

Catholic Children's Aid Society of Toronto

Integrated Operating Plan

2026-27 through 2028-29



[Type here]

Table of Contents

1. Purpose of the IOP	2
2. CCAS Mission, Vision & Values.....	2
3. IOP Planning Process	3
4. Strategic Priorities & Objectives.....	3
5. Projects, Initiatives & Pilots.....	5
6. Service Volume Projections	6
7. Human Resources Management.....	8
8. Budget & Financial Planning for Liability and Cash Management	10
9. IOP Measurement Framework: Key Performance Indicators	12
10. Communication & Reporting	13
Appendix A: Organizational Theory of Change	14

List of Figures

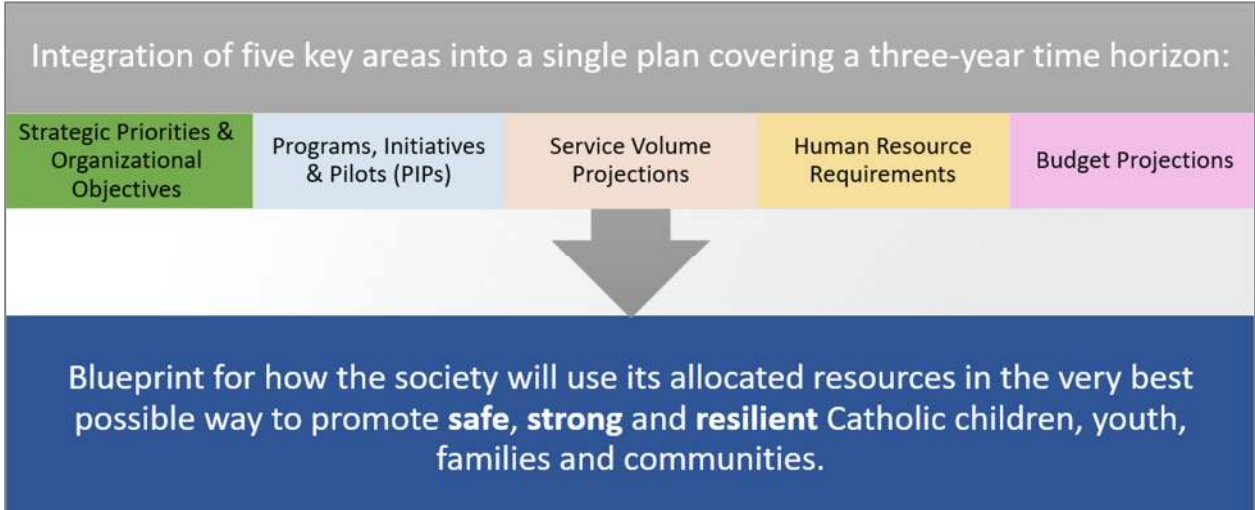
Figure 1: Components of the Integrated Operating Plan (IOP)	2
Figure 2: IOP Planning Process	3
Figure 3: Revised Strategic Priorities	3
Figure 4: CCAS Strategy Map.....	4
Figure 5: Projects Mapped to Strategic Objectives.....	5
Figure 6: Volume Trends & Projections	7
Figure 7: Key Service Volume Statistics	8
Figure 8: Talent Management Cycle.....	9
Figure 9: Three Year Budget Summary in \$1000s	11
Figure 10: Key Performance Indicators	12
Figure 11: Reporting Progress to Key Stakeholders.....	13

Integrated Operating Plan

1. Purpose of the IOP

The Integrated Operating Plan (IOP) of the Catholic Children’s Aid Society (CCAS) is a three-year plan, outlining CCAS’s strategic priorities and objectives. Included in the plan are the projects underway and planned to advance the strategy, and the resources required to support these priorities within the funding allocation from the Ministry of Children, Community and Social Services (MCCSS) and other critical revenue sources such as the Catholic Children’s Aid Foundation (CCAF).

FIGURE 1: COMPONENTS OF THE INTEGRATED OPERATING PLAN



2. CCAS Mission, Vision & Values

The Catholic Children’s Aid Society has been serving the Catholic community for more than 130 years. The following statements guide what we do (Mission), what we stand for (Values) and the impact we are hoping to have for the communities we serve (Vision).

