



Highland Shores
CHILDREN'S AID
Protect Care Empower

ANNUAL REPORT 2022-2023

*Every young person deserves
an amazing childhood.*



Message from the Executive Director & Board President



Tami Callahan, Executive Director &
Anne-Marie Burrus, President of the Board of Directors

This year began with a sense of excitement as we celebrated our 10th anniversary. We launched our social media platforms in honour of the milestone and have been active on those platforms to educate the public about the good work we do every day and highlight our staff, foster parents, volunteers, and board members, as well as our many community partners with whom we work.

As we began to return toward a post-pandemic workspace, our board and staff continued to make adaptations to the way we worked and came together. The Board of Directors held an in-person board retreat in April and have continued to meet in person at times over the year in keeping with public mandates. The Board of Directors has been actively reviewing its Strategic Plan which will be renewed this coming year. Additionally, the Board has been actively

revising its by-laws to become compliant with the Ontario Not-for-profit Corporations Act, 2011.

Our staff group came together for the first time in over two years for an in-person meeting in September. It was a great day with many new and previous acquaintances being rekindled.

The realities of the impact of the global pandemic on those most vulnerable children, youth and families in our communities is significant. Never has the work of the Society, and all social service, health care, education institutions, and our relationship with The Children's Foundation been more relevant and necessary. Our staff, foster caregivers, volunteers and board members are committed to providing our mandated services in conjunction with our Ministry and community partners as we strive to achieve better outcomes for the members of our community.



Land Acknowledgement

THIS IS HOW WE BEGIN EACH BOARD AND STAFF MEETING AT THE SOCIETY
FOLLOWED BY A PERSONAL REFLECTION

"I would like to begin this meeting by acknowledging the original custodians of this land and pay my respect to the Elders – past, present and future – for they hold the memories, the traditions, the culture, and the hopes of Indigenous peoples and future generations.

Highland Shores Children's Aid and its many affiliates operate on the traditional territories of many Nations and look forward to continuing our respectful relations with the First Nations, Métis and Inuit Peoples in the spirit of reconciliation.

We want to acknowledge the traditional Indigenous Territories on which each of our Children's Aid offices currently stand and specifically recognize the Anishinabek, Huron-Wendat, Haudenosaunee (Iroquois), Ojibway/Chippewa and Métis people. We will continue to work

diligently with our First Nation Communities of the Mohawks of the Bay of Quinte (Tyendinaga), Alderville First Nation, Hiawatha First Nation and Curve Lake First Nation to ensure the safety and wellness to the children and families.

Making a Land Acknowledgement is especially important in Child Welfare as part of the initial steps necessary for reconciliation and beginning the journey to rectifying wrongs committed against Indigenous Children in care and the families from which they were taken. This is an important step in the positive direction of anti-racist and anti-oppressive child welfare practice.

We wish to pay respect to Turtle Island, Mother Earth and the rich Indigenous history of Ontario and it is with humility that we make this acknowledgement."



Little Bluff, Prince Edward County

Photo Credit: Leslie Smail-Persaud

Vision

We seek to build trusting, engaged, and collaborative communities in which the lives of children and youth are enhanced; families are strengthened; and staff, foster families, caregivers, and volunteers feel valued.

Mission

To enhance the lives of children and youth by empowering families and building engaged communities of support.

Four Strategic Directions



Highland Shores CAS Equity Statement

At Highland Shores Children's Aid we believe equity, diversity and inclusion is about creating a culture that embraces the uniqueness of individuals and is representative of communities we serve.

We know that when individuals are stronger our communities are stronger.

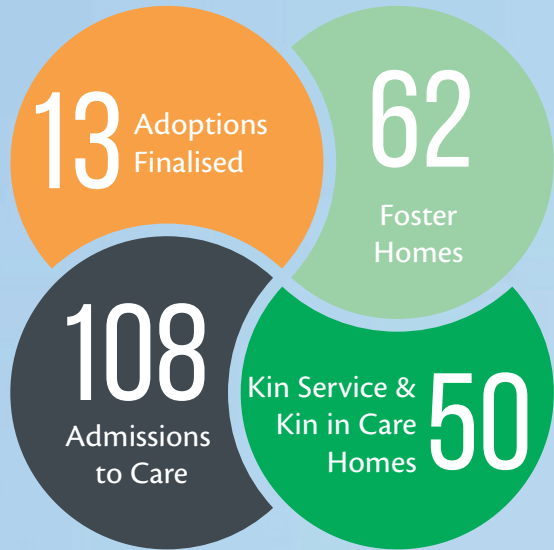
We are committed to working to ensure that those we work with and those who work with us are treated fairly and provided with opportunities and resources to reach their full potential.

Our commitment to protect, care for, respect, and empower each other by using anti-racist and anti-discriminatory learning and practices is demonstrated when we think, speak and act with humility and respect.

