

Highland Shores Children's Aid Society (HSCA)

Annual Review 2022-2023
and
Business Plan 2023-2024

Our Mandate

- Per s.35 of the Child, Youth and Family Services Act, 2017,
 - (1) The functions of a children's aid society are to,
 - (a) investigate allegations or evidence that children may be in need of protection;
 - (b) protect children where necessary;
 - (c) provide guidance, counselling and other services to families for protecting children or for the prevention of circumstances requiring the protection of children;
 - (d) provide care for children assigned or committed to its care under this Act;
 - (e) supervise children assigned to its supervision under this Act;
 - (f) place children for adoption under Part VIII (Adoption and Adoption Licensing); and
 - (g) perform any other duties given to it by this Act or the regulations or any other Act.

Content

- Slides 4 – 6
 - Year end 2022-2023 actual financial results compared to fiscal year 2022-2023 Child Welfare Budget;
 - Slides 7 - 9
 - Planned Service Activities of our Business Plan and linkages to Child Welfare Modernization and the Highland Shores 2018-2023 Strategic Plan;
 - Slide 10
 - Child Welfare Expenditure Budget for fiscal year 2023-2024;
 - Slides 11-13 Statistical Data
- * Financial data is derived from Audited Statements

Highland Shores CAS	2022/23	2022/23	2022/23
			Variance Better (Worse)
Condensed Income Statement	Actual	Budget	
	March 31/23	March 31/23	March 31/23
Salaries & Benefits	\$ 22,850,413	\$ 23,685,000	\$ 834,587
Travel, Training & Recruitment	1,074,578	1,002,000	(72,578)
Boarding Costs	8,256,306	7,376,350	(879,956)
Client's Needs	2,917,375	2,401,005	(516,370)
Administrative & Operations	4,333,028	4,790,200	457,172
Revenue & Recoveries	(1,131,070)	(709,760)	421,310
Net Expenditures	\$ 38,300,630	\$ 38,544,795	\$ 244,165
Total Funding	\$ 36,604,274	\$ 36,549,090	\$ 55,184
Surplus / (Deficit)	\$ (1,696,356)	\$ (1,995,705)	\$ 299,349
Balanced Budget Fund Usage	\$ 1,696,356	\$ 1,995,705	

Actual versus Budget 2022-2023

- An organizational staffing re-structure, unexpected retirements and vacancies contributed to an overall savings in salaries and benefits over budget. Recruitment continues to be an ongoing challenge in the field.
- We experienced significantly higher boarding costs as there were more children and youth brought into care that had special needs and/or required higher cost placements.
- Also, chronic housing shortages or access to traditional boarding placements resulted in more financial strains on the agency to meet needs of the children and families we service.

Actual versus Budget 2022-2023

- A few repair, maintenance projects and technology upgrades were deferred to next year.
- Unexpected revenues and recoveries contributed to a net positive variance over budget in that area.
- As a result of the accumulated surpluses built up from prior years, the agency was able to offset its deficit of expenditures over funding using the Balanced Budget Fund (BBF). The BBF fund was reduced by the amount forecasted, so \$1.9M leaving \$1.1M available for future years.

Service Activities & Link to 5 Pillars of Modernization

	1. Child Youth & Family Community Well Being	2. Quality of Care	3. Strengthen Youth Supports	4. Improving Stability and Permanency	5. System Accountability & Sustainability
Children in Need of Service	X			X	X
Kinship/Network Development and Early Family Finding	X			X	X
Support Programs - PEP/CYW/YS/IL	X	X	X	X	X
Foster Homes – Respite				X	X
Additional Services from Therapeutic Family Care Program (Clinical Support Service)					X
Support Mental Health and Addictions	X		X		