Mission: The Catholic Children's Aid Society of Toronto, on behalf of the Catholic community is committed to providing social services that protect children and strengthen family life

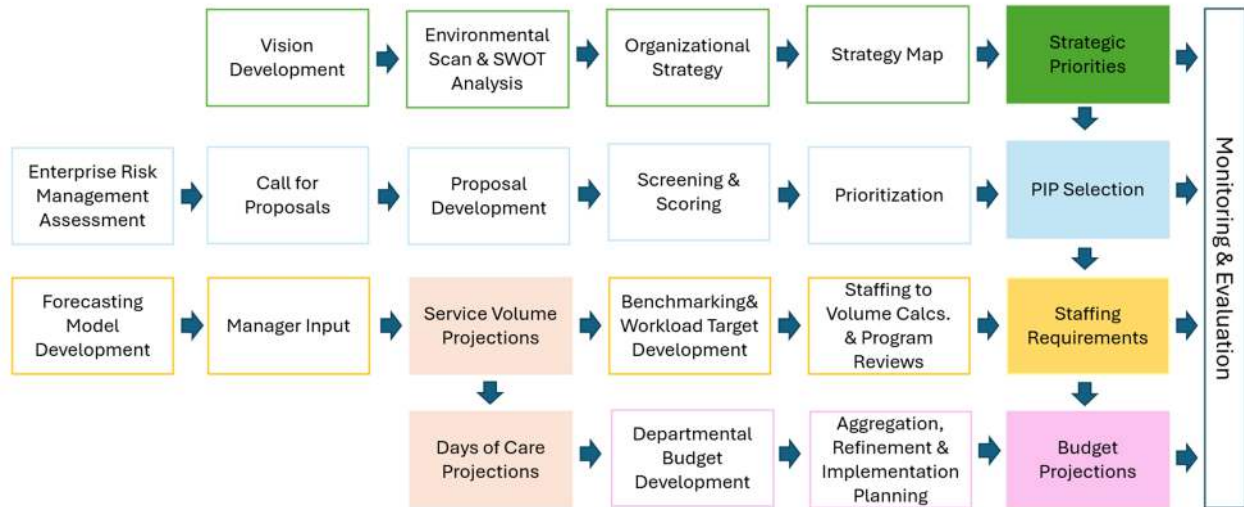
Vision: Catholic children, youth, families and communities are safe, strong and resilient

- Values:** We value:
- ❖ Human Dignity
 - ❖ The Courage and Integrity to Take a Stand
 - ❖ Partnership & Teamwork
 - ❖ Cultural, Racial & Individual Differences
 - ❖ Professional Excellence

3. IOP Planning Process

The IOP is developed each year through collaboration across the senior leadership team and consultation with the CCAS Board of Directors. Several meetings were held over the fall (2025) and winter (2026) to consult on strategy, select and develop strategic projects, and support volume projections, staffing requirements, and budget development. Figure 2 outlines the steps in the planning process to achieve decisions in each of the essential components of the IOP.

FIGURE 2: IOP PLANNING PROCESS



4. Strategic Priorities & Objectives

4.1 Strategic Priorities

The CCAS Board endorsed five strategic priorities in 2023 which have guided our work over the last three years, all viewed through the lenses of Catholic Identity, Anti-Racism & Anti-Oppression, Trauma-Informed and Evidence-Informed Practices. Due to changes in the external environment including rising costs, increasing complexity of the needs of children/youth presenting to CCAS and significant forecasted financial pressures, CCAS undertook a Strategy Refresh in January 2026, resulting in the following changes to the priorities, balancing strategic direction with cost-effectiveness:

FIGURE 3: REVISED STRATEGIC PRIORITIES

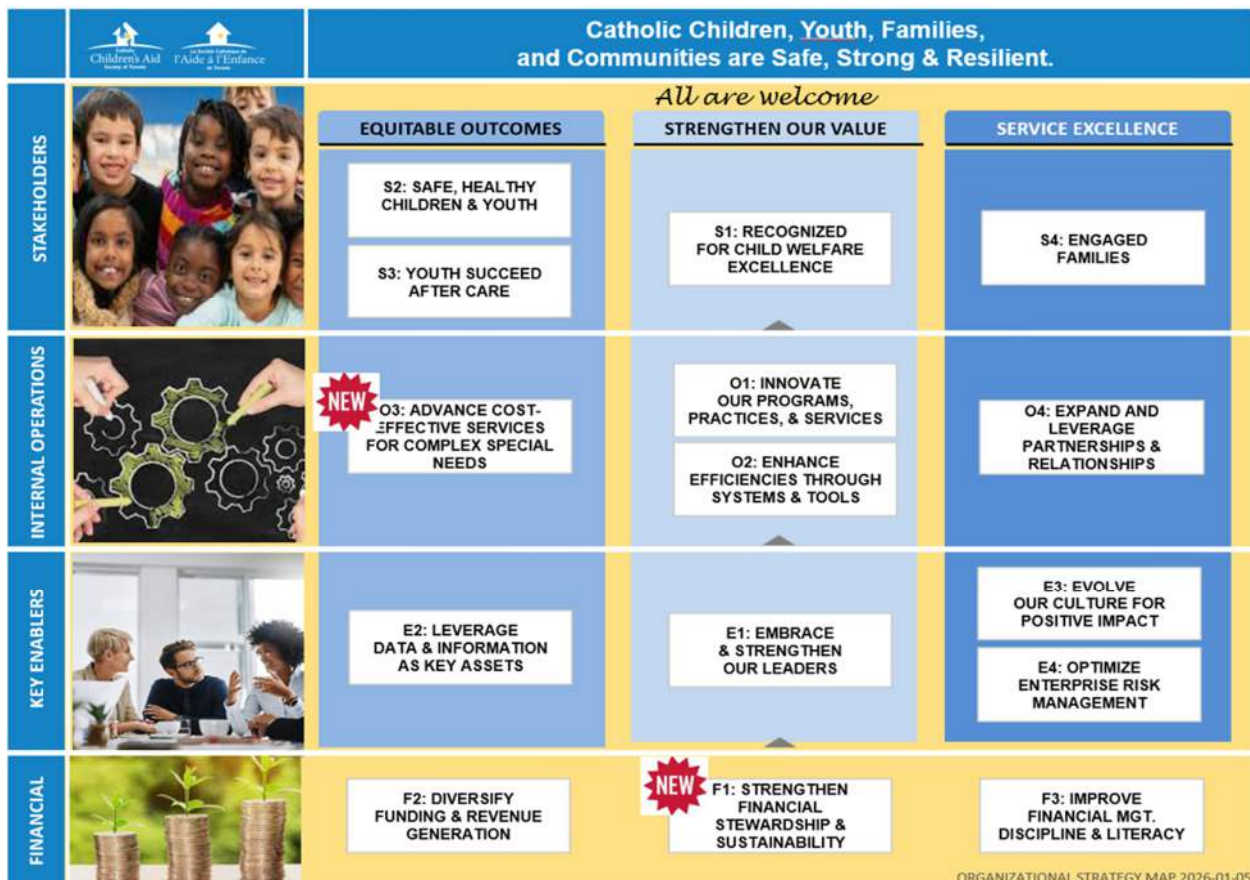
FROM...	...TO
Differential Response (Holistic Assessment & Response Pathways ‘HARP’)	Differential Response Provide the right service at the right time, including diversion away from child welfare
Youth Readiness	Youth Readiness Help youth to thrive after care by building skills and providing services that set young people up for success
Clinical Development	Organizational Excellence & Efficiency

FROM...	...TO
	Deliver quality, cost-effective services through innovation, improved processes, and investments in technology
Organizational Culture	Organizational Culture Create a safe, supportive, accountable & productive work culture where staff can learn and grow
Strategic Relationship with the Catholic Children’s Aid Foundation	Financial Sustainability Strengthen financial health and stewardship by responsible expenditure management, diversified funding, and long-term planning. Restore CCAS to solid financial footing

4.2 Strategic Objectives

In January 2026, CCAS revised its strategy map commensurate with the adjustments to the strategic priorities outlines above, shown below in Figure 4. The strategy map is organized using a balanced scorecard approach and encompasses objectives across four perspectives: 1) Stakeholders; 2) Internal Operations; 3) Key Enablers; and 4) Financial. The map below demonstrates a balance between objectives related to our service delivery (designed to have an impact on the communities we serve) and those related to our organization (designed to build a strong, Catholic child welfare agency).

