Family and Children's Services OF FRONTENAC, LENNOX and ADDINGTON

Safety. Comfort. Hope. Together.

ANNUAL REPORT

2025-2026

Family and Children's Services
of Frontenac, Lennox and Addington

facsfla

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Land Acknowledgement

Family and Children's Services of Frontenac, Lennox and Addington honours and celebrates these traditional lands as a gathering place of the Original Peoples and their Ancestors. We recognize the longer history of these territories that predates the establishment of the European Colonies. We recognize since time immemorial the roots of the Anishinaabe and Haudenosaunee in these territories and the significant contributions of all Métis and First Peoples from other Nations across Turtle Island that have been and are here today. Indigenous Nations of Turtle Island have had unique practices, values, approaches, and knowledge around raising healthy and thriving children and youth. We acknowledge these practices and the strength and resilience of Indigenous families, communities, and Nations. We recognize the Colonial approach to child welfare causes harm to all Indigenous Peoples and communities, and we are open to continuous learning as we strive to change this approach with humility, authenticity, and honouring spirit.

Message from the Board Chair and Interim Executive Director

Dr. Sarosh Khalid-Khan
Board Chair

As we reflect on the 2025–2026 fiscal year, we do so with deep gratitude for the people, partnerships, and shared commitment that carried *Family and Children's Services of Frontenac, Lennox and Addington* through a year of sustained service, organizational change, and purposeful progress. It was a year that asked much of the organization: steadiness in the face of sector pressures, responsiveness to evolving community needs, and courage to continue strengthening how we serve children, young people, and families across KFL&A.

Tina Tom
Interim
Executive Director

This work was firmly grounded in the organization's strategic pillars: *Equitable Service Delivery*, *Team Investment*, *Collaborative Community Response*, and *Financial Sustainability*. Together, these provided a clear framework for decision-making and helped ensure that daily practice remained connected to the organization's broader vision. Through cultural services, equity and community engagement, protection and prevention work, and out-of-home services, we continued to strengthen our role as a community-centred organization committed to accountability, inclusion, and responsive service.

Within this broader context, we acknowledge with sincere appreciation, *Amanda Colacicco's* leadership as Executive Director from 2023 to 2026, a period that included the development of FACSFLA's current five year strategic plan centering Equity and Truth and Reconciliation. Amanda's tenure reflected thoughtful governance support, relationship-building, innovation, the importance of FACSFLA's agency culture, employee wellness and belonging, and a clear commitment to service excellence, providing a strong foundation for the organization's continued progress.

The organization welcomed *Msenwa Mweneake* into the Executive Director role on September 14, 2026, and affirms the leadership approach he has shared: decision-making grounded in firmness, kindness, and support. Msenwa brings a deep commitment to equity, identity, community connection, and inclusive leadership. Firmness provides clarity, consistency, and accountability. Kindness keeps people, relationships, and dignity at the centre. Support ensures that staff and leaders are not only asked to meet expectations but are equipped and encouraged in doing so. This balance is essential as the organization continues to respond to complex service needs, system pressures, and opportunities for transformation.

The organizational focus in 2025-2026, year two of FACSFLA's strategic plan, was *"Letting Our Strategic Changes Take Root"*, as FACSFLA understands that children, young people, and families are best served when systems work together with humility, creativity, and shared responsibility. In 2025-2026 the FACSFLA Team continued to deepen our commitments to Truth and Reconciliation and Equity-informed practice as a reminder that these are not separate initiatives; they must be woven into how services are designed, delivered, reviewed, and improved.

FACSFLA invested in professional development and wellness for employees; reviewed and implemented a new protection model with the input, support, and guidance of a staff advisory council and collaborated with community partners to develop and implement the *Whatever It Takes* (WiT) protocol to ensure children and young people's complexity of needs are met.

Realizing the vision for *817 Division Street* as a hub in service to the community, the organization continues to invite community partners, service recipients, and employees to come together in a more integrated way. FACSFLA continues to navigate funding pressures, audit and review processes, changing provincial expectations, and the need to steward resources conscientiously for the future. These efforts help ensure that the organization can continue investing in prevention, early intervention, service quality, employee support, community partnerships, and responsive programs.

As we move forward under Msenwa's leadership, we do so with confidence in the strength of the organization, respect for the work already accomplished, and a shared commitment to continuing this work with firmness, kindness, support, and an unwavering focus on equitable, sustainable, and community-connected service.

As we close this annual message, we do so with sincere appreciation for everyone who contributed to the work of FACSFLA in 2025–2026. To FACSFLA staff and leaders: thank you for your dedication, skill, resilience, and care. To caregivers, volunteers, and community partners: thank you for walking alongside children, young people, and families with generosity and purpose. To the Board of Directors: thank you for your governance, stewardship, and commitment to the organization's mission. We are grateful for the year behind us, and we look ahead with resolve, humility, and hope for the work still to come.

