



## Chair's and Executive Director's Annual Report for 2025 / 2026

### Welcome to the 2026 Annual General Meeting of Family & Children's Services of St. Thomas and Elgin.

As we pause to reflect on the past year, we recognize that protecting children and youth, strengthening families, and supporting communities is demanding and very meaningful work – work we cannot do alone. Our dedicated staff, Board of Directors, alternative caregivers, volunteers, and community partners have consistently demonstrated a steadfast commitment to promoting safety, enhancing well-being, and supporting the people and communities we serve; we are extremely grateful and humbled by the selfless efforts of those we [Walk Alongside](#) in the service of our community.

This past year presented both challenges and opportunities, for our organization and the broader child welfare sector. New legislation, increased service and administrative requirements, growing complexity of needs, and unprecedented financial pressures required concession, thoughtful decision-making, and responsible resource management – it was a demanding year and we did our utmost to balance priorities and meet changing needs. Despite these challenges, our mandate remained clear: ensuring that children and youth are safe, supported, and connected to the people and places that matter most to them – to their families, friends and communities. Below are some of our outcomes and accomplishments from 2025.

We finished the year with 44 children and youth under 18 in Society care, with 96 receiving out-of-home care when including Kinship, Customary Care, Ready Set Go, and Volunteer Youth Services. This represents a modest 7.5% increase over the five-year average of 89, and still below pre-pandemic levels. We maintained a monthly average of 168 open family files, up slightly from 156 the previous year and 19% above our five-year average of 141. While volumes remained relatively stable, complexity of needs continued to grow and service gaps widened as families faced increased economic strain and limited access to the supports and services children, youth and families need, not only in Elgin but across social service sectors and the province.

Despite systemic challenges, we upheld our commitment to service excellence and to [Be Accountable](#), as evidenced by strong service outcomes and excellent results on Ministry audits, compliance reviews, and service reporting requirements. We received a full Residential Foster Care License without conditions; achieved 94% for safety, 100% for permanency, and 89% for well-being on the Extended Society Care Review, while averaging 98% compliance on mandatory Standard Quality Improvement Plan Reports. Compliance is the first step in providing efficient and impactful services, positive feedback and commendation from ministry auditors, service users, and community partners affirmed that responsive and effective social work followed - and the outcomes were convincing. We could not be more proud of our team for their professionalism, hard work, and dedication to our mandate and community—they always go above and beyond, this year was no different—Well done!

Stagnant funding and escalating boarding costs resulted in an operational deficit of \$1.89 million this year, our first year without a balanced budget fund to offset shortfalls. While a majority of expenditure lines have remained steady or decreased over the past three years, including salaries and benefits despite a 6.5% increase, escalating boarding costs across the province have left a majority of child welfare agencies with in-year deficits and/or historical debt, including Elgin this year. Boarding costs was our primary deficit driver— our only deficit driver - with increases of 47% (\$1.5 million) in 2025 and 106% (\$2.5 million) over the past three years, accounting for our entire deficit. We continue to respond, both internally and through partnerships.

Education remained a key priority this year, reflecting the vital role it plays in supporting positive life outcomes for young people and our commitment to [Do the Right Thing](#). Through the determination of children and youth, and the support of their team—including our Education Liaison and tutors—we are seeing meaningful progress. Graduation rates continue to rise across all levels, providing hope and inspiration to the students and their peers that academic success is achievable. At the end of 2025-26, staff were preparing twelve youth for post-secondary studies in September – by far our highest number to date. As more young people pursue education and training, it is rewarding to see their continued growth and the pride they take in their achievements, no matter how big or small. Our Education Success Night was especially inspiring this year, thank you to the Elgin's Children Foundation for sponsoring the event and for its continued support of the children and youth of Elgin.

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Community development and collaboration remained at the forefront as we partnered to establish essential, locally driven supports and services — by Elgin for Elgin. Through our partnerships with Community Living Elgin and Regional Support Associates, a licensed residential home opened in Aylmer to serve young people with developmental and intellectual disabilities. This initiative enabled the repatriation of two youth with complex needs and supported a third in transitioning to the adult developmental services sector in a safe and seamless manner. This achievement reflects two years of coordinated effort; the work continues as we advocate to expand services and other agencies look to the Elgin model for their communities—Elgin [leading the way](#).

We strengthened service integration by engaging Wellkin Child & Youth Mental Wellness to provide a dedicated staff to support improved communication and service delivery for shared service users. In partnership with St. Thomas Elgin General Hospital, FACS initiated a coordinated community mental health and addictions response workgroup, bringing together local organizations to advocate and build collaboratively in support of infants, children, youth, and families across the St Thomas and Elgin community— working to fill service gaps and localize services. This work will be vital for our community moving forward.

We are exceedingly proud of our staff, alternative caregivers, Board of Directors, volunteers, and engaged community partners. Their dedication, professionalism, and authentic care for others continues to make a meaningful difference in the lives of children, youth and families. Whether protecting children, supporting families through difficult circumstances, helping prepare youth for independence, or working collaboratively with community partners and ministry stakeholders, their work represents the very values of our organization— to [Be Accountable](#), [Journey Together](#), [Do the Right Thing](#), and [Walk Alongside](#).



Lindsay Rice  
Chair of the Board



Brian Flint  
Executive Director



## FAMILY & CHILDREN'S SERVICES STATEMENT OF OPERATIONS YEAR ENDED MARCH 31, 2026

### REVENUES

Ministry subsidies	\$12,261,334	95.7%
Children's special allowance	409,631	3.2%
Maintenance and other	136,788	1.1%
<b>TOTAL REVENUES</b>	<b>\$12,807,753</b>	<b>100.0%</b>

### EXPENSES

Salaries and wages	\$ 6,300,083	42.9%
Boarding rate payments	4,797,647	32.6%
Employee benefits	1,625,856	11.1%
Adoption subsidies	514,584	3.5%
Building occupancy	270,615	1.8%
Technology	92,393	0.6%
Travel	214,425	1.5%
Liability Insurance and dues	159,400	1.1%
Office administration	98,553	0.7%
Clients' personal needs	324,631	2.2%
Health and related costs	91,495	0.6%
Training and recruitment	42,979	0.3%
Purchased services - non-client related	54,624	0.4%
Purchased services - client related	112,122	0.8%
Promotion and publicity	4,242	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 14,703,649</b>	<b>100.0%</b>

**MCSS SURPLUS (DEFICIT) YEAR ENDED MARCH 31, 2024** (\$1,895,896)

## FACS Elgin Board of Directors 2025—2026

Left to Right, Top to Bottom: Ashton Bossuyt, Lyndsay Collard (Secretary), Donna Good (Treasurer), Samantha Hart-Pace, Jan Maguire, Lindsay Rice (Chair), Nora Sanders (Vice Chair), Natasha Thompson, Craig Watkin, and Brian Flint (Executive Director)