FIGURE 4: CCAS STRATEGY MAP



5. Projects, Initiatives & Pilots

Through a process of planning throughout the summer and fall of 2025, CCAS has confirmed a range of projects, initiatives and pilots (PIPs-shown in Figure 5) to carry out over the next several years. Once implemented, the PIPs support the advancement of the strategic objectives outlined in the strategy map.

FIGURE 5: PROJECTS MAPPED TO STRATEGIC OBJECTIVES

Project Name	Link to Strategic Objective	Project Type	2026-27	2027-28	2028-29
Clinical Development (PACE)	O1: Innovate Programs, Practices & Services	Strategic	x		
Access & Family Support*	O1: Innovate Programs, Practices & Services; S4: Engaged Families	Strategic	x		
Male Engagement Worker Program (Phase 2)**	O1: Innovate Programs, Practices & Services	Strategic	x		
Partnership Strategy	O4: Expand & Leverage Partnerships & Relationships	Strategic	x		
Extract & Reporting (Phase 2)	E2: Leverage Data & Information as Key Assets	Operational	x		
HelpDesk Application Upgrade	O2: Enhance Efficiencies through Systems & Tools	Operational	x		
iExpense	O2: Enhance Efficiencies through Systems & Tools	Operational	x		
Strategy Development: <i>Complex Special Needs (CSN); Education; Housing; Artificial Intelligence (AI)</i>	S3: Youth Prepared to Succeed; O1: Innovate Programs, Practices & Services;	Strategic	x		
Impact/Cost Analysis: CSN Residential Pilot	O2: Advance Cost-Effective Services for Complex Special Needs	Strategic	x		
HARP Expansion*	O1: Innovate Programs, Practices & Services	Strategic	x	x	
Youth Readiness 2.0*	S3: Youth Prepared to Succeed	Strategic	x	x	
Pathways to Post Secondary Education	S3: Youth Prepared to Succeed; F3: Improve Financial Mgt., Discipline & Literacy	Compliance, Operational	x	x	
Implementation of Microsoft Co-Pilot	O2: Enhance Efficiencies through Systems & Tools	Operational	x	x	
SharePoint Repository	O2: Enhance Efficiencies through Systems & Tools	Operational	x	x	
Data Centre Upgrade	E4: Optimize Enterprise Risk Management	Operational	x	x	
Project Management Office	O2: Enhance Efficiencies through Systems & Tools	Operational		x	
Microsoft Purview	E2: Leverage Data & Information as Key Assets	Strategic		x	x

*Funded by the Catholic Children's Aid Foundation

**Funded by Child Welfare Innovation & Change grant from the Ministry of Children, Community & Social Services

6. Service Volume Projections

Service volume projections are essential to organizational planning for several reasons:

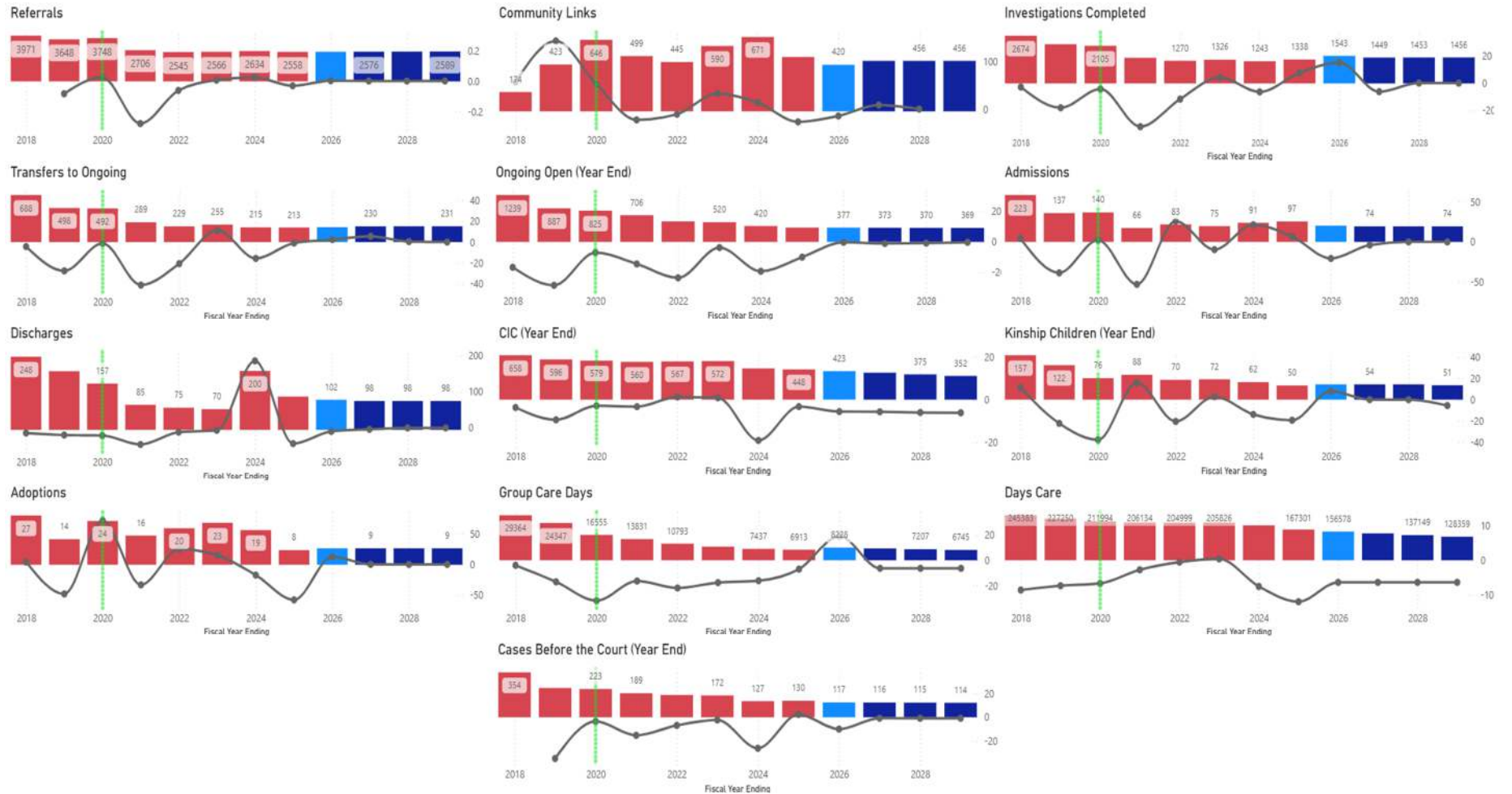
- They help set targets to measure planned shifts in service delivery expected to result in desired outcomes such as admission prevention and reduced length of service
- They signal staffing requirements for case carrying functions across the organization, helping management ensure that there are appropriate staffing levels to meet legislated requirements and caseload volumes
- Both through staffing requirements and direct impact on other costs such as boarding rates, they impact the overall budget.

Ongoing monitoring of projected volumes against actuals occurs as part of the agency's Quarterly Review process and is a critical part of overseeing the implementation of the IOP.

Prior to the onset of the COVID-19 pandemic in March 2020, service volumes at CCAS had been declining for almost a decade. With the advent of the pandemic and the subsequent closure of schools and many other social services for in-person work, CCAS, like most children's aid societies, saw a sudden and sharp decrease beginning in 2020-21, in the first year of the pandemic. While volumes have not returned to pre-COVID levels, the last two years have shown an increase of referrals at the front door. Hypotheses about why we are seeing this increase include some pent-up demand flowing back into the system following COVID, and the well documented impact of the pandemic on mental health (both children/youth and adults) coupled with the rising cost of living, placing increasing stressors on families.

Figure 6 (following page) shows the volume trends, both historical and projected, using the three-year forecast developed in January 2026. Projected volumes at the front end of the system (Intake and Investigation) show an increase over previous years' volumes. Cases at Ongoing Family services are expected to stabilize as we see a similar number of transfers and closures in each fiscal year. Children in care are expected to decrease incrementally year over year as admissions decrease and discharges remain steady, following the trend of the last several years where we saw significant numbers of young people leaving care.

FIGURE 6: VOLUME TRENDS & PROJECTIONS



	Actuals
	In-Year Forecast
	Out-Year Projection
	Percentage Change Year over Year
	Covid

Figure 7 (below) shows projections for key service volumes over the three years from 2026-27 through 2028-29. The 2025-26 data represent Q3 forecasts and are presented for comparative purposes. Projections include the assumptions noted above with respect to the impact of the current economic and social context on families and continuing work on admission prevention.