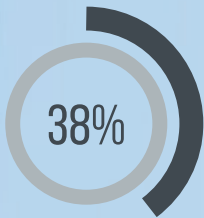
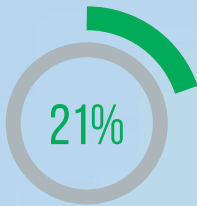
HSCA advocates for systemic change to ensure equitable service delivery.



By The Numbers



Families requiring ongoing service after assessment completion



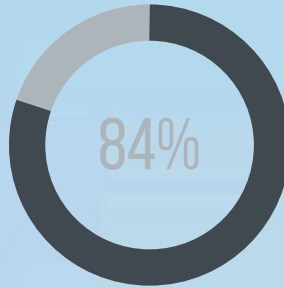
Family Service Ongoing Cases open with primary reason of caregiver capacity



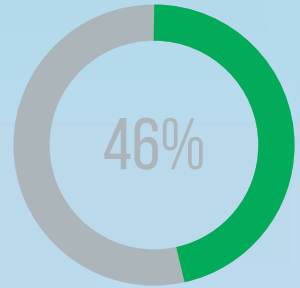
*FS - Family Services | CS - Children Services

Overrepresentation of Black and Indigenous families/individuals remains a problem in the child welfare sector. Indigenous families/individuals are overrepresented in receiving HSCA services when compared to Census data. 13% of case members in Family Service Ongoing cases are identified as Indigenous and 15% of children in care, at March 31 2023.

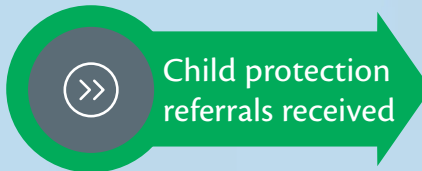
Children in youth care or supported **219**



Children and Youth in care age 17 and under residing in family based care



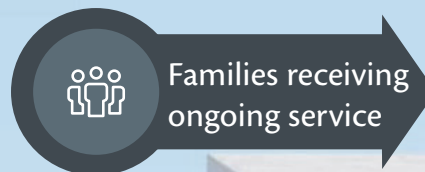
Children and Youth in care or supported, age 18 plus



3044



125



287



Cobourg

Photo Credit: Kody Kearns

Volunteer Spotlight



Lorrie Haisma

Lorrie is in her fourteenth year as a Volunteer Driver with the agency! She has made it known that she loves to be as busy as possible in this role, and takes any drive requested that fits into her schedule.

Lorrie is always willing to take a drive on a weekend, an ongoing school run, or multiple runs per day, depending on the needs of the program. Lorrie's flexibility and great communication make her such an asset to the team.

2022/2023 Board and Community Members

Volunteering weaves us together, strengthening the fabric of our community by sharing our time, talent, and energy to support one another.

We estimated that over the last year, despite the challenges presented by COVID-19, our Board and Community members have collectively dedicated close to 500 hours of time to board and committee meetings alone. This doesn't take into account the time spent preparing for those meetings, or OACAS commitments like participation on the OACAS Board, Child Welfare Leadership meetings, or the Governor's Council. We recognize this significant contribution and are extremely grateful for it.

We are grateful to our volunteers who give so generously of their time because they believe in the work we do, and value the children, youth and families we serve. This year, as we continue to move forward in operationalizing our Strategic Plan, finalizing revisions to our By-Laws, and working to keep our newly developed Equity Statement at the forefront of decisions, we look forward to their guidance and leadership as we work to ensure the best possible outcomes for the children, youth and families we serve.



J.J. Kelso Award Winner



At our September 2022 Annual General Meeting, the Board of Directors selected Ann Dafoe as the J.J. Kelso Board Award recipient for her work as a Foster Parent for nearly 50 years.

J.J. Kelso is recognized as the founder of Children's Aid Societies in Ontario. The Board of Directors established an award in Kelso's name to recognize outstanding contributions in the field of child welfare in our community.

This Board award can be given to individuals, groups or organizations and may include staff, Board or other volunteers, foster or adoptive parents and caregivers, and other external parties, i.e. service clubs, community members or organizations. The Board looks for significant achievements or impact in the progressive development of child welfare in Prince Edward, Hastings and/or Northumberland Counties.

Ann has fostered over 200 children and has provided permanency to a number of those children.

She has maintained many significant relationships with former wards and their families. She was a family support worker for some of the families she fostered for (before our current program existed), she created the local foster parent association and the advocate program, she has been a foster parent mentor, she was on the executive of the Foster Parent Society of Ontario and the Eastern Zone for a number of years, she has been on countless foster parent committees, and she is and will continue to be a PRIDE trainer (orientation training for new resource families).

Ann has been an active foster parent recruiter and has engaged in numerous public speaking engagements to promote fostering. She has been interviewed a number of times on the radio, the centre of radio promotional ads and has also been featured on a billboard.