2023-2024 Budget Expenditures

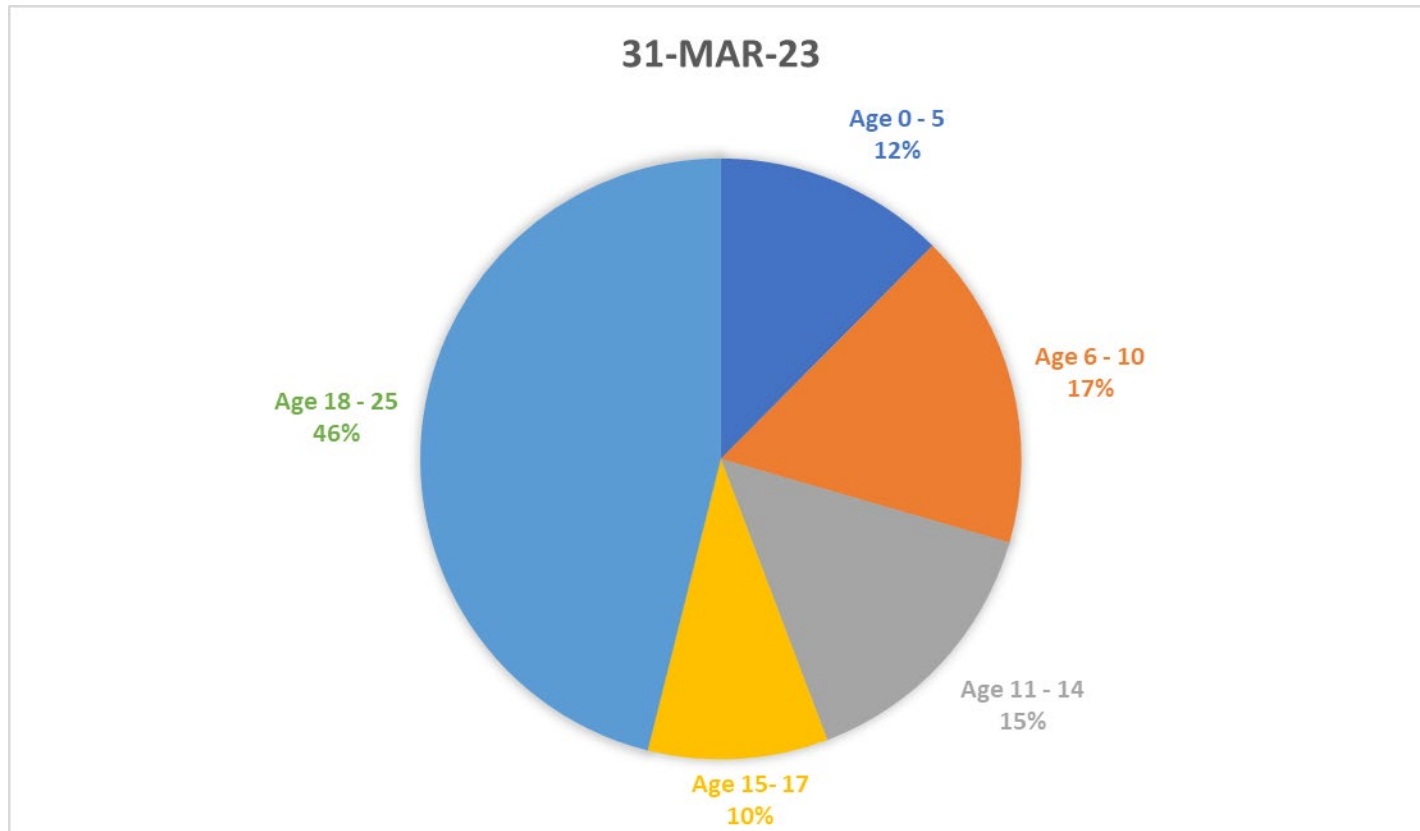
- 2023-2024 Budget is projected to be another year with a deficit of expenditures greater than funding, which will be offset by drawing down on the remainder of the Balanced Budget Fund.
- We anticipate that the demographics of the ages of children/youth in care will significantly change by the end of 2023/24 (see graphs on slides 11,12).
- With the newly implemented Ministry “Ready, Set, Go” program and mandate, the children over 22 years old will leave care and no longer be eligible for financial assistance.

2023-2024 Other Budget Activities to Support Strategic Plan

- When opportunities arise, the agency will opt for shared services/costs with other Child Welfare agencies or collaterals.
- Financial support for a dedicated staff position at Adult Mental Health & Addiction will be funded by a Trillium Grant in 2023/24.
- As the funding is still following the current Ministry model, the agency will continue to work toward reducing expenditure to match the funding decreases.

