

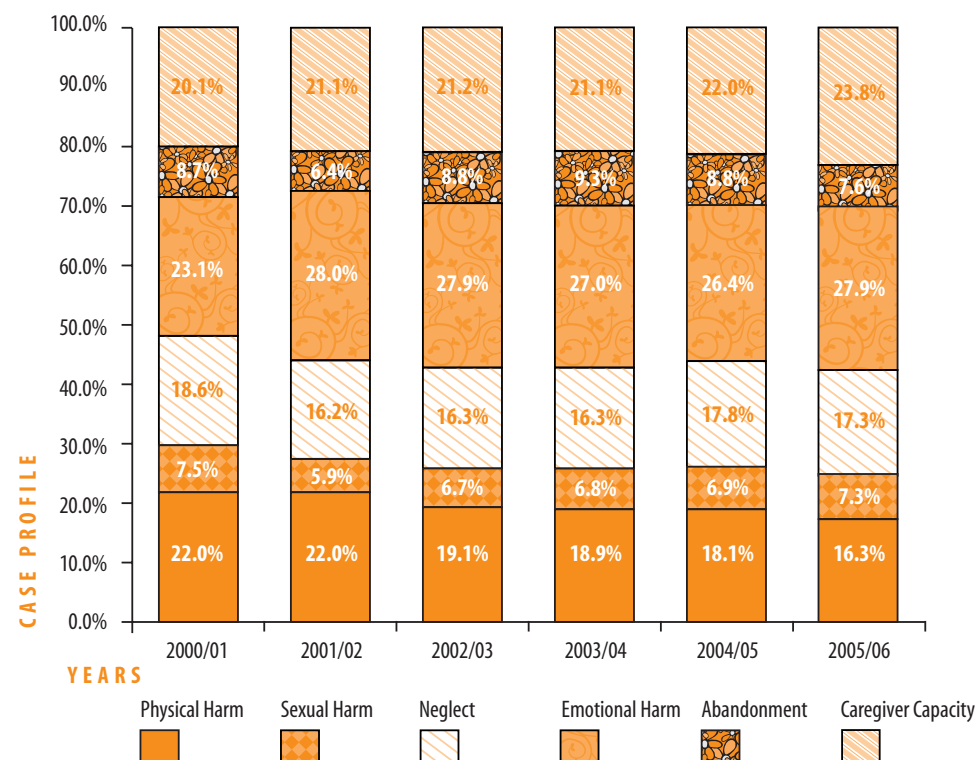
Highlights OF SERVICES PROVIDED

	2004-05	2005-06
Investigations Completed & Closed	3,519	3,099
Investigations Opened for Ongoing Service	604	607
Ongoing Child Protection Cases Served	1,678	1,620
Children Receiving Residential Care	854	818
Days of Paid Care	187,964	154,141
Foster Homes Available	286	305
Volunteers Available	233	226
Children Placed for Adoption	70	59



