



FIVE-YEAR INTEGRATED OPERATING PLAN

2022 - 2027

March 2022

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INTRODUCTION

This document serves as the Integrated Operating Plan for the Catholic Children’s Aid Society of Toronto (CCAS) for 2022-2027. The term “Integrated Operating Plan” denotes the combination of 5 key areas into a single plan:

1. Strategic Directions
2. Service Volume Statistics
3. Human Resource Requirements
4. Programs, Initiatives and Pilots (PIPs)
5. Budget

This five-year plan for CCAS and builds on the 2021-2026 Integrated Operating Plan. This is meant to be a rolling 5-year plan that will initially cover the fiscal years from 2022-2023 through 2026-2027 and will be updated annually.

CONTEXT

Environmental Scan - External and Internal

There are **five** key themes to focus our attention, including those coming from the Environmental Scan presented to the Board of Directors in October 2020 that remain the same as last year.¹

1. Lower Service Volumes

We have seen declining volumes of work as a trend generally over the last several years, and which has been amplified due to COVID. This trend is expected to continue and be reflected in cases opened for service, our children in care numbers, as well as the mix of placement type. Our number of youths aging out of our care will be influenced by an anticipated policy change where it is expected it will be based on readiness vs. age. As a result of this policy and the current moratorium on discharges of youth 21+, we are forecasting that the number of young people in care may increase briefly before decreasing as we initially retain a fairly sizeable cohort of children past the age of 21 who would ordinarily be transitioning out of our care by their twenty-first birthday.

2. COVID-19 Impact and Post-COVID Transitioning

We expect the impact of COVID to reduce slightly through the rest of this year, which will drive a potential increase in service volumes back to more normal trends. We will also need to plan for what a post-COVID workplace will look like for us and build on the positive aspects that working remotely has provided.

3. Child Welfare Modernization/Redesign & Ministry Policy

The roll-out of this policy will remain slow and steady. We expect the next phase to be characterized by pilots and small-scale initiatives versus large scale implementations. Ministry direction and policy will continue to point towards more of a preventive focus and on community referrals and engagement in child welfare work. A new funding model is expected in the next year or two, however, it is not expected to create a dramatic impact for us, especially as we align towards the goals of Child Welfare Redesign.

4. Human Resources

Our stable staffing complement is expected to continue, which brings challenges given the lower volumes. We have a very experienced workforce that will be experiencing various organizational and practice change cycles over the coming years. There has been little investment in staff capacity-building due to past financial constraints and there is no real infrastructure to support it.

¹ The 2020 Environmental Scan is available as a separate document.

5. Internal Capacity and Processes

There are a variety of capacity and process deficits that support the work of the organization. These are present across most areas of the organization, but in particular they are more acute in Finance, Human Resources, and management/leadership skills and capacity.

Strategic Directions & Key Strategies

A Strategy Map was created by the Senior Leadership Team as a means to guide the planning conversations starting in late 2019. The completed map is shown below and is guided by our North Star. The explanations for each of the above strategic statements are included in Appendix A.

The following are the **Key Strategies** identified at the generative discussion at the February 2022 Board Retreat that link to the Strategy Map:

Through the lenses of Catholic Identity, ARAO and Trauma Informed Practice.

1. Appropriate partnerships and alliances
2. Differential response
3. A strategic relationship with the catholic children's aid foundation (not just project requests, but impactful programs)
4. Organizational culture (safe and collaborative), and
5. Engagement with referral sources (including an appropriate communication/education strategy).

NOTE: We are continuing to refine these at the Senior Leadership Team and the final version will come to the Board at its May meeting.

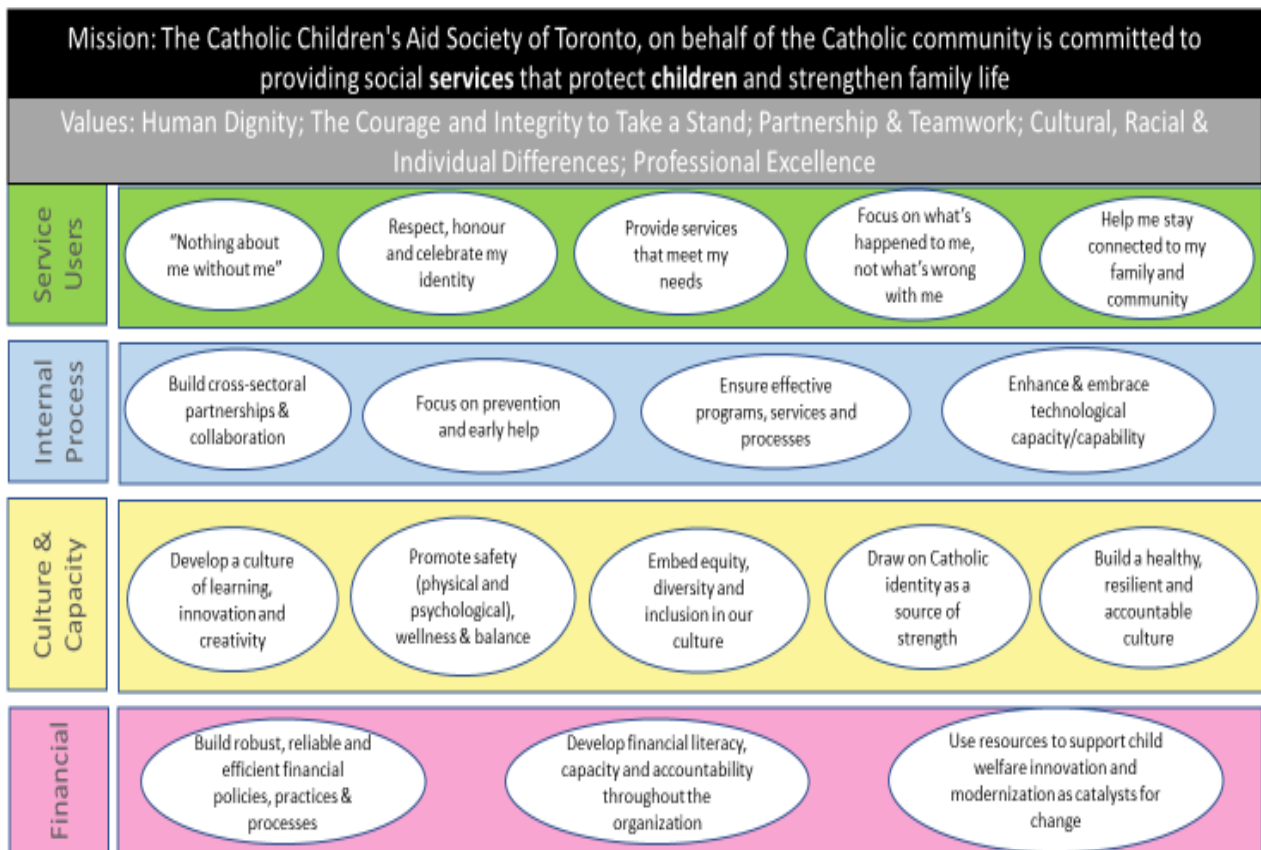
How Can We Help?