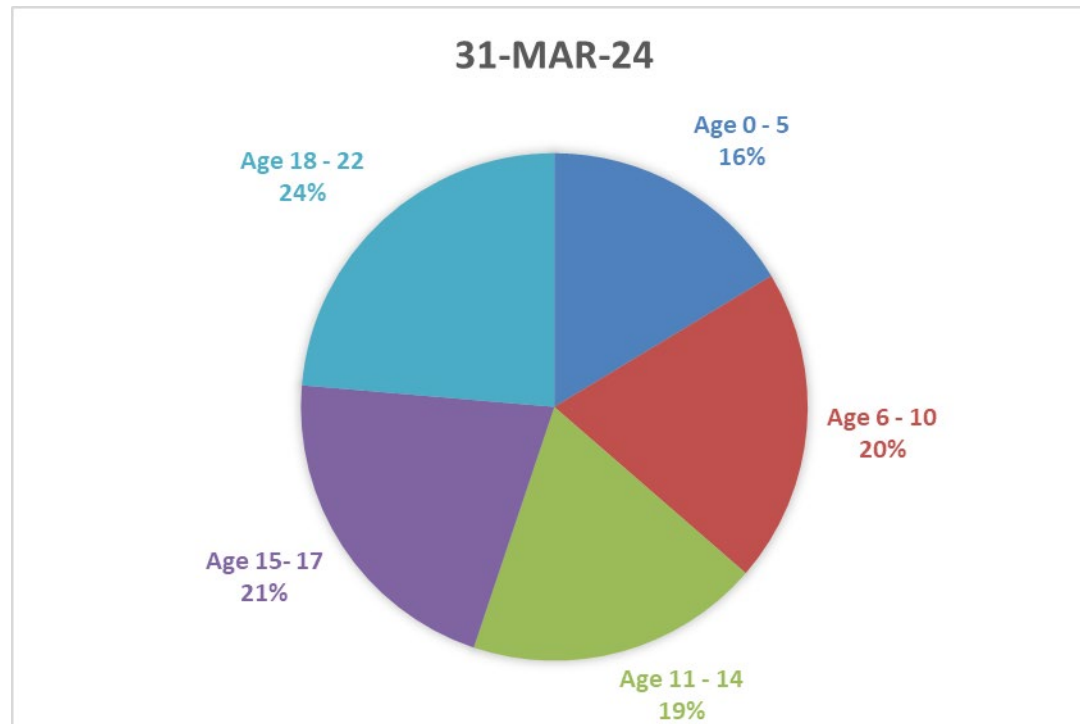
Highland Shores CAS	2023/24
Condensed Income Statement	Budget
Salaries & Benefits	\$ 21,295,810
Travel, Training & Recruitment	1,021,000
Building Occupancy	1,702,104
Professional Services Non-Client	365,767
Boarding Costs	8,105,719
Client's Needs	2,927,995
Administrative & Operations	1,530,703
Technology	993,100
Revenue & Recoveries	(1,139,966)
Net Expenditures	\$ 36,802,232

CIC by Age at End of 2022/23



Age 0 - 5	Age 6 - 10	Age 11 - 14	Age 15 - 17	Age 18 - 25	Total
27	37	32	22	101	219

Projected CIC by Age at End of 2023/24



Date	Age 0 - 5	Age 6 - 10	Age 11 - 14	Age 15- 17	Age 18 - 22	Total CIC
31-Mar-24	27	33	31	35	39	165

Highland Shores Child Welfare Budget						
Statistics at End of Period		2022/23 Actual	2022/23 Budget	Variance to Budget More (Less)		2023/24 Budget
<i>Family Services</i>						
Investigations Open		226	269	(43)		226
Ongoing Cases Open		287	297	(10)		285
Total Protection Cases		513	566	(53)		511
<i>Children Services</i>						
Children in Care (Ministry reported)		219	213	6		165
Other Society Wards		13	8	5		8
All Children in Care		232	221	11		173
Foster Homes Available		62	79	(17)		61
Kin Homes Available		6	10	(4)		7
Kin Service Homes Available		44	53	(9)		46
Adoptions Finalized		13	14	(1)		12