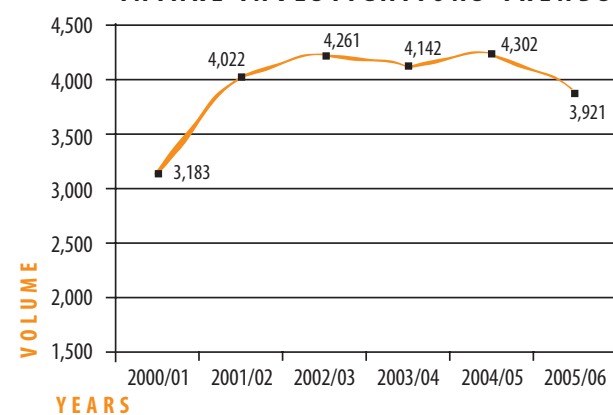
Service Trends 2000-2006

PROFILE OF MAJOR REASONS FOR REFERRAL AT INTAKE



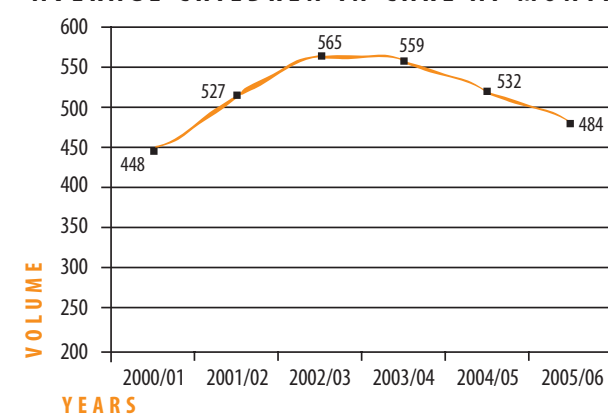
Service Trends 2000-2006

INTAKE INVESTIGATIONS TRENDS



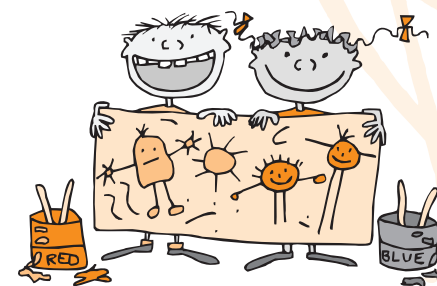
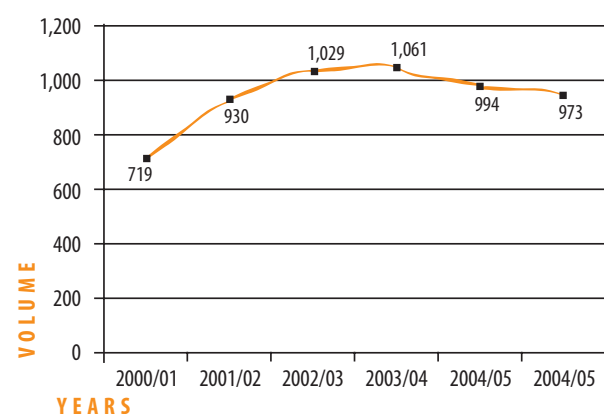
Service Trends 2000-2006

AVERAGE CHILDREN IN CARE AT MONTH-END



Service Trends 2000-2006

AVERAGE ONGOING PROTECTION CASES AT MONTH-END



Financial Report

FAMILY AND CHILDREN'S SERVICES OF WATERLOO REGION

2005/2006 Condensed Financial Report

Balance Sheet - As at March 31, 2006

Assets		Liabilities and Equity	
Operating Funds	\$4,808,807	Accounts Payable	\$4,456,899
Special Funds	880	Accrued Sick Pay Benefits	156,000
Building Fund	8,503,845	Deferred Revenue	195,908
		Special Funds	880
		Building Fund - Equity	6,389,120
		Building Fund - Debt	2,114,725
		Net Surplus (Deficit)	-
	<u>\$13,313,532</u>		<u>\$13,313,532</u>

Child Welfare Statement of Net Expenditures For the Year Ended March 31, 2006

Expenditures		Revenue	
Salaries & Benefits	\$20,116,845	Prov. of Ontario Subsidy	\$39,664,761
Child in Care Related		Family Allowance/Child Tax Credit	1,060,516
- Boarding Rates, Clothing, Health, Education	16,296,628	Income from Investments	133,657
Travel & Transportation	997,986	Maintenance from Parents	80,323
Professional Services - Client	742,718	All Other Income	110,907
Technology	553,404	Grants from Foundation	175,337
Building Occupancy	672,924	Rebates	177,794
Capital & Non-Recurring	310,851		\$41,403,295
All Other Expenses	1,711,939	Net Surplus (Deficit)	-
	<u>\$41,403,295</u>		

Sexual Abuse Treatment Program Net Expenditures For the Year Ended March 31, 2006

Expenditures	\$247,943	Revenue	\$247,943
		Net Surplus (Deficit)	-

Special Service Programs Net Expenditures (12 Months ended December 31, 2005)

Expenditures	\$317,765	Revenue	\$317,765
		Net Surplus (Deficit)	-

(Extracted from Financial Statements audited by KPMG Chartered Accountants)
Details for other programs are contained in the audited financial statements.

Board OF DIRECTORS 2005-06

President
Ms. Leanne Way

Vice-President
Ms. Janice Kroetsch

Secretary-Treasurer
Ms. Ann Eby

Directors
Ms. Keren Adderley
Ms. Maria Alvarez
Mr. Gary Boug
Superintendent Kevin Chalk

Mr. Kris Cummings
Ms. Dhammika Devotta
Mr. Lee Fitzpatrick
Ms. Sadia Gassim
Mr. Anthony Giovinazzo
Ms. Bobbye Goldenberg
Dr. Stan Iwan
Ms. Dorothy MacBride
Mr. Shawn Morrison
Mr. Earl Rayner
Mr. Royston Simon



2005-2006

Annual Report

FAMILY & CHILDREN'S SERVICES OF THE WATERLOO REGION



2005-2006

We believe that the successful protection of children requires the active involvement of the community, working in partnership with the agency as a team.



2005-2006

REPORT OF THE

President & Executive Director



response to children and families, one that seeks to build the family's own strengths and parenting resources as much as possible. In so doing, they seek to reduce the need for children to leave their families and enter the care of the agency. In style, they seek to build collaboration with families and work with them by agreement wherever possible. They work in close partnership with other community agencies and service providers. Each of these program developments will be further strengthened this year as the

Ministry begins to provide ongoing funding to a number of community agencies in order to strengthen their partnership with Family and Children's Services in delivering a variety of services needed by our families.