Providing Children, Youth & Families
With Services They Want and Need

Our Unifying Direction – North Star

Strategy Map



SERVICE VOLUME STATISTICS

The following is a list of the key service volume statistics. They are important as they are the key drivers for workload, which in turn will dictate the number of staff we need to provide service to these families, as well as the costs associated with these services.

KEY STATISTICS											
Service Element	2019-20 Actuals	2020-21 Actuals	2021-22 Budget	2021-22 Q3 Forecast	2022-23 Forecast	2023-24 Forecast	2024-25 Forecast	2025-26 Forecast	2026-27 Forecast	2022-23 - 2026-27 % Change	2021-22 - 2026-27 % Change
Community Links	646	499	572	477	460	460	460	460	460	0%	-4%
Investigations Completed	2105	1,436	1,800	1,252	1,300	1,268	1,254	1,200	1,130	-13%	-10%
Cases Open at Ongoing - Year End	825	706	693	546	516	479	452	424	394	-24%	-28%
Admissions	140	66	90	81	73	65	62	58	54	-26%	-33%
Discharges	157	85	55	72	70	119	123	111	92	31%	28%
Children in Care - Year End	579	560	579	569	572	517	456	403	365	-36%	-36%
Paid Days of Care	192,188	186,902	188,624	187,694	189,912	181,396	162,038	142,895	127,660	-33%	-32%
Group Care Days*	16,555	13,831	11,893	11,435	10,451	9,651	9,071	8,671	8,339	-20%	-27%

*Group care days are included in total paid days of care

To forecast future volumes a methodology was developed to look at each service volume statistic separately, in consultation with the Managers, taking into account:

- The anticipated future impact of COVID, i.e., whether the sudden and severe decreases we experienced in 2020-21 are likely to recover over time or whether they constitute a “new normal”
- The Ministry Directive which allows young people to remain in our care after the age of 21 until, at the earliest, September 2022, and the anticipation of the Readiness policy that will allow young people to remain with a CAS potentially up to their 24th year
- Service volume trends evident in the 3-5 years prior to 2020-21.

Overall, the trend is of lowering volume in most aspects and this trend is purposeful and congruent with other Societies in the province.

HUMAN RESOURCES PLANNING

For service areas, we have started to include a planning calculation for the required number of staff based on service volume. This is calculated by selecting a caseload target by function, and then taking the projected service volume for that function and dividing it by the caseload target to yield the estimated number of staff required. For example, if we had 100 cases and a caseload target of 10 cases/worker, we would want 10 workers. We will continue to monitor and update them as needed. We do expect the results of the workload study to help inform any changes. The goal, however, is to ensure that we have a baseline for understanding our required staffing needs, which can then be used for planning and monitoring. For non-service areas and for service areas where there are no useful targets, we are simply carrying forward historical staffing as a baseline for planning.

The Caseload Targets for 2022-2023 can be found in Appendix C.

PROGRAMS, INITIATIVES AND PILOTS (PIPs)

Programs, Initiatives and Pilots (PIPs) are descriptions of the activities we will be undertaking over the next five years and represent the work we will do to realize our strategic objectives. Some have been completed, some are already started, some will start in the coming year (2022-2023) and some will begin at some point in the future.

The selection of these PIPs come from our operational planning process to ensure they are both the right things to do and reflect sound thinking and analysis. This include ensuring:

- Alignment with strategic directions and organizational values;
- Consultation and involvement of staff in their original creation and selection;
- Planning including implementation planning that extends beyond 12 months especially for major, multi-year projects; and
- Affordability within available resources.

The chart below outlines the PIPs and breaks them down into Strategic, Operational and Departmental. Strategic PIPs are specifically aligned with the key organizational strategies. The bullets underneath them refer to the specific work that will be done to achieve them. Operational PIPs are areas of work that are required for the ongoing functioning of the Society. They are included to ensure that the major projects of the Society are captured and therefore are planned for in both human and financial resource allocation. These projects generally have organization wide or multi-departmental impact. Departmental PIPs are significant departmental projects that require human and financial resources and/or have a significant impact on the work of department.

How Can We Help?



Providing Children, Youth & Families
With Services They Want and Need

Our Guiding Direction - North Star

Integrated Operating Plan PIPs	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Strategic PIPs					
Catholic Identity <ul style="list-style-type: none"> Catholic Identity Work Plan 					
Anti-Racism, Anti-Oppression <ul style="list-style-type: none"> ARAO Work Plan 					
Cultural Development <ul style="list-style-type: none"> RAP Work Plan Organizational Reassessment 				Complete	
Child Welfare Modernization <ul style="list-style-type: none"> Youth Readiness System of Care Differential Response Engagement and Education Strategy with Referral Sources Appropriate Partnerships and Alliances 					
Trauma Informed Practice <ul style="list-style-type: none"> TIP Implementation Plan Clinical capacity 					
Strategic Relationship with the Catholic Children’s Aid Foundation					
Operational PIPs					
French Language Services			Complete		
Human Resources Management System				Complete	
Information Resource Management (IRM)		Complete			
Administrative Services Review		Complete			
Workload Study		Complete			
Post COVID Hybrid Workplace		Complete			
Learning & Development				Complete	
Decision-Making Model			Complete		
Signs of Safety	Not Starting				
Departmental PIPs					
Access Re-design		Complete			
After-Hours Service			Complete		
Reducing children/youth in Group Care		Complete			
Intensive Reunification Wraparound			Complete		
Pregnancy Support Program	Not Starting				
Police Collaboration		Complete			
Finance Department Improvements		Complete			

BUDGET

The 2022-2027 budget summary is found below; the detailed budget is found in Appendix D.

Projections \$	2021/22 Budget	2021/22 Forecast	2022/23 Budget	2023/24	2024/25	2025/26	2026/27
Wages and Benefits	47,451,479	46,500,000	45,699,384	45,845,655	46,547,135	47,245,342	47,954,022
Board Expenses	20,334,782	21,800,000	22,194,130	21,002,140	19,722,720	18,676,163	17,846,271
Program Expenses	4,823,909	3,785,000	4,544,489	4,635,379	4,728,087	4,822,648	4,919,101
Building Occupancy	3,207,296	3,150,000	3,194,218	3,203,584	3,249,204	3,299,976	3,354,604
Administration	1,550,646	1,250,000	1,469,801	1,499,197	1,644,180	1,562,064	1,593,305
PIP Budget	1,629,000	800,000	342,000	667,086	537,086	562,086	-
Other	<u>1,795,692</u>	<u>1,412,000</u>	<u>1,846,480</u>	<u>1,999,902</u>	<u>2,150,328</u>	<u>2,298,039</u>	<u>2,443,299</u>
Total Operating Expenses	80,792,803	78,697,000	79,290,503	78,852,943	78,578,741	78,466,318	78,110,603
Ministry Funding	<u>(80,792,803)</u>	<u>(80,839,000)</u>	<u>(79,290,503)</u>	<u>(77,152,652)</u>	<u>(75,558,656)</u>	<u>(73,995,366)</u>	<u>(73,257,162)</u>
Net Projected (Surplus)/ Deficit	balanced	(2,142,000)	balanced	1,700,291	3,020,085	4,470,952	4,853,440
(Surplus)/Deficit as a % of Expenses		-3.0%		2%	4%	6%	6%

Although the years beyond this fiscal year are not showing as balanced, we are confident that particularly in years 2 and 3 we should have no difficulty balancing the budget if our funding assumptions hold true. Ministry revenue is assumed to decline 2% in Year 1 through to Year 5. We have been very conservative in our forecasting and have not factored in any savings that may result from our PIPs. We also continue to plan towards balancing the budgets in Years 3 to 5.

