



children

youth

families



community

our year in review

ANNUAL REPORT 2012-13



Message from the Board President and Executive Director

Supporting families in caring for their children continues to be our passion, as is providing the best opportunities for permanency for children and youth in our care

As we look back on the Agency's past year we are really pleased to report that a great deal has been accomplished. At the Board level we have fully embraced our strategic plan and have made progress on all three key strategic directions: Prevention and Early Help; Leadership for Change; and Service Excellence through Organizational Effectiveness. We redesigned the Board committee structure to support the implementation of our strategic plan and want to acknowledge and thank Board members, community members, foster parents and staff who brought their commitment and knowledge to these discussions. Your advice and participation allows the Board to make decisions that are well informed and consistent with the collective values that we all share at F&CS.

Throughout this annual report you will read about our Agency's many activities from the last year. We have implemented some new programs and services such as Family Finding and the Heart Gallery while consolidating our efforts with Signs of Safety and supporting the neighbourhood coalition. Supporting families in caring for their children continues to be our passion, as is providing the best opportunities for permanency for children and youth in our care. These might sound like simple ideas but it takes courage, skill, creativity and commitment to achieve the outcomes we want for the children, youth and families we serve. Our staff, foster parents and volunteers are an amazing group of people and we want to thank them for all their hard work.



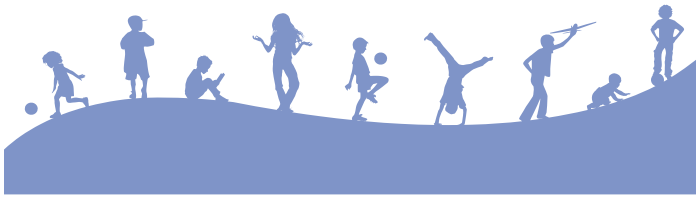
BEST PRACTICES IN GOVERNANCE

Our Governance Committee was very active over the past year completing a large scale review of our Bylaws. This review was prompted by the pending implementation of the Ontario Not for Profit Act (ONCA). Along with ONCA this review reflects current best practices in the governance realm and we received excellent advice from our legal council and the OACAS governance project. The recommended changes to our Bylaws are significant so we have planned for a thorough review at the AGM.

WE'RE IN BALANCED FINANCIAL POSITION

At the end of the year our Agency received one-time funding to cover both our historical debt and in-year deficit so we are pleased to inform our members that we will end the year in a balanced position. The Minister announced a new funding model for CAS's including a new regulation for accountability agreements between Boards and MCYS. While we are working through the details with our Regional Office it is clear that these agreements will have a profound effect on our Agency in the coming years. The Board and management remain committed to providing timely and effective child welfare services in our community and we know that we can rely on your support as members in this important work.

Jan Lord, President, Board of Directors
Daniel Moore, Executive Director



Children First Campaign Reaches \$400,000 Goal

We are delighted that due to the generous support of individuals, families, business and organizations within our community, the campaign team has completed the Children First Campaign. Our sincere thanks to all who helped make this campaign a success.

Three major gifts received during the campaign have had a big impact on the Agency. A pledge of \$50,000 from the Rotary Club of Guelph Charitable Foundation has enabled us to construct an outdoor play area at the Eramosa Road facility. In support of our Prevention and Early Help Program, a United Way Guelph Wellington Dufferin grant of \$45,000 is assisting children, youth and families in priority neighbourhoods. A gift of \$80,000 from an anonymous donor is seeding an exciting collaborative initiative with Until the Last Child to find permanent families for children and youth in our care. Tuition support has been provided to eight youth in care pursuing post secondary education programs. We anticipate having at least 12 youth attending programs during the coming school year.

We have also been able to assist a youth in our care move closer to fulfilling his dream. A naturally gifted young athlete, he successfully participated in the Canadian Junior Track and Field Championships in Winnipeg where he set a national record in his event taking him closer to his goal of representing Canada in the next Olympic Games.

We are now moving into an annual cycle which incorporates a variety of fundraising activities to provide ongoing support for the Children First Fund. Established through the Children First Campaign, the Fund provides financial assistance to programs not currently funded through the Ministry of Children and Youth Services.

Maintaining our vibrant volunteer program

As we continue our commitment to providing permanency and stability for children, so do the roles of Volunteers reflect this direction.

Volunteers have been actively involved with our agency by their involvement this year with the Heart Gallery Project, where they have assisted in facilitating photo gallery displays in local venues.



Volunteers have recently committed to assisting with a newly established alternative school

program for youth not attending school. The number of volunteers tutoring children in care or helping youth to complete their tax returns or access bus passes has also increased this year, as part of our efforts to provide independence skills to youth.

In addition, volunteers continue to support our agency's Community Outreach Program, where volunteers have helped establish a committed group of community partnerships, enabling children to access recreational and enriching activities otherwise not affordable. Having the endorsement of local businesses significantly helps build community education and awareness of the needs of vulnerable children.

We are fortunate to maintain an annual base of 150 active volunteers where at least 75 children and 25 parents receive weekly one-to-one support. In addition, we continue to support several group programs, community projects and several new unique projects all aimed at offering the best possible services for the children and families we work with.