In 2012, Ann received the Foster Parent of the Year award. In September of 2014, Ann received a lifetime achievement award at the FPSO conference. In 2019, Ann was the recipient of the Board of Directors award at Highland Shores.

ANN DAFOE IS
A SHINING EXAMPLE
OF LEADERSHIP IN CHILD
WELFARE!
~SYLVIA PEARSALL

In her letter of support, former Highland Shores CAS staff member, Sylvia Pearsall, said, "Why is Ann so successful in all these roles?

"As busy as she is, Ann always takes time to listen. She is an empathic person, and she is not quick to draw conclusions. Ann was truly a great person to have at my side during my career as a CSW, Resource Worker and Resource Supervisor.

We worked together through some trying events and shared many good times. Ann Dafoe is a shining example of leadership in child welfare!"

Experiences

FROM SERVICE RECIPIENTS, STAFF FOSTER PARENTS, VOLUNTEERS

When asked about reaching out for help, one service recipient said, **"It's never scared me. Pride is a big thing for some people, but when we can't do it alone anymore, reach out. The services are there to help. In our experience, there was always trust and respect. It felt that the workers took it personally"**

~Service Recipient

When the worker noted that the family seemed more relaxed with one another, the service recipient said, **"You guys taught us a lot – we're not always right, we're not always wrong and we need to listen to everybody... what works today may not work tomorrow. Flexibility is important."**

~Service Recipient

I feel fortunate to have had the opportunity to work in various areas of our organization over the years: Family Services, Youth Services, Disclosure and Records Management. This has allowed me to challenge myself and learn new skills.

~Staff

When speaking about her worker, one Service Recipient said, **"She believed in me when I was in the worst place in my life."**

I've worked at Highland Shores CAS for over 20 years. In the beginning I wanted to work for an agency that helps children and families. One of the reasons I have stayed all these years is because the staff here are like my second family.

~Staff

Be the positive change in a child/youth's life. You can foster - all you need is an empty bed and a big heart. Be a positive role model to our community, become a foster parent today. My husband and I foster to hear the laughter of our youth, give the child a space to heal and grow. We have become more understanding and compassionate and have gained patience from many situations.

~HSCA foster parent

Being a HSCA Board member has given me the opportunity to contribute to the well being of some of our most vulnerable children. Working alongside a group who are very thoughtful about the issues and really care about the decisions that are made has been very rewarding.

~Volunteer Board Member

When I think about my past 14 years working for Highland Shores, there are many things that I am proud of and grateful for: the strength and resiliency that I have seen in so many families and youth that I have worked with and the connections that I have made with community partners.

~Staff

Bancroft

Photo Credit: Keri Musclow

Being Social

We began using social media in March of 2022 (Facebook, Instagram and LinkedIn). We are following many of our community partners and spreading the word about the good work we are all doing.

Some various themes/topics we've highlighted are: Signs of Safety; Dress Purple Month; Myth vs Fact, Did You Know, Employment Opportunities; Equity, Diversity, and Inclusivity; Board/Staff intros; National Kin Week; and Fostering.



134
FOLLOWERS

293
POSTS

1874
REACH

48K
IMPRESSIONS

www.facebook.com/highlandshores.cas



183
FOLLOWERS

261
POSTS

628
REACH

www.instagram.com/highlandshores.cas



75
FOLLOWERS

156
POSTS

1500
REACH

www.linkedin.com/company/highlandshores-ca



Our Financials

FINANCIAL REPORT FOR THE YEAR ENDED MARCH 31, 2023
EXTRACTED FROM AUDITED FINANCIAL STATEMENTS

	2022/23	2021/22 Restated
REVENUE		
Province of Ontario Child Welfare	\$38,300,630	\$35,835,197
Other funds	391,253	339,922
TOTAL REVENUE	\$38,691,883	\$36,175,119
EXPENDITURES		
Salaries	\$17,202,222	\$17,706,545
Benefits	5,579,186	5,681,832
Travel	888,414	716,388
Training and recruitment	186,164	185,056
Building occupancy	1,256,737	1,238,869
Purchased services non-client	497,350	287,866
Program expenses	25,117	15,649
Boarding	8,256,306	6,113,478
Professional services client	416,697	379,857
Client personal needs	802,679	640,815
Targeted subsidies	818,718	777,569
Health and related	268,639	265,461
Financial assistance	585,524	242,255
Promotion and publicity	26,225	24,029
Office administration	307,800	355,716
Miscellaneous	896,945	748,553
Technology	904,973	748,519
Other funds	383,715	359,398
Amortization	297,694	310,702
TOTAL EXPENDITURES	\$39,601,105	\$36,798,557
Expenditure recoveries	-263,731	-208,498
Non-retainable revenues	-867,341	-632,114
NET EXPENDITURES	\$38,470,033	\$35,957,945
SURPLUS / (DEFICIT)	\$221,850	\$217,174