of Volunteers.
- With the support of the United Way of Leeds and Grenville, the Chris Tyson Fund, and the Ontario Child Benefit Equivalent Fund, 152 children and youth attended camp this year across the region.
- Through the support of our caring community, we received \$82,004 in donations to help support outreach programs. Thank you for your generosity.
- Christmas 2018 we provided, through the partnership of the Lanark OPP, over 650 angel tree gifts to children and youth in Lanark County and the Town of Smiths Falls. The angel tree program

in Leeds and Grenville provided 250 children and youth with gifts. These two community initiatives support families who struggle to provide for their families during the Christmas season.

- We also organize the “Support a Family Initiative” at Christmas which provides food to over 100 families in Lanark, Leeds and Grenville. We know that lack of food, housing and unemployment can contribute to family crises which can then lead to FCSLLG’s involvement. The above mentioned initiatives acknowledge that child safety and well-being is a shared community responsibility. We can’t do this on our own.
- To deliver the services that families and children need we (FCSLLG) collaborate with many community partners like community mental health centres, Police Services, addiction services, schools, counselling centres, women’s shelters, housing support services, and hospitals and while we know that social services are an important part of the solution, we also know that we can never replace the love and nurturing that comes from family, extended families and supportive communities.





# Positive Developments

## Youth Activities



In March of 2019, two of our youth in Extended Care travelled to Peru on an Education First student tour. This program promotes student travel in addition to awesome volunteer opportunities to build self-confidence and leadership skills. Our two youth travelled with their chaperone from our agency and 12 other youth and chaperones from Cornwall CAS and Valoris.

The group landed in Lima. They then took a domestic flight to Cusco where they boarded a bus to tour through the Sacred Valley to Machu Picchu. They stayed in the city of Machu Picchu and visited the ancient Incan Citadel. They travelled back through the Sacred Valley, stopping at the ruins in Ollantaytambo before returning to Cusco. The next leg of the trip involved travel by bus to Puno stopping at the Pisac Market. In Puno, the group boarded a tour boat into Lake Titicaca where they stopped for a visit at one of the floating islands of the Uros people. From there, they continued to their homestay community of Luquina where they stayed two nights and assisted the locals with construction of a tourist restaurant. They helped build roof trusses, continued bricking walls in bathrooms and parged two completed exterior walls. At the end of the homestay they took the boat to Taquile Island and visited the local community there and were introduced to their

way of life and traditions. The group then kayaked to a trout farm in Lake Titicaca. On the last day, they flew back from Juliaca to Lima with a stopover in Cusco. They walked around in downtown Lima in the main square before returning to the airport to fly back to Montreal then Ottawa.

What an amazing opportunity for these two youth! This is the second opportunity for travel and we are looking forward to next year’s adventure.

## Youth Services

Changes to the Child, Youth and Family Services Act in 2018 have brought about changes in our field. With the age of protection extended to 16 and 17 year olds, our mandate has changed considerably. All Children’s Aid Societies must provide the full range of services to this age group and deliver service from a youth-centred approach. Youth are often best supported within their families or communities and service to 16 and 17 year olds should favour the least disruptive course of action with particular attention paid to permanency and connection to kin, community and culture. One of the services available to youth aged 16 and 17 is entering into a Voluntary Youth Service Agreement (VYSA) which allows them to access services and supports through our agency. This agreement is between the youth and the Society. This fiscal year we completed 116 investigations with this age group. In addition, we received 71 reports which were either not investigated (RRNI) or the investigations were discontinued. FCSLLG signed into seventeen (17) VYSA contracts with youth. Many of these youth have moved on to Continued Care and Services for Youth (CCSY). We continue to streamline our VYSA services and grapple with permanency for this age group. Each youth enters into an agreement with unique needs and we are finding that although transitioning them to adulthood remains our focus, some of the younger youth require foster or group placements to best meet their complex needs. Our good work continues with all of

our community collaterals to support this challenging population. Our Signs of Safety approach with safety network meetings and mappings which include the youth, all support systems and the assigned Children’s lawyer has been recognized provincially by the OCL.

## Signs Of Safety

Over the past fiscal year we have continued to embed Signs of Safety in our work with families. Debbie Jonkman and Sheena Dunham continue as the co-chairs of the implmentation committee and as of February 1st, Debbie took on the role of Signs of Safety lead. This will allow Debbie to complete work focused on formalizing things such

as completing the practice manual and building in a mechanism to check that we are in fact embedding Signs of Safety tools and philosophy in our work with families. We are also entering the last year of our contract with Safe Generations (now called Power of Partnership). Sherry and her team have been instrumental in guiding our implementation and are now working with us to develop a plan so that we are able to sustain and grow our signs of safety practice without the use of a consultant. Over the next year we are hoping to reach out to our community partners to talk about signs of safety and ask them about any impact this change in practice has had in keeping children safe and families intact.

# FINANCIALS

## STATEMENT OF OPERATIONS

FOR THE YEAR ENDED MARCH 31<sup>st</sup>, 2019

Fiscal Year 2018/2019		
REVENUES		
	Province of Ontario	\$19,763,478
	Recoveries	\$1,555,188
	<b>Total</b>	<b>\$21,318,666</b>
EXPENSES		
	Direct Service Costs	\$5,666,475
	Salaries and Benefits	\$13,660,254
	Travel	\$1,105,102
	Administration	\$1,973,127
	Amortization	\$188,262
	<b>Total</b>	<b>\$22,593,220</b>
	Excess (Deficiency)	(\$1,274,554)

# Purple Ribbon

Every October, Children's Aid Societies across the province raise awareness about the role that adults and communities play in supporting vulnerable children, youth, and families. On **Ontario Dress Purple Day**, we partner with boards of education, schools, and child care to speak up for every child and youth's right to safety and well-being in all spaces and to celebrate the community that cares for kids. This fiscal year we celebrated this important initiative on Wednesday, October 24, 2018 in our Brockville, Perth and Smiths Falls sites. Staff and foster parents gathered for break and enjoyed coffee and cake commemorating the event.

**Ontario Dress Purple Day** offers an important opportunity to raise awareness among elementary, middle, and high school students about their right to safety and well-being. To support this important goal, and in response to inquest recommendations, we have developed provincial classroom prevention resources to support teachers and education professionals to engage with their students in conversations about safety and well-being in all aspects of their lives and to help them identify their networks of support. Our agency delivered purple "swag bags" to all elementary schools in our jurisdiction and encouraged schools to get their students and staff involved in **Dress Purple Day** again this year.



## Office Locations

### Corporate Head Office Brockville

438 Laurier Blvd.  
BROCKVILLE, Ontario  
K6V 6C5

*\*Note: mail to this address only*

### Other office locations:

Smiths Falls  
Prescott  
Perth  
Carleton Place

To reach any of our offices toll free  
call 1-855-667-2726



Member Agency

[www.fcsllg.ca](http://www.fcsllg.ca)

Working with Communities...  
Building Better Futures