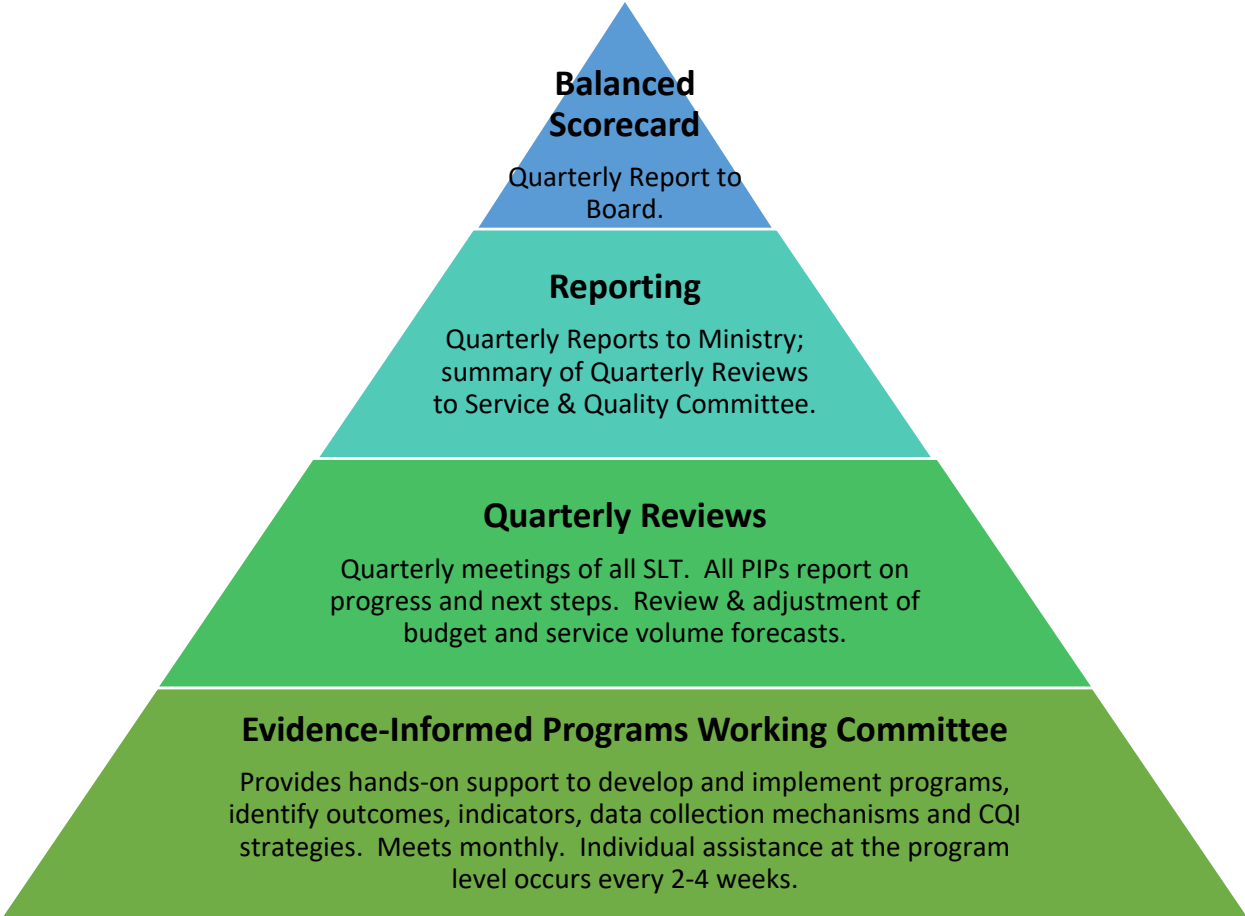
The 2022-2023 budget forecast reflects wage, board rate and other inflationary assumptions. We are applying a 3% attrition rate to current staffing levels to project staffing levels for 2022-2023, and then have conservatively applied 1% for 23/24 and beyond.

A provision for the CCSY monthly rates to be paid at \$1,100 (versus \$858) per month have been factored throughout, subject to further analysis. The projected service volumes in the table above are the basis of the board projection. Additional strategies regarding lease rationalization and staffing reductions to address over complement are part of the 22/23 work plan but are not yet captured in this summary.

A contingency of \$400K is provided for unforeseen expenditure pressures or if attrition assumptions are not realized in each of the years.

MONITORING, REPORTING AND EVALUATION

The following graphic captures how the IOP will be monitored and reported upon.



LOOKING AHEAD

This is the second year we are using the IOP process to plan for the Society. We have made some refinements and continue to build on the work already started. There are no major shifts planned, rather the focus will be on executing the plan we have laid out for ourselves.

There are a few environmental factors we will be watching:

1. Provincial Election – the pause on decisions during the process, and any new policy directions that may come following the election, whether there is a change in government or not.
2. A new funding model which is expected this year and understanding its impact on our future financial planning
3. Child Welfare Reform and what specific initiatives and policy changes that may come from it, as well as the opportunities and challenges
4. The consequences COVID as we hopefully transition to it being a part of our lives and how it will impact organizational functioning, staff and most importantly those we serve.

We have a full agenda ahead of ourselves as an organization, we have put processes in place to get there and we have a strong group of staff who will move our organization forward.