Dr. Sarosh Khalid-Khan
Board Chair

Tina Tom
Interim Executive Director

Our Vision

FACSFLA upholds our responsibility to a community-wide vision of belonging, safety and well-being for children and young people within family, community and culture.

Our Mission

We support children, young people, parents, and families through advocacy and collaboration, walking alongside communities and partners to ensure that help is provided at the appropriate time.

We do this by delivering services from a child-centered, family-focused, and community-aligned approach, living our commitments to Truth & Reconciliation and equity through our actions.

Guided by its strategic responsibility to advance FACSFLA's vision and mission, and informed by organizational and community input, the Board of Directors established four strategic directions to support the agency's continued progress toward its long-term goals.

1 Equitable Service Delivery

We will reduce over-representation for Indigenous and equity-deserving children, young people, and families.

2 Team Investment

We will invest in building a healthy workplace with trusting, authentic engagement throughout the organization.

3 Collaborative Community Response

We will collaborate with partners towards service excellence through the local harmonization of social and community services to families.

4 Financial Sustainability

We will secure stable, flexible funding in order to invest in prevention and priority needs.

Strategic Direction 1

Equitable Service Delivery

Equity and Truth and Reconciliation consultations to re-direct to a more equitable and culturally focused prevention service pathway

Parenting and Learning on the Land expanded to include language revitalization

A Great Start for Families: Kahwà:tsire Ronwatiyenawá:se Centre provided early intervention, parenting supports, and community-based programming to help families access services before challenges escalate

Strategic Direction 1

Equitable Service Delivery

The 2025 Futures Fund awarded bursaries to 14 young people, totalling $29,100, including FNIM, Black/Afro-Caribbean, 2SLGBTQ+, and Kinship recipients

The Umoja Hub, French Language Services Hub, and community partnerships expanded opportunities for Black, Francophone, newcomer, and equity-deserving families to connect, learn, and thrive

Service framework supporting First Nations, Inuit and Métis child welfare self-governance

Strategic Direction 2

First Professional Employee Development cycle, strengthening expectations for performance, professional growth, and accountability

The 5th Annual Wellness & Appreciation Day, and an onsite mental health-focused Occupational Therapy support to strengthen workplace wellness

The 2025 foster care licensing outcome included a 97% compliance rate, a full licence with no conditions, and positive Ministry feedback, reflects the dedication, professionalism, and shared accountability of teams across the agency

Team Investment

Strategic Direction 2

Strengthened labour stability, employee relations, and organizational sustainability with 3 year collective bargaining agreement

Resource Services, Children's Services, Case Aides, Education Services, Youth Services, Family Visiting, Kin Finding, Adoption, and Operational teams advanced practice through licensing readiness, compliance improvement, education planning, enhanced foster parent supports, newsletters, and internal reviews

Major protection model realignment, using a structured and equitable process while maintaining service continuity and supporting employees through significant organizational change

Team Investment

Strategic Direction 3

Collaborative Community Response

Greater reliance on Indigenous Circle Facilitations, Alternative Dispute Resolution strategies, and Customary Care were used to resolve long-standing child welfare planning matters and reduce affiliated legal cases

Whatever It Takes Protocol, Clinical Pod Resources for young people with complex needs, YouthCAN planning, and Family Visiting Program review efforts helped build shared solutions, reduce isolation, and support children and young people being closer to their families, cultures, and communities

Partnerships in community spaces, collaboration with education partners, and community-based events brought together foster families, kinship families, customary caregivers, young people, and employees

Strategic Direction 3

Collaborative Community Response

Strengthened coordinated planning with provincial partners, local service providers, schools, community agencies, and caregivers enhanced opportunities for children and young people

Medical transportation work continued with Payukotayno James and Hudson Bay Family Services member communities, along with relocation planning related to environmental and infrastructure challenges

Strategic Direction 4

Financial Sustainability

Continued community advocacy for annualized funding for a Great Start for Families: Kahwà:tsire Ronwatiyenawá:se Centre to support prevention, early intervention, parenting supports, and community-based programming

Maximized leasing opportunities at 817 Division Street as a hub in service to the community