In terms of planning for the start of Transformation implementation in 2006-7, our work in 2005-6 has centred on developing plans for the following programs that we hope will be implemented during this year or early in 2007-8:

- ❖ Kinship Services - this program will provide supports (similar to those provided to foster families) to relatives and friends who offer a home for a child as an alternative to the child entering the care of the agency.
- ❖ Supports for Families – a broad-based initiative that will offer 24 hour crisis intervention coupled with a variety of recreational activity opportunities to families in the community, to kinship families, to foster families and to children in foster care. The goal of Supports for Families will be to help stabilize families at risk of breaking down, while connecting them with services for longer term help.
- ❖ Family Group Conferencing – an approach that brings family members and friends, along with trusted others (such as a faith leader, a neighbour, a workplace associate) together with a facilitator to make a plan for the protection and care of a child. Family Group Conferencing will be a support to the creation of Kinship Service plans and may prove a valuable approach to resolving some child protection situations without the need for litigation.
- ❖ Building Bridges – a program developed in conjunction with the YMCA and KW Counselling. Building Bridges will offer public education to newcomer families from ethnically diverse backgrounds on parenting expectations and practices in Canada, and will provide "cultural interpreters" from the family's own or similar culture to help families understand the role and function of Family and Children's Services during its first contacts with them.



As the agency implements a variety of changes in service delivery in relation to Transformation, affecting both the content and style of services (as described earlier), it is possible that service volumes in non-residential services may increase as more families identify themselves for service voluntarily.

The average monthly number of children needing residential care outside of their families continued to decline throughout most of 2005-6. The average for the whole year was 484 children in care per month, down by 9% from 2004-5. This trend began to reverse in the winter months with the result that the total of children in care currently is in excess of 500. The reasons for this recent upward increase are not yet clear.

- ❖ Adolescent and Family Violence Teams, and Community Based Support Programs – adding capacity to all three.
- ❖ Research – in partnership with several other Children's Aid Societies, we have put forward three proposals for research projects into different aspects of child welfare practice: Our approaches to engaging ethnically diverse families; Family Group Conferencing; and strategies for Worker – Parent Engagement.

With regard to service delivery in 2005-6, service volumes declined slightly in most of the agency's services, continuing a general trend that began in 2002-3 following several years of very rapid growth in the late 1990's and early 2000's.

- ❖ Child Protection referrals declined by 3.6% from 2004-5 to 6,284. Major reasons for service remained similar to the past several years. 28% of referrals related to concerns of emotional harm originating, in most cases, from situations of family violence. 24% derived from concerns relating to mental health, substance abuse, or other similar difficulties, and 17% resulting from situations of neglect.

- ❖ The number of families requiring longer-term service through our Ongoing Services teams declined by 3% from 2004-5 to a total of 1,620 families served.

While the service directions of Transformation tend to be the ones that receive the greatest attention because they focus on the clients we serve, Transformation also brought the field a new approach to funding in 2005-6, entitled the Child Welfare Multi-Year Funding Model. Preserving some elements of the earlier Child Welfare Funding Framework, such as a link between service volumes and funding levels, the Child Welfare Multi-Year Funding Model seeks to manage provincial expenditures within a total funding envelope and contain the rapid cost escalation of the previous framework. The new funding model is not only more flexible in its operation, but it is also designed to provide funding to agencies to enable and encourage them to implement the Transformation directions.

The new Child Welfare Multi-Year Funding Model provided the agency with a funding allocation much closer to the actual level of expenditures incurred in delivering the required mandate of the agency than had been the case with the previous Child Welfare Funding Framework. Instead of struggling to maintain services against the spectre of a \$4M funding shortfall, as had been the case in 2004-5, the first year of the Child Welfare Multi-Year Funding Model provided an initial allocation of "just" \$650,000 less than forecasted expenditures for the year, and a final allocation equal to the year-end actual net expenditures of \$39,664,761.

However, because service volumes had declined somewhat since the "base-year" of 2003-4 used in the first year of the new Funding Model, the agency was aware that the funding allocation in 2006-7 would be reduced accordingly, and that a shortfall of as much as \$3.7 million could occur. In order to offset this potential funding shortfall as much as possible, during the fall and winter, the agency implemented actions to scale back staffing and group care programs particularly in its residential services, where the most significant service volume reductions had occurred. These reductions achieved savings of approximately \$1.5 million on an annualized basis.

The work of the agency would not be possible without the support of the community around us in a very broad

- ❖ In keeping with predictions last year, the number of adoptions completed dropped from the very high figure of 70 in 2004-5 to 59 in 2005-6. Last year's total was exceptionally high due to the completion of a small backlog of adoptions waiting to proceed to court for finalization.
- ❖ Countering the trend of small declines in volume observable in the other services, foster home resources increased in 2005-6 by 7% to 305 homes. This is a welcome achievement in light of the renewed emphasis in Transformation of placing children and youth in family-based care as opposed to group care.

The directions of Transformation have been developed with substantial input from the province's children's aid societies and are very much supported by the field as ones that will contribute significantly to better outcomes for children and families. The key directions of Transformation, which will affect services to children and families, Differential Response, Permanence and Alternatives to Court, are very compatible with changes that the agency has been pursuing locally in its service delivery model, beginning with our Future Search Conference in 2001, in which many of you participated. Our attempts to capture the blending of the agency's Model of Service directions with the directions of Transformation are represented in the chart included in this Annual Report.

Because of the broad scope of the Transformation directions, the need for amendments to the Child and Family Services Act (including regulations, standards and policy), and the necessity of funding to support the directions, implementation of Transformation will take place in phases throughout 2006-7 and 2007-8. For this reason, the focus of the agency's work to date has been in two directions: small-scale re-deployment of current resources to build some foundations in readiness for larger initiatives as Transformation moves forward, and planning for further development of those initiatives, as well as for new initiatives that are dependent on legislation, standards, policy and funding. During 2005-6, "foundations" that were built or extended included:

- ❖ Delivery of support programs to parents, pre-school and school-aged children (Making the Connection, Play and Learn, Incredible Kids, and Tools for Change) was expanded to six community-based settings, two Early Years Centres and four Neighbourhoods equally divided between Kitchener and Cambridge. (Programs are co-delivered by staff of the agency and staff of the hosting organization and serve families already working with Family and Children's Services as well as families who need similar supports because their children are at risk.)
- ❖ Creation of the Adolescent Team (a team that specializes in providing comprehensive service to families experiencing difficulties in caring for an adolescent from intake through to residential care).
- ❖ Launching of the Family Violence Team. This team works in close collaboration with a variety of other community services key to Family Violence response, including Anselma House, Waterloo Regional Police and the John Howard Society. As with the Adolescent Team, the Family Violence Team serves families continuously from Intake onwards in as many cases as possible. During 2006-7, we are planning to co-locate some of our Family Violence Team members with The Waterloo Region Family Violence Project, based at Catholic Family Counselling Services.
- ❖ Establishment of a new model of residential program at our Langford residence in Waterloo, which engages the families of the residents in the day-to-day program of the home and which provides counselling and supports directly to the families with the goal of enabling the children and youth in the program to return to their families as soon as possible and to remain at home successfully.

These developments share certain things in common that are consistent with the intent of both Transformation and the agency's Model of Service: they seek to provide a more substantial, relevant

sense. At the highest level, it is very clear that the Ministry corporately and regionally, particularly the Child Welfare Secretariat, has invested enormous efforts in re-thinking and re-designing Child Welfare services to provide stability and care to children, no matter where they are best cared for, thereby producing better outcomes at a more sustainable cost in the long-term. The support and involvement of the local community in the work of Family and Children's Services continues to grow and remains vitally important to the families and children we serve. The community continues to yield a strong contingent of foster parents who provide homes for our children; the community provides volunteers who form the backbone of our transportation program, who tutor children to help them catch up with their education, and who fulfil multiple other roles; the community, from companies, to service clubs, to many individuals gives generously through our Foundation to causes for which we seek financial assistance – for example, scholarships that provide older youth with the opportunity to undertake a college or university education (15 in 2005-6), camps, emergency help for families, grants to pilot new programs and much more. A growing number of partnerships with community agencies, both formal and informal, is helping us to make services more accessible and to make them available in forms that are more readily acceptable to service users. We are very grateful indeed for a very supportive community and we thank you for all of your efforts in support of our children.

Within the agency itself, to each of our staff, foster and adoptive families, to our volunteers and Board Members, a hearty thank you for your dedication and commitment in striving to make our services ones that truly help children and families towards better futures.

Leanne Way
LEANNE WAY,
President

Peter G. Ringrose
PETER G. RINGROSE,
Executive Director



Our report a year ago anticipated much planning activity in the year ahead as the Ministry revealed more details of the various change directions included in its Child Welfare Transformation initiative. We have not been disappointed! Two thousand and five-two thousand and six has indeed been the year of planning, as virtually every service of the agency has been actively engaged in thinking through how best to translate the intent and spirit of the Transformation directions into action at the local level – all with the goal of better serving our children and families.

The overriding goal of Transformation has been articulated by the Ministry as creating "an effective, sustainable system that protects children at risk of maltreatment and improves their quality of life." In seeking to correct some of the imbalances that resulted from the earlier Child Welfare Reforms, Transformation strives to ensure protection for children at risk of serious harm, while strengthening the capacity of families and communities to provide stable, nurturing care for their children, and to do so with the help of child welfare services that operate in an accountable, and financially sustainable manner.