Appendix A – Strategic Objectives Description

Appendix B – Caseload Targets

Appendix C – 5-Year Budget

APPENDIX A – STRATEGIC OBJECTIVES DESCRIPTION

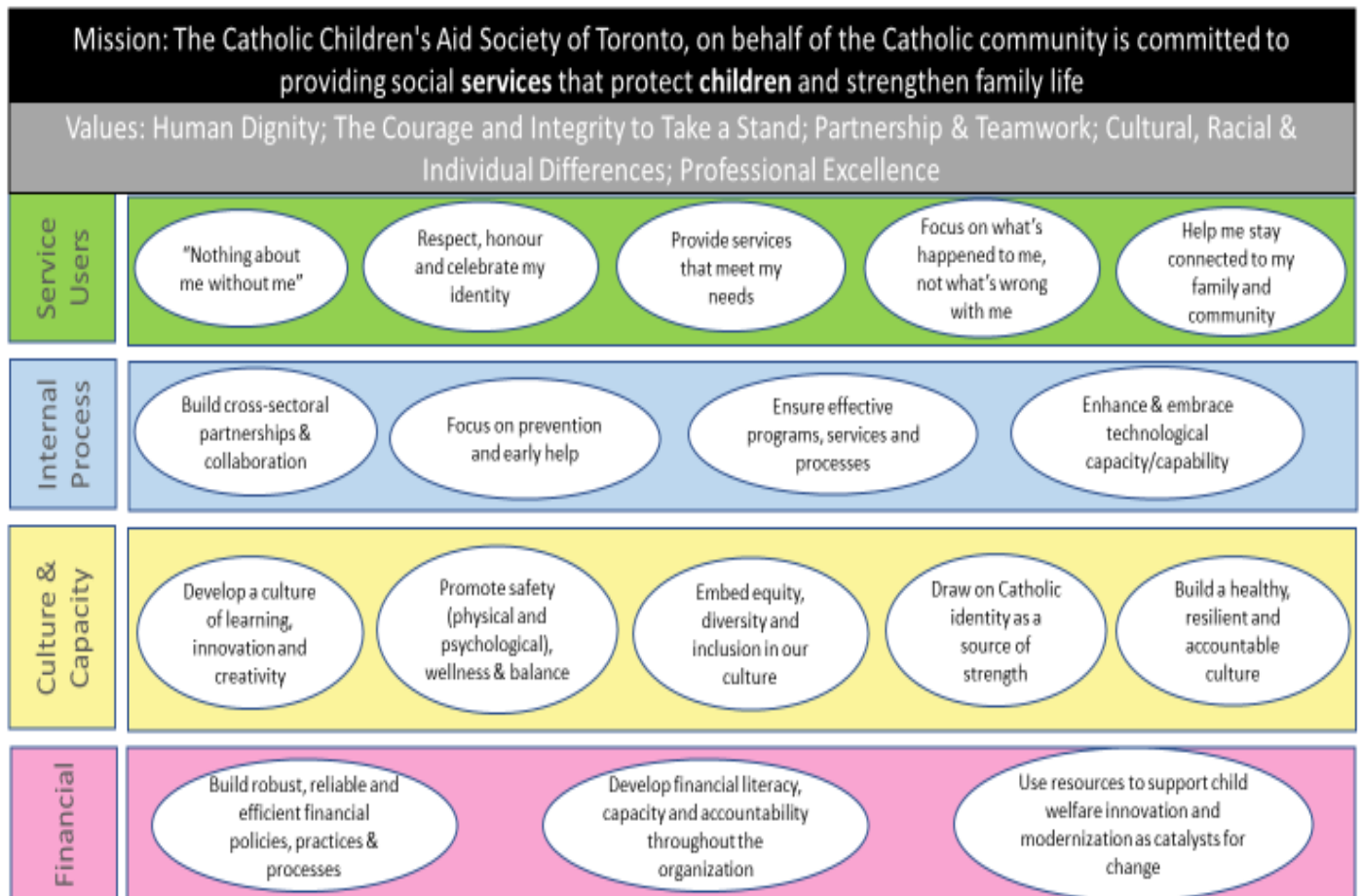
How Can We Help?



Providing Children, Youth & Families
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Our Unifying Direction – North Star

Strategy Map



“Nothing about me without me”:

- We will actively solicit service users’ opinions and preferences and will provide choice wherever possible.
- We will prioritize considerations that are important to service users wherever possible, and we will be transparent in our case planning and decision-making.
- We will ensure the voice of children/youth is actively sought and incorporated into planning and decision-making on a regular, ongoing basis.
- We will increase the number of conferences and planning discussions we have where service users are present and actively involved.
- We acknowledge that information about service users belongs to service users, and they have ownership, control, access and possession.

Respect, honour and celebrate my identity:

- We will provide services in a manner that:
 - Invites service users to self-identify;
 - Takes identity into account when planning service;
 - Promotes cultural safety and affirms identity;
 - Offers choice with respect to service providers based on service users’ identities, values and preferences; and,
 - Demonstrates cultural humility.
- We will be aware of our own biases and how that impacts service delivery. We also will be aware of our own social location and power and ensure that we do what we can to minimize inequities in service delivery.
- We will listen without judgement.

Provide services that meet my needs:

- We will ask service users to define their needs, acknowledging that their definitions may be different from our own.
- We will develop service plans that reflect the needs and desires of service recipients.
- We will work to understand service users’ needs from a trauma-informed and anti-racist, anti-oppressive lens rather than labelling or pathologizing.
- We will ask service users if provided services are helping.
- We will be knowledgeable and transparent about the evidence (or lack thereof) to support recommended or required services.

- We will work to help service users meet concrete needs (e.g., food, housing, transportation, childcare) as well as clinical needs (e.g., mental health, substance misuse, victim services).

Focus on what's happened to me, not what's wrong with me:

- We will view every service user as a person with a story.
- We will avoid labelling and pathologizing service recipients and will instead understand their current challenges from a trauma-informed and anti-racist, anti-oppressive lens.
- We will ask about and try to understand the underlying contributors to service users' challenges.
- We will demonstrate empathy and we will prioritize safety, trust, and transparency.
- We will empower our service users.

Help me stay connected to my family and community:

- Before admitting a child to stranger care, we will explore all other options (e.g., admission prevention, placement with kin).
- When children must be separated from their families, we will make every effort to maintain regular contact with parents, siblings, extended family, and community.
- When children must come into care, we will make every effort to place them in or close to their communities and near people and places that are important to them. We will also make every effort to place them with people who look like them, share their culture, and speak their language.
- When children must come into care, we will work diligently to prevent them from growing up in care.

Build cross-sectoral and other partnerships & collaboration:

- We will advocate across sectors and systems (e.g., Health, Mental Health, Education, Youth Justice, Violence Against Women) for our service users' needs and to improve the broader child and family serving system.
- We will work closely with partners such as schools, police, shelter staff, hospitals, etc., to develop shared goals and philosophies for intervention.
- We will involve the supports service users say are important in their lives in decision-making and planning to wrap around each child and family.
- We will work to remove and address barriers to access services (e.g., financial, jurisdictional, transportation, etc.)

Focus on prevention and early help:

- We will provide and/or facilitate a wide range of services tailored to families' needs.

- We will adopt an attitude and approach of “Here to help.”
- We will acknowledge the intersection between child welfare involvement and the social determinants of health, and work to improve the latter as a way of preventing the former.
- We will respond differentially with a holistic family assessment rather than a forensic investigation for all cases not considered “urgent protection”.
- We will work diligently to connect families to services in their community with a goal of remaining involved only as long as necessary and helpful.
- We will intervene so that families receive service early, not only after situations have escalated to the point where intrusive action is required.

Ensure effective programs, services and processes:

- We will use what we know from evidence-informed program development, implementation science, and program evaluation to work with all agency programs and services to enhance their effectiveness.
- We will also use the evidence base and best practices that exist to support effectiveness in our Human Resources, Finance, IT and Legal services and to support organizational development and strategy.
- We will use information to continuously improve.
- We will design programs and services based on a clear understanding of service users’ needs.
- We will stay abreast of what the best available evidence suggests is effective at meeting service users’ needs, employing and embracing multiple forms of evidence
- We will ensure that key processes are governed/owned/administered, streamlined, documented, understood, and followed.