Grant applications to support both direct service and infrastructure needs

Strategic Direction 4

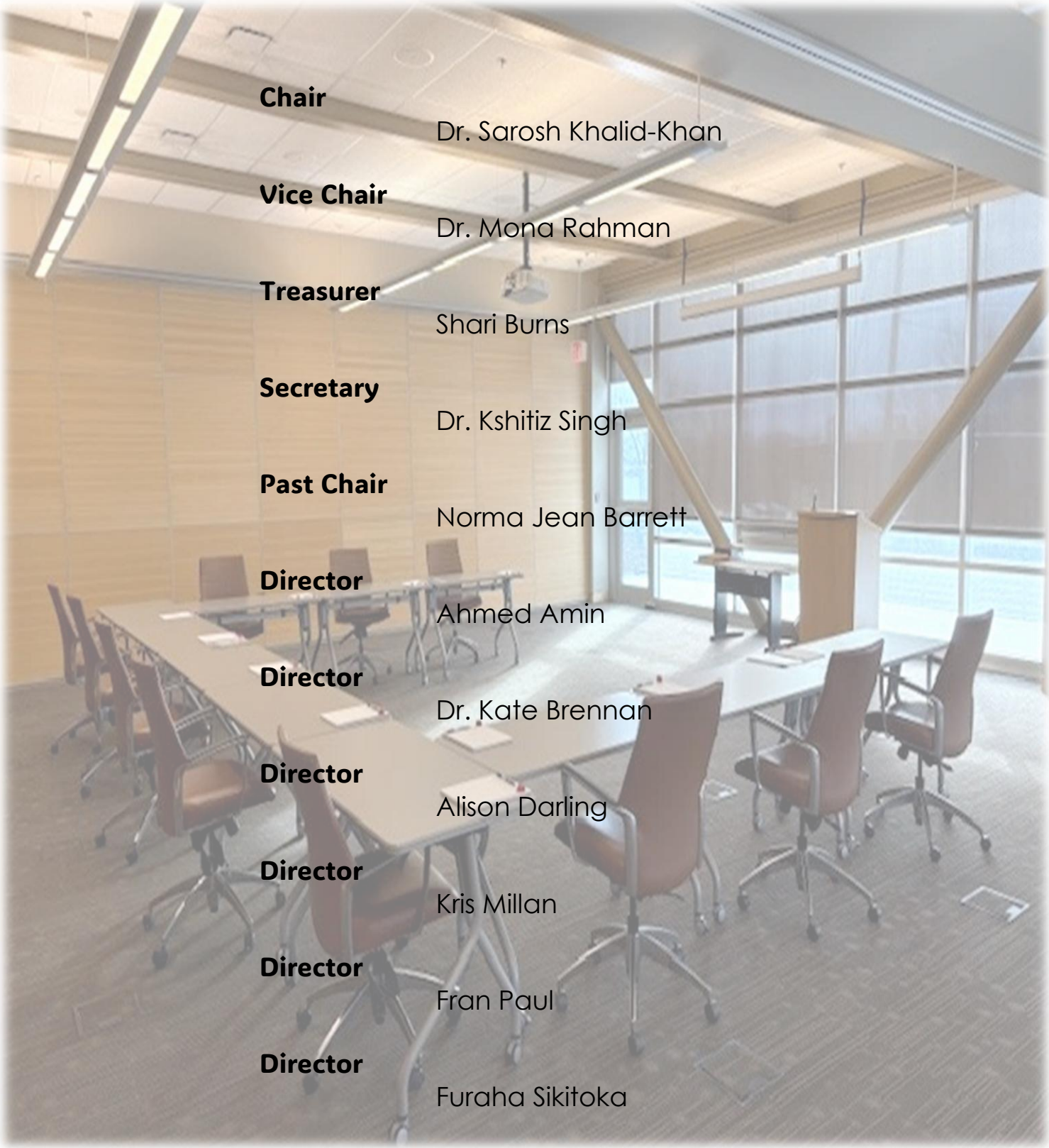
Focus on family and community-based care, review of complex placements to align service planning with quality outcomes and responsible stewardship. Successes demonstrate ability to respond to growing complexity while remaining focused on equity, people, partnership, and sustainability

Review and updating of all contracts for potential savings and efficiencies

Partnerships with provincial child welfare agencies for CPIN training and support, development of volunteer drive app, and redaction support

Financial Sustainability

Board of Directors
2025-2026



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By the Numbers

2025-2026

Protection Services	Investigations Opened	952
Protection Services	Ongoing Opened	198
Residential Days Care		59,053
Residential Services	CIC • RSG • VYSA	109
Residential Services	Kinship Admissions	83

Financial Summary

Operating Revenue

Province of Ontario	25,487,646
Other	2,719,960
Total	**28,207,606**

Operating Expenses

Salaries and Benefits	17,134,299
Boarding & Client Services	8,133,749
Administration	3,607,485
Total	**28,492,781**
Excess of Expenses Over Revenue (Deficit) Surplus	(667,927)

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Published SEP 2026