FIGURE 7: KEY SERVICE VOLUME STATISTICS

SERVICE ELEMENT	2023-24 Actuals	2024-25 Actuals	2025-26 Forecast	2026-27 Budget	2027-28 Projection	2028-29 Projection	2025-26 to 2027-28 % Change	2025-26 to 2028-29 % Change
COMMUNITY LINKS	671	491	420	456	456	456	9%	9%
INVESTIGATIONS COMPLETED	1,243	1,338	1,543	1,449	1,453	1,456	-6%	-6%
ONGOING-YEAR END	420	378	377	373	370	369	-2%	-2%
ADMISSIONS	91	97	77	66	66	66	-14%	-14%
DISCHARGES	200	113	102	87	87	87	-15%	-15%
CIC-YEAR END	463	448	423	402	381	360	-10%	-15%
PAID DAYS CARE	180,647	155,627	140,428	135,896	127,186	119,034	-9%	-15%
GROUP CARE DAYS	7,437	6,913	8,228	8,060	7,544	7,060	-8%	-14%
# HIGH-COST CASES*	---	32	37	32	25	16	-32%	-57%
CIC-TAY	14	11	10	9	9	8	-10%	-20%

*Aligned with 2024 OACAS request identifying children/youth in placements costing \$200K or more each fiscal year

7. Human Resources Management

7.1 Talent Cycle Integration

As part of CCAS’s ongoing commitment to building a strong, capable, and future-ready organization, the Talent Management Cycle (shown in Figure 8, following page) serves as the foundation for how we attract, develop, engage, and retain our workforce. Each stage of the cycle—from workforce planning and recruitment through learning, performance development, succession planning, and transition—ensures that staffing decisions are purposeful, transparent, and aligned with CCAS’s long-term strategic priorities.

Through this framework, CCAS takes a holistic and proactive approach to talent management. This includes regularly reviewing organizational needs, supporting employee growth, and ensuring our workforce remains adaptable to evolving service demands. The Talent Management Cycle also guides how we anticipate future skill requirements, strengthen leadership capacity, and maintain a stable workforce that supports high-quality service delivery for children, youth, and families. This integrated approach enables CCAS to balance operational effectiveness, staff well-being, and financial stewardship in a consistent and people-centered manner.

FIGURE 8: TALENT MANAGEMENT CYCLE



7.2 Workforce Analysis, Planning & Optimization

Effective workforce planning is central to ensuring CCAS can deliver high-quality, sustainable services to children, youth, and families. Over the past year, CCAS undertook a comprehensive, evidence-informed workforce analysis to align staffing levels, competencies, and organizational structure with projected service volumes, strategic priorities, and the evolving needs of the communities we serve.

Our workforce planning approach included:

- **Comparative and Benchmark Analysis:** Reviewing caseload and staffing models across peer child welfare agencies to understand best-practice ratios, role design, and team structures.
- **Staffing-to-Volume Forecasting:** Aligning projected service volumes—based on investigative trends, ongoing services stabilization, and decreasing children-in-care numbers—with the staffing needed to maintain legislated requirements and high-quality service delivery.
- **Program and Organizational Reviews:** Examining programs, support functions, and organizational processes to identify opportunities to streamline work, reduce duplication, improve service pathways, and enhance employee experience.
- **Scenario Planning:** Developing multiple staffing scenarios to assess how changes in service demand, funding, and organizational priorities may impact future workforce needs.
- **Alignment with Strategic Priorities:** Ensuring that workforce recommendations support innovation, organizational excellence, and financial stewardship as outlined in the CCAS Strategy Map.

Out of these activities, CCAS has developed a people-centered plan to optimize the workforce and right-size the organization, ensuring that service delivery is not compromised, the agency continues to meet all legislated and regulatory requirements, and that we are supporting a stable, skilled and engaged workforce. The plan consists of the following:

- **Attrition-Based Adjustments:** Leveraging natural turnover, retirements, and internal movement to gradually realign staffing levels where future projections indicate lower service volumes.
- **Voluntary and Supportive Transition Opportunities:** Offering supports such as retirement planning and other voluntary, employee-driven pathways that can assist staff in planning their next career or life stage while supporting organizational needs.
- **Job and Process Redesign:** Modernizing workflows, redefining roles, and leveraging technology to reduce administrative burden and strengthen capacity.
- **Organizational Structure Refinements:** Making thoughtful adjustments to team structures to enhance collaboration, reduce bottlenecks, and improve service delivery outcomes.
- **Ongoing Monitoring and Adjustment:** Workforce plans are reviewed and adjusted quarterly through CCAS's established planning and oversight processes, ensuring adaptability as service realities evolve.