Enhance & embrace technological capacity/capability:

- We will modernize our systems outside of CPIN (e.g., HRMS, etc.)
- We will invest in technology to support an infrastructure for report automation.
- We will ensure that all staff have access to the technology required to do their jobs and to enhance mobility, (e.g., cell phones, laptops, etc.)
- We will enhance user skill to identify threats to security.
- We will continue to roll out staff training and support for new applications/systems (e.g., Teams, SharePoint, etc.)
- We will find ways to support families staying connected with us and with each other through technology as an imperative.

Build a culture of learning, innovation and creativity:

- We recognize the limitations of singular thinking and decision-making, and the importance of team inter-dependency.
- We will critically reflect on service delivery for the purpose of learning, both when outcomes are not as intended and when they are exceptional. We will embed learning from these processes across the organization.
- We will acknowledge that excellence in child welfare service delivery requires continual evolution, reflection, humility, and a willingness to change. With this, we acknowledge that child welfare status quo is not acceptable.
- We will encourage innovation and creativity in our work by thinking and doing “outside the box” and welcoming/encouraging divergent points of view.
- We will hire for, nurture, and promote people who demonstrate a commitment to life-long learning, Trauma-Informed Practice (TIP) and Anti-Racism, Anti-Oppression (ARAO) principles and values.

Promote safety (physical and psychological), wellness & balance:

- We will all share responsibility and work to ensure our office workspace is physically safe and conducive to doing our jobs safely.
- We will provide our staff with the necessary equipment, processes, and structures to promote their safety in the community and wellness in the office.
- We will all share responsibility for creating a workplace that is free from violence, harassment, bullying and discrimination.
- We will develop processes through which people can table concerns, questions, ideas, and divergent views without fear of judgement or reprisal.
- We will promote and model life balance and synergy.
- We will be clear in our definition of roles and provide clear expectations of duties, functions, and tasks (task and role clarity and clarity in expectation and performance evaluation helps to enhance psych safety).
- We will focus on expanding our knowledge of and response to secondary and vicarious trauma through supervision, wellness initiatives, etc.

Embed equity, diversity and inclusion in our culture:

- We will welcome and honour diversity based on race, ethnicity, culture, language, ability, class, sexual orientation, gender and gender expression, religion/creed, etc., within our workforce.

- We will work to create a space where, within this diverse workplace, all feel welcome, valued, and included, and comfortable to share more of who they are.
- We will work to identify barriers and inequities in how our organization recreates both privilege and oppression, and to elevate those who have been marginalized to an equal playing field.
- We will be aware of our own biases, power, and privilege and how that impacts our interactions with colleagues and will work towards challenging these biases.

Draw on Catholic identity as a source of strength:

- We recognize the diversity of the Catholic community, and all are welcome.
- We will strive to embody the meaning of “catholic”: diversified, broad-based, and wide-ranging, liberal, comprehensive, all-encompassing, all-embracing, and all-inclusive.
- We will provide services inspired by and reflective of Catholic values.
- We will develop and maintain strong relationships with Toronto’s Catholic Community Service Providers.
- All staff will have an understanding of Catholic Faith and values to provide service to Catholic children, youth and families.
- We will actively build Catholic identity/spirituality into children’s plans.

Build a healthy, resilient and accountable culture

- We will utilize the results of the cultural assessment as a basis for strengthening our organizational culture to become one that is resilient. We will celebrate and build on our strengths while not shying away from acknowledging and addressing our challenges through bold and intentional change.
- We recognize that it requires everyone’s involvement and commitment to the culture change, and we will make sure we provide opportunities to both lead and participate in the change.
- We will support this organizational change with resources, training, and space on our collective agenda at all levels from the Board of Directors to individual staff.
- We understand that building resilience is the best way to respond to challenges and we will create capacity not to resist and avoid change but to thrive and grow from it.
- We define accountability as being able to answer for results and actions, not who to blame when things go wrong. We will build into our organization and culture the skills, processes, and support to ensure clear, collaborative, and positive accountability to fulfill our accountability to others and for others to hold us accountable.

Build robust, reliable and efficient financial policies, practices & processes:

- We will develop unambiguous policies around:

- Mileage
- Spending authority
- Budgeting and forecasting processes
- Managing and overseeing budgets
- We will document financial processes and cross-train the Finance department.
- We will ensure that financial processes and practices are based on current best practice and reflect lean/agile principles.
- We will develop an audit function to monitor policies, practices and processes.

Develop financial literacy and skills throughout the organization:

- We will support all staff to understand how we're funded and share information about funding allocations and our financial position throughout the year.
- We will decentralize our budget and we will be accountable for our budget areas.
- We will implement a modified zero-based budget approach.
- We will develop and improve our forecasting methodology.
- We will develop capacity in our leaders to provide sound program management/oversight, inclusive of both financial and service.
- We will develop sustainable financial policies for the organization.
- We will budget using a multi-year planning horizon (5-year).

Use resources* to support child welfare innovation and modernization as catalysts for change

- We will develop a clear relationship with the Foundation, including how we access money, what it's used for and how we will monitor the results/impact.
- We will make funds available internally and to others to support innovation.
- We will use resources to bridge the gap between the status quo and the services we aspire to provide in the future.
- Advocacy.

*Core operating (i.e., ministry funding), Foundation and other.

APPENDIX B– CASELOAD TARGETS

Function	Caseload Target
Intake	5 completed investigations per month
Ongoing	12 cases
Children in Care (CIC)/Continued Care and Services for Youth (CCSY)	14 cases
Foster Care	21 resource families
Kinship Assessment	8 assessments every 90 days
Kinship Service	18 children (caregivers are in addition to the 18)
Adoption: For Wendy’s Wonderful Kids (WWK): 12 – 15	7 home finding/inquiries cases; 2 adoption assessments; 5 adoption probation; 20 post permanency/subsidy; 10 approved and waiting homes.
Adoption - Wendy’s Wonderful Kids Recruiter	12 – 15 files
Registered Social Worker (RSW)/Parent Support Worker (PSW)	12 assignments at any one time; 3-month time frame that includes 12 sessions
Lawyers	35 files per lawyer
Law Clerks	35 files
Court Process Assistants (CPA)	70 files
Legal Admin.	50 files
Disclosure	35 per month
Records	110 per month
Immigration Worker	50 cases
Conference Facilitators	8-12 conferences per month
Family Finders	8-10 children/youth or families
Health Specialists	15 cases

In addition, we generally follow a 1:7 supervisor to worker ratio in the three main service areas of Intake, Ongoing and Children’s Services. Ratios for other departments are variable and currently reflect historical experience.