We have a lot to be proud of and look forward to maintaining a vibrant volunteer program in our collective effort to ensure safety and well-being for children and families in Wellington County.

Champions for safety, permanence and well-being for every child

We want every child to be able to live in a family who will care for them permanently and stay connected to them throughout their lives

If children and youth are unable to reside with their parents or caregivers, then they should have one or less placements until their permanent care plan is achieved. Fewer caregivers can result in more positive outcomes for children in areas such as behaviour, mental health diagnosis and school achievement.

Family Finding is a model that focuses on locating family members who have been disconnected from one another. It is used with children in care to locate family members who can establish life-long connections for children & youth needing permanence. It is also used to locate family members who can support parents in ensuring the long term safety, well being and permanence for their children.

WHAT IS THE BENEFIT OF FAMILY FINDING?

- Every child has a right to know about their family.
- Children in foster care often experience feelings of loneliness and feel disconnected from any family.
- Research shows that those youth leaving foster care with a network of supportive connections around them, will do better in life than those without.

- Research shows that children who are raised by family members are more successful than those raised in foster or group care.

PERMANENCY INITIATIVES UNDERTAKEN IN 2012-13

- Heart Gallery – Community photography exhibit featuring some of children and youth looking for “forever homes”
- Family Finding – staff training and implementation of two positions funded by Until the Last Child
- Having Resources and Adoption work more closely together under the new team name “Families to Permanence”
- Focus on Youth Engagement
- Changes to practice when youth transition to ECM (Extended Care and Maintenance)



24

children living in adoptive homes



140

of our children are living with families (adoption, foster, kin)



14

adoptions finalized

62

of these are youth, 18 and over – 12 of these continue to live with their foster families

8

youth attended college or university

13

awards, scholarships or bursaries were granted

47

children living with kin

38

children referred to Family Finding

1,076

family members identified



Supporting children means first supporting families

F&CS is a leader in strengthening communities so families who need support can get it

EARLY HELP

F&CS has long been a community leader in developing and supporting initiatives that promote the strengthening of communities so that families who need informal and/or formal support can get it. If families get that kind of support, emerging problems are prevented from getting to the point where they can cause harm to their kids.

F&CS has partnered with other Agencies (Community Health Centre, Public Health, School Boards, City of Guelph, County of Wellington, Community Mental Health Association) and Community Based Organizations (Guelph Neighbourhood Support Coalition, Shelldale Centre) to build responsive and effective programs and services – both informal and formal – that achieves safety and well being for kids.



NUTURING NEIGHBOURHOODS

Our agency is supporting specific initiatives and actively forming stronger partnerships that reach out to at-risk families – this joint initiative is called Nurturing Neighbourhoods. Two examples of this are through Parent Outreach Workers at Neighbourhood Groups and a Project Animator in Guelph and in Wellington County. These specific initiatives are in partnership with the Guelph Community Health Centre and Public Health.

SIGNS OF SAFETY

Signs of Safety is a model for child welfare work that is both a rigorous risk assessment and a solution focused framework. It was developed by Andrew Turnell in Australia and is catching on in many parts of the world as a progressive and highly effective way to work with families whose children have been harmed or are at risk of being harmed.

It achieves positive results earlier on and we suspect it may contribute to fewer cases being re-opened because long term safety has been achieved. Workers who have embraced this model say it is highly effective and helps make their work more rewarding because they see results.

Families who have worked with our agency using this process say they experience our agency as more transparent and more supportive – they are clear on what the worries are for their children and they are partners in discovering solutions. We have used this model in over 200 family conferences this year .



This year we received
3,265 calls
from people concerned about
the safety of a child

Of those calls, we did **1,791**
investigations

We worked with
760
families through
on-going support

- Referrals to partner agencies
- Nurturing Neighbourhoods
- Neighbourhood Groups
- Signs of Safety



95%!
of children we work with
remain in their own homes

Financial year-end for 2012–13

Audited financial statements available on request

EXPENDITURES

Direct Service	
Staffing Costs (service)	\$ 10,371,025
Boarding Rates	4,161,373
Travel (Staff & Clients)	617,190
Legal & Professional	476,189
Client Support	1,142,820
Adoption Subsidies & Probation Program	455,405
Program	7,003
Sub-total	\$ 17,231,005
Infrastructure and Administration	
Infrastructure (Building/Technology/Capital)	1,174,187
Staffing Costs (Administration)	1,480,907
Administration Costs	547,680
Sub-total	\$ 3,202,774

Expenditures Total **\$ 20,433,779**

REVENUES

Ministry Funding	\$ 19,618,101
Children's Allowance / Parental Maintenance	445,391
Tax Recoveries	291,839
Expenditure Recoveries & Interest	46,365
Inter-agency Fees	32,083

Revenues Total **\$ 20,433,779**

Excess of expenditures over revenues **\$0**

Contact information

Family & Children's Services of Guelph Wellington
519-824-2410 • www.fcsgw.org • 1-800-265-8300

Head Office

275 Eramosa Road, Box 1088, Guelph, ON, N1H 6N3

Shelldale Centre

20 Shelldale Crescent, Box 1088, Guelph, ON, N1H 6N3

County Office

6484 Wellington Road 7, Elora, ON, N0B 1S0

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(as of March 31, 2013)

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