8. Budget & Financial Planning for Liability and Cash Management

CCAS continues to face budget pressures due to annual funding decreases and escalating costs, managed each year through ongoing planning and monitoring. Additionally, families referred are presenting with greater needs (e.g., children with complex special needs, intensive mental health needs) while there is insufficient capacity in other sectors, contributing to additional budget pressures. The child welfare sector continues to experience significant challenges finding suitable placements for these children and youth, and placement costs continue to increase. We are also experiencing greater pressure to admit children and youth where gaps in service rather than child protection are the primary reason for referral to CCAS.

In 2025-26, CCAS experienced a significant deficit, which will carry into 2026-27 as historical debt. The society has put in place many mitigation strategies and has a comprehensive three-year plan to offset the over expenditures from 2025-26 through savings achieved in 2026-27 through 2028-29.

Over the past year a refined process was developed to leverage comparative analysis, benchmarking and program reviews for all service areas and back-office functions to identify efficiencies. Additionally, examination of liabilities and cash management are components of the longer-term plan. Initiatives identified to contribute to cost curtailment, savings and cost avoidance over the short and medium term are key underpinnings of the operating budget planning work of the CCAS Senior Leadership Team, along with aligning resources with our priorities to achieve the desired strategic objectives. Initiatives identified by senior leadership to bring about cost avoidance and/or savings include the following:

1. Prudent management of salaries and benefits within available funding, including continuing the strategy of attrition and back-fill review.
2. Management of operational costs to ensure that we are meeting the needs of children in the most effective and efficient way. Strategies include scaling up of promising approaches that improve service outcomes and service user experience while containing costs (e.g., HARP model); a focus on admission prevention; augmenting our capacity to provide society-operated care and reducing our reliance on outside purchased placements; and sound oversight of placements and service agreements.
3. Continue to diversify our revenue sources and manage costs through additional strategies.
4. Careful monitoring of savings initiatives before proceeding with implementation and commitment of investments.

Additionally, for longer term financial sustainability, CCAS leadership is examining options to manage liabilities in the next two to three years. Further, there is close monitoring of cash balances to ensure sufficient cash for payroll and accounts payable and back up options to address cash shortfalls are in place for the near term.

Figure 9 (below) shows the budget summary for the following three years (2026-27 through 2028-29):

FIGURE 9: THREE YEAR BUDGET SUMMARY IN \$1000S

EXPENSE CATEGORY	24/25 Actual	25/26 Budget	25/26 Forecast	26-27 Budget	27-28 Projection	28-29 Projection	Cumulative Total 25/26 to 28/29	2026-27 vs 2028-29	28-29 vs 25-26 Forecast
SALARIES & BENEFITS	\$ 46,446	\$ 45,682	\$ 45,051	\$ 45,217	\$ 44,567	\$ 44,094	\$ 178,929	-2%	-2%
BOARDING RATES	\$ 24,913	\$ 26,718	\$ 28,022	\$ 23,634	\$ 19,503	\$ 16,856	\$ 88,015	-29%	-40%
TRAVEL & STAFF TRAINING	\$ 1,288	\$ 1,288	\$ 1,384	\$ 1,340	\$ 1,298	\$ 1,283	\$ 5,305	-4%	-7%
SERVICE RELATED EXPENSES	\$ 4,254	\$ 3,805	\$ 4,612	\$ 4,009	\$ 3,204	\$ 3,044	\$ 14,868	-24%	-34%
CORPORATE SERVICES	\$ 5,856	\$ 6,130	\$ 5,891	\$ 5,445	\$ 5,265	\$ 5,292	\$ 21,892	-3%	-10%
CONTINGENCY PROVISION FOR IN-YEAR LEVERS	\$ -	\$ -	\$ 700	\$ 2,900	\$ 508	\$ 900	\$ 5,008	-69%	29%
TOTAL EXPENDITURES	\$ 82,757	\$ 83,623	\$ 85,659	\$ 82,546	\$ 74,344	\$ 71,468	\$ 314,017	-13%	-17%
OTHER REVENUES & RECOVERIES AND TAY REVENUE	\$ (5,678)	\$ (5,581)	\$ (7,777)	\$ (8,687)	\$ (2,170)	\$ (1,711)	\$ (20,345)	-80%	-78%
CHILD WELFARE FUNDING	\$ (77,075)	\$ (75,542)	\$ (75,542)	\$ (74,039)	\$ (72,746)	\$ (71,345)	\$ (293,672)	-4%	-6%
(SURPLUS) DEFICIT	\$4	\$2,501	\$2,340	(\$180)	(\$572)	(\$1,588)	\$0		