APPENDIX C – 5-YEAR BUDGET

The Catholic Children's Aid Society of Toronto
2022-23 Budget + Forecast up to 2026-27
April 1st to March 31st

Account	Name	2021-22 GRAND TOTAL BUDGET	2022-23 Total Budget Assumption	2023-24	2024-25	2025-26	2026-27
SALARIES							
TOTAL SALARIES		37,270,368	35,915,560	35,360,665	35,891,075	36,429,441	36,975,883
BENEFITS							
	TOTAL BENEFITS	11,181,110	11,133,824	10,961,806	11,126,233	11,293,127	11,462,524
	ATTRITION	-1,000,000	-1,350,000	-476,817	-470,173	-477,226	-484,384
TOTAL SALARIES & BENEFITS		47,451,479	45,699,384	45,845,655	46,547,135	47,245,342	47,954,022
TRAVEL - STAFF							
4302	STAFF KILOMETERAGE	349,999	318,419	324,787	331,283	337,908	344,667
4303	STAFF TRAVEL OTHER	34,194	30,500	31,110	31,732	32,367	33,014
4304	ACCOMMODATIONS	4,319					
4306	FOSTER	-	-	-			
4307	INSURANCE SUBSIDY	202,410	134,100	136,782	139,518	142,308	145,154
4308	PARKING SUBSIDY	126,000	126,000	128,520	131,090	133,712	136,386
4309	PARKING FEES	31,518	26,271	26,796	27,332	27,879	28,436
TOTAL STAFF TRAVEL		748,440	635,289	647,995	660,955	674,174	687,658
TRAVEL - CIC							
4305	VOLUNTEER	230,000	-	-	-	-	-
4306	FOSTER	20,000	5,000	5,100	5,202	5,306	5,412
4312	OPERATION OF SOCIETY CARS	5,000	3,100	3,162	3,225	3,290	3,356
4350	SALARIES & BENEFITS - CTC	380,000	250,000	255,000	260,100	265,302	270,608
TOTAL TRAVEL - CIC		635,000	258,100	263,262	268,527	273,898	279,376

TOTAL TRAVEL	1,383,440	893,389	911,257	929,482	948,072	967,033
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STAFF TRAINING						
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4403	STAFF RECRUITMENT	7,000	7,280	7,426	7,574	7,726	7,880
4404	POLICE CHECKS	6,000	6,240	6,365	6,492	6,622	6,754
4410	EXTERNAL STAFF TRAINING	48,000	77,500	79,050	80,631	82,244	83,888
4411	ALL STAFF TRAINING	1,000	-	-	-	-	-
4413	LIBRARY & SUBSCRIPTIONS	35,000	34,700	35,394	36,102	36,824	37,560
4414	HEALTH & SAFETY	15,000	30,000	30,600	31,212	31,836	32,473
4420	FOSTER PARENT EDUCATION	10,000	5,000	5,100	5,202	5,306	5,412
4422	FOSTER PARENT SUPPORT GROUP	2,500	1,000	1,020	1,040	1,061	1,082
4424	FOSTER PARENT LIAISON	500	500	510	520	531	541
4425	FOSTER PARENT ASSOCIATION	18,000	18,000	18,360	18,727	19,102	19,484
4426	FOSTER PARENT RECRUITMENT	15,000	15,000	15,300	15,606	15,918	16,236
TOTAL STAFF TRAINING		158,000	195,220	199,124	203,107	207,169	211,312

BUILDING OCCUPANCY						
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4502	RENT	1,043,783	1,142,000	1,152,157	1,149,052	1,149,052	1,149,052
4505	MAINTENANCE	200,000	175,000	178,500	182,070	185,711	189,426
4506	UTILITIES	100,000	100,200	102,204	104,248	106,333	108,460
4508	COMMON AREA MAINTENANCE	1,230,447	1,255,518	1,236,071	1,264,871	1,295,211	1,328,887
4509	PROPERTY TAX	393,466	352,000	361,762	372,615	383,794	395,307
4510	OFFICE CLEANING	41,000	60,000	61,200	62,424	63,672	64,946

4512	CARPET CLEANING	2,100	2,000	2,040	2,081	2,122	2,165
4513	HVAC MAINTENANCE	20,000.00	-	-	-	-	-
4514	MINOR REPAIRS	10,000	10,000	10,200	10,404	10,612	10,824
4515	REMOVAL CONTRACTS	2,000.00	3,000	3,060	3,121	3,184	3,247
4516	SECURITY	500	20,000	20,400	20,808	21,224	21,649
4517	ELEVATOR	2,500	3,000	3,060	3,121	3,184	3,247
4518	FURNITURE	1,500	5,000	5,100	5,202	5,306	5,412
4525	BUILDING SUPPLIES	60,000	3,000	3,060	3,121	3,184	3,247
4530	RENOVATION PROJECTS - OFFICE	20,000	50,000	51,000	52,020	53,060	54,122
4531	RENOVATION PROJECTS - HOMES	-	-	-	-	-	-
4535	SECURITY GUARDS	-	3,500	3,570	3,641	3,714	3,789
4540	MAINTENANCE-GROUP HOMES	10,000	10,000	10,200	10,404	10,612	10,824
4570	CY ADVOCACY CENTRE	70,000	-	-	-	-	-
TOTAL BUILDING OCCUPANCY		3,207,296	3,194,218	3,203,584	3,249,204	3,299,976	3,354,604

PURCHASED PROFESSIONAL SERV. NON CLIENT							
4602	AUDIT FEES	100,000	100,000	102,000	104,040	106,121	108,243
4603	LEGAL CORPORATE	10,000	100,000	102,000	104,040	106,121	108,243
4604	PROFESSIONAL CONSULTANTS	580,000	643,000	655,860	668,977	682,357	696,004
4607	BANK PAYROLL SERVICE CHARGES	120,000	150,000	153,000	156,060	159,181	162,365
TOTAL PROF SER. NON-CLIENT		810,000	993,000	1,012,860	1,033,117	1,053,780	1,074,855

PROGRAM EXPENSE							
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4702	YOUTH ADVISORY COMMITTEE	10,000	33,000	33,660	34,333	35,020	35,720
4703	PRIDE/PROTECTION SUPPORT	7,000	-	-	-	-	-
4704	HEALTH SPECIALIST	2,000	2,000	2,040	2,081	2,122	2,165
4708	Special Programs	224,869	400,000	408,000	416,160	424,483	432,973
4710	SPECIAL PROGRAM	35,000	10,000	10,200	10,404	10,612	10,824
4711	HOME WORK CLUB EXPENSES	20,000	20,000	20,400	20,808	21,224	21,649
4712	VAW - CFS/CCAS CO-LOCATION PROJECT	310,000	310,000	316,200	322,524	328,974	335,554
4713	STRATEGIC SERVICE INITIATIVES - AFRICAN	25,000	95,000	96,900	98,838	100,815	102,831
4714	FRENCH LANGUAGE SERVICES	-	-	-	-	-	-
TOTAL PROGRAM EXPENSE		633,869	870,000	887,400	905,148	923,251	941,716

CIC BOARDING RATE PAYMENTS

4802	STAY HOME FOR SCHOOL	1,285,562	986,212	919,852	873,313	843,014	818,932
4804	OUTSIDE PAID STAFF MODEL	433,756	479,149	447,042	424,279	409,701	397,714
4830	OPR - FOSTER - SCRA	135,674	7,911,516	-	-	-	-
4831	OPR - GROUP - SCRA	347,564	5,256,725	-	-	-	-
4840	MENTORSHIP - FOUNDATIONS PGM	44,645	35,000	35,350	35,704	36,061	36,782

