



CHILDREN'S
AID FOUNDATION
OF CANADA

Strength to Change Lives