9. IOP Measurement Framework: Key Performance Indicators

Figure 10 outlines the key performance indicators (KPIs) related to each strategic objective shown in the strategy map (Figure 3). KPIs will evolve throughout the IOP timeframe. Progress against each is reported at the Quarterly Review.

FIGURE 10: KEY PERFORMANCE INDICATORS

Strategic Objective	KPI	Strategic Objective	KPI
Stakeholders		Key Enablers	
S1: Recognized for Child Welfare Excellence	<ul style="list-style-type: none"> Results of Government Relations and Social Media/Media engagement strategies 	E1: Embrace & Strengthen our Leaders	<ul style="list-style-type: none"> Completion of new leaders' training modules
S2: Safe, Healthy Children & Youth	<ul style="list-style-type: none"> Composite measure of safety, permanency and wellbeing indicators 	E2: Evolve Culture for Positive Impact	<ul style="list-style-type: none"> % Department Culture plans submitted Moving to % completion of plans
S3: Youth Succeed After Care	<ul style="list-style-type: none"> Project Health score for Youth Readiness 2.0 project (and Education Strategy, when ready) 	E3: Leverage Data & Information as Key Assets	<ul style="list-style-type: none"> Project Health Score for Extract & Reporting project (Purview and SharePoint Repository when ready)
S4: Engaged Families	<ul style="list-style-type: none"> Progress on Conferencing Model redesign project (workplan) Attendance at PACE/Clinical K2P sessions for eligible staff 	E4: Optimize Enterprise Risk Management	<ul style="list-style-type: none"> % of planned Risk Registers presented to the Board
Internal Operations		Financial	
O1: Innovate our Programs, Practice & Services	<ul style="list-style-type: none"> Progress against requirements for Evidence Informed Programs process 	F1: Enhance Financial Stewardship & Sustainability	<ul style="list-style-type: none"> Progress against deficit management plan
O2: Enhance Efficiencies Through Systems & Tools	<ul style="list-style-type: none"> Average Project Health Score for efficiency projects (e.g., Record Check Queue; AI policy development; iExpense) 	F2: Diversity Funding & Revenue Generation	<ul style="list-style-type: none"> Number of grants applied for
O3: Advance cost-effective services for complex special needs	<ul style="list-style-type: none"> Progress against development of organizational strategy for response to Complex Special Needs 	F3: Improve Financial Management, Discipline & Literacy	<ul style="list-style-type: none"> % Departmental budgets on track
O4: Expand & Leverage Partnerships and Relationships	<ul style="list-style-type: none"> Project Health score for Partnership Strategy project 		

10. Communication & Reporting

This updated IOP will be shared with the CCAS community at an all-staff meeting in May 2026 and is posted on our internal and external websites. We recently launched an internal site devoted to our projects that is updated quarterly. Senior Leadership will continue to ensure that details of the IOP, the strategic priorities and projects are shared regularly with staff through departmental meetings and other avenues to help staff see themselves and their contributions in this work. Further, staff input is welcomed through the planning process regarding new ideas and proposals to advance our strategic objectives; proposals that cannot be greenlit right away become part of the pipeline.

FIGURE 11: REPORTING PROGRESS TO KEY STAKEHOLDERS



Progress against the major components of the plan (strategic priorities and PIPs, budget, staffing and volume assumptions) are monitored on a quarterly basis and reported through the society’s Quarterly Review process. Reporting also occurs through the various Board committees, the full Board, and as part of our accountability requirements to MCCSS. We have developed a community newsletter and media strategy that ensure that our broader community and stakeholders are kept aware of the progress on major initiatives of strategic importance.

Appendix A: Organizational Theory of Change



Catholic Children's Aid Society Theory of Change

Vision: Catholic children, youth, families and communities are safe, strong and resilient