4841	RECREATION & ENT. - FOUNDATIONS	7,425	5,000	5,050	5,101	5,152	5,255
4842	FOUNDATIONS PROGRAM - OTHER EXP	18,192	10,000	10,100	10,201	10,303	10,509
4849	BABYSITTING - FOSTER PARENTS	7,644	14,000	14,140	14,281	14,424	14,713
4850	RELIEF - FOSTER - REGULAR	944	-	-	-	-	-
4863	FOSTER CARE - OUTSIDE AGENCY	56,149	-	-	-	-	-
4864	FOSTER CARE - REGULAR	146,303	91,271	85,160	80,818	78,020	75,821
4865	FOSTER CARE - SUPPLEMENTAL SPEC	300,617	309,670	288,793	274,197	264,678	257,162
9222	OTHER SOCIETY WARDS *	269,969	250,800	250,800	250,800	250,800	250,800
4866	FOSTER CARE - SPECIALIZED/TREAT	1,732,922	1,664,438	1,552,481	1,473,787	1,422,838	1,382,158
4867	KINSHIP IN CARE	274,550	166,833	155,606	147,741	142,595	138,556
4869	INDEPENDENT LIVING	364,897	301,049	280,773	266,575	257,339	249,993
4870	CONTINUED CARE AND SUPPORT FOR	4,208,209	4,379,212	4,345,483	3,873,790	3,348,977	2,931,532
4873	OUTSIDE PAID FOSTER CARE	5,811,979	7,000	7,379,299	7,005,381	6,763,120	6,569,629
4874	OUTSIDE PAID GROUP CARE	4,765,121	-	4,902,879	4,654,311	4,493,562	4,364,725

4878	ADOPTION SUPERVISION - SUPV.BY	31,668	11,254	11,183	11,110	11,034	10,955
4886	BUILDING OCCUPANCY	-	-	-	-	-	-
4890	BED HOLDING - OPR	33,319	100,000	101,000	102,010	103,030	105,091
4891	BED HOLDING - INTERNAL FOSTER	9,699	15,000	15,150	15,302	15,455	15,764
4894	ONE-TO-ONE	317,944	200,000	202,000	204,020	206,060	210,181
TOTAL BOARDING RATES		20,604,751	22,194,130	21,002,140	19,722,720	18,676,163	17,846,271

PROFESSIONAL SERVICES CLIENT							
4921	EXTERNAL LEGAL SERVICES	7,000	13,500	13,770	14,045	14,326	14,613
4922	WITNESS FEES	2,500	2,500	2,550	2,601	2,653	2,706
4924	PROCESS SERVING SERVICES	3,000	3,500	3,570	3,641	3,714	3,789
4925	ASSESSMENTS	-	2,700	2,754	2,809	2,865	2,923
4926	PARENTING CAPACITY ASSESSMENTS	20,000	20,000	20,400	20,808	21,224	21,649
4927	PSYCHOLOGICAL OR PHYSCHIATRIC A	143,000	135,000	137,700	140,454	143,263	146,128
4928	DRUG TESTING/MEDICAL REPORTS	1,500	1,000	1,020	1,040	1,061	1,082
4929	IMMIGRATION SERVICES	1,000	1,500	1,530	1,561	1,592	1,624
4930	INTERNATIONAL SOCIAL SERVICES	25,000	25,000	25,500	26,010	26,530	27,061
4931	INTEPRETATION/TRANSLATI ON SERVI	91,000	91,000	92,820	94,676	96,570	98,501

4932	THERAPY SERVICES	67,000	91,000	92,820	94,676	96,570	98,501
4933	PLAY/ART/MUSIC THERAPY	2,000	3,000	3,060	3,121	3,184	3,247
4934	COUNSELLING	101,000	125,000	127,500	130,050	132,651	135,304
4936	PROFESSIONAL SERVICES CLIENT -	115,000	121,000	123,420	125,888	128,406	130,974
TOTAL PROF. SERVICES CLIENT		579,000	635,700	648,414	661,382	674,610	688,102

CLIENT PERSONAL NEEDS

5121	ALLOWANCES	99,100	81,500	83,130	84,793	86,488	88,218
5122	CLOTHING	113,100	102,000	104,040	106,121	108,243	110,408
5123	HYGIENE	19,200	14,500	14,790	15,086	15,388	15,695
5124	DIAPERS	16,700	12,000	12,240	12,485	12,734	12,989
5125	CAR SEATS & CRIBS	20,400	10,000	10,200	10,404	10,612	10,824
5126	EDUCATION	69,250	100,000	102,000	104,040	106,121	108,243
5127	DAYCARE	20,500	10,500	10,710	10,924	11,143	11,366
5128	ALTERNATE CAREGIVER	1,000	-	-	-	-	-
5129	RECREATION	64,100	71,000	72,420	73,868	75,346	76,853
5130	CAMP	-	2,500	2,550	2,601	2,653	2,706
5131	BIRTHDAYS	12,300	11,000	11,220	11,444	11,673	11,907
5132	SCHOOL CELEBRATIONS	500	500	510	520	531	541
5133	SPECIAL CELEBRATIONS	17,200	17,000	17,340	17,687	18,041	18,401
5134	CLIENT TRANSPORTATION	56,500	48,000	48,960	49,939	50,938	51,957
5135	TRAVEL, OTHER	31,450	36,000	36,720	37,454	38,203	38,968
5136	DAMAGES	22,700	23,500	23,970	24,449	24,938	25,437
5137	MISC. CLIENT PERSONAL NEEDS	251,700	75,000	76,500	78,030	79,591	81,182

5138	TRANSITION TO ADULthood	-	-	-	-	-	-
5140	CHILD ACCESS VISITS	500	1,000	1,020	1,040	1,061	1,082
5145	FOOD	20,000	15,500	15,810	16,126	16,449	16,778
5150	C.I.CARE TAXIS	107,300	9,000	9,180	9,364	9,551	9,742
TOTAL CLIENT PERSONAL NEEDS		943,500	640,500	653,310	666,376	679,704	693,298

HEALTH AND RELATED							
5221	HEALTH CARE COSTS	193,000	173,500	176,970	180,509	184,120	187,802
5222	DENTAL CARE COSTS	125,000	153,000	156,060	159,181	162,365	165,612
5223	ORTHODONTICS	53,000	69,000	70,380	71,788	73,223	74,688
5224	DOCTORS FEES	500	400	408	416	424	433
5225	PRESCRIPTIONS	67,500	60,500	61,710	62,944	64,203	65,487
5226	MEDICAL EQUIPMENT	35,100	55,500	56,610	57,742	58,897	60,075
TOTAL HEALTH RELATED		474,100	511,900	522,138	532,581	543,232	554,097

FINANCIAL ASSISTANCE							
5302	ACCOMODATION	-	2,500	2,550	2,601	2,653	2,706
5303	FOOD	-	350	357	364	371	379
5304	PERSONAL NEEDS	-	1,000	1,020	1,040	1,061	1,082
5305	TRAVEL	-	1,500	1,530	1,561	1,592	1,624
5307	DAY CARE	-	200	204	208	212	216
5308	MISCELLANEOUS FINANCIAL ASSISTANCE	-	500	510	520	531	541
5321	ADOPTION SUBSIDIES	750,000	750,000	765,000	780,300	795,906	811,824
5323	TARGETED SUBSIDIES - SIBLING GR	820,000	820,000	836,400	853,128	870,191	887,594

5324	TARGETED SUBSIDIES - 10 AND OVE	115,000	150,000	153,000	156,060	159,181	162,365
5325	CLIENT OTHER SUPPORT	355,000	382,000	389,640	397,433	405,381	413,489
5337	SUPPORTING FAMILY CONNECTIONS	100,000	89,000	90,780	92,596	94,448	96,336
TOTAL FINANCIAL ASSISTANCE		2,140,000	2,197,050	2,240,991	2,285,811	2,331,527	2,378,158

PROMOTION AND PUBLICITY							
5402	PUBLICATIONS	63,550	27,200	27,744	28,299	28,865	29,442
5403	ANNUAL MEETING	500	6,500	6,630	6,763	6,898	7,036
5404	LONG TERM SERVICE GIFTS	-	5,200	5,304	5,410	5,518	5,629
5407	CENTRAL VOLUNTEER MISCELLANEOUS	-	200	204	208	212	216
5408	FOSTER PARENT RECOGNITION	10,000	10,000	10,200	10,404	10,612	10,824
5409	EMPLOYEE RECOGNITION EVENT	5,000	5,000	5,100	5,202	5,306	5,412
TOTAL PROMO & PUBLICITY		79,050	54,100	55,182	56,286	57,411	58,560

OFFICE ADMINISTRATION							
5502	STATIONERY	58,500	43,624	44,496	45,386	46,294	47,220
5503	EXTERNAL PRINTING/PHOTOCOPYING	59,100	32,350	32,997	33,657	34,330	35,017
5504	POSTAGE	5,000	12,500	12,750	13,005	13,265	13,530
5505	REGULAR TELEPHONE	50,000	40,000	40,800	41,616	42,448	43,297
5506	CELLULAR TELEPHONE	181,800	180,000	183,600	187,272	191,017	194,838
5507	ANSWERING SERVICE	13,000	13,000	13,260	13,525	13,796	14,072

5509	COURIERS	16,000	16,000	16,320	16,646	16,979	17,319
5510	OFFICE EQUIP - PURCHASE	8,000	13,000	13,260	13,525	13,796	14,072
5511	OFFICE EQUIP - MAINTENANCE	500	-	-	-	-	-
5512	OFFICE EQUIP - RENTAL	25,000	25,000	25,500	26,010	26,530	27,061
5513	BANK INTEREST & SERVICE CHG.	223,276	136,207	138,931	141,709	144,543	147,434
5514	STORAGE FEES - OFFICE EQUIPMENT	28,000	28,000	28,560	29,131	29,714	30,308
TOTAL OFFICE ADMINISTRATION		668,176	539,681	550,474	561,484	572,713	584,168

MISCELLANEOUS

5702	SUNDRY	25,593	43,720	44,594	45,486	46,396	47,324
5703	COFFEE & LUNCHEONS	4,700	1,500	1,530	1,561	1,592	1,624
5705	ALL STAFF MEETINGS	51,100	63,675	64,949	66,247	67,572	68,924
5721	LIABILITY INSURANCE	613,000	708,168	728,168	748,168	768,168	788,168
5722	MEMBERSHIP DUES & FEES	343,300	377,200	384,744	392,439	400,288	408,293
5725	LONG TERM SERVICE GIFTS	243,000	252,720	257,774	262,930	268,188	273,552
TOTAL MISCELLANEOUS		1,280,693	1,446,983	1,481,759	1,516,831	1,552,204	1,587,885

INFORMATION SERVICES

5902	HARDWARE	80,000	27,120	27,662	98,216	30,180	30,784
5903	AS/400 MAINTENANCE	10,500	8,000	8,160	8,323	8,490	8,659
5904	PC MAINTENANCE	45,000	15,000	15,300	15,606	15,918	16,236

5905	MICROFILM EQUIP. MAINTENANCE	16,000	19,000	19,380	19,768	20,163	20,566
5906	SOFTWARE MAINTENANCE	206,920	214,000	218,280	267,646	227,999	232,558
5908	PC SUPPLIES	15,000	15,000	15,300	15,606	15,918	16,236
5913	PC SOFTWARE ACQUISITIONS	45,000	20,000	20,400	20,808	21,224	21,649
5915	PROGRAMMING & CONSULTING	220,000	256,000	261,120	266,342	271,669	277,103
5916	COMMUNICATION LINES	80,000	86,900	88,638	90,411	92,219	94,063
5920	ONLINE FEES	85,000	215,000	219,300	223,686	228,160	232,723
TOTAL INFORMATION SERVICES		803,420	876,020	893,540	1,026,411	931,939	950,578
PIP Budget		1,629,000	342,000	667,086	537,086	562,086	-
TOTAL EXPENDITURES		82,575,804	81,283,275	80,774,915	80,434,161	80,259,180	79,844,659
INCOME ALLOCATION							
9221	CRA ALLOWANCE *	-1,180,000	-1,180,000	-1,109,200	-1,042,648	-980,089	-921,284
9223	CHILD DISABILITY BENEFIT *	-110,000	-	-	-	-	-
9230	CSA - PRE DISCHARGE PAY *	15,856	9,000	9,000	9,000	9,000	9,000
9331	ALERTS PROGRAM FUNDING	-12,600	-12,600	-12,600	-12,600	-12,600	-12,600
9333	OTHER MCYS FUNDING - FLS	-22,400	-22,400	-22,400	-22,400	-22,400	-22,400
9334	OTHER MCYS/MCSS FUNDING	-507,405	-499,715	-499,715	-499,715	-499,715	-499,715
TOTAL INCOME ALLOCATION		-1,816,549	-1,705,715	-1,634,915	-1,568,363	-1,505,804	-1,446,999

OTHER INCOME							
9984	INTEREST INCOME	-70,000	-60,000	-60,000	-60,000	-60,000	-60,000
9990	OTHER INCOME	-166,420	-227,057	-227,057	-227,057	-227,057	-227,057
TOTAL OTHER INCOME		-236,420	-287,057	-287,057	-287,057	-287,057	-287,057

NET EXPENDITURES		80,792,803	79,290,503	78,852,943	78,578,741	78,466,318	78,110,603
9321	CHILD WELFARE FUNDING	-80,524,670	-79,115,503	-	-	-	-
	CCAF DISBURSEMENT	-200,000	-175,000	76,977,652	75,383,656	73,820,366	73,082,162
9330	FAMILY SUPPORT WORKER	-68,133	-	-	-	-	-
TOTAL FUNDING		-80,792,803	-79,290,503	-	-	-	-
(SURPLUS) / DEFICIT		-	-	1,700,291	3,020,085	4,470,952	4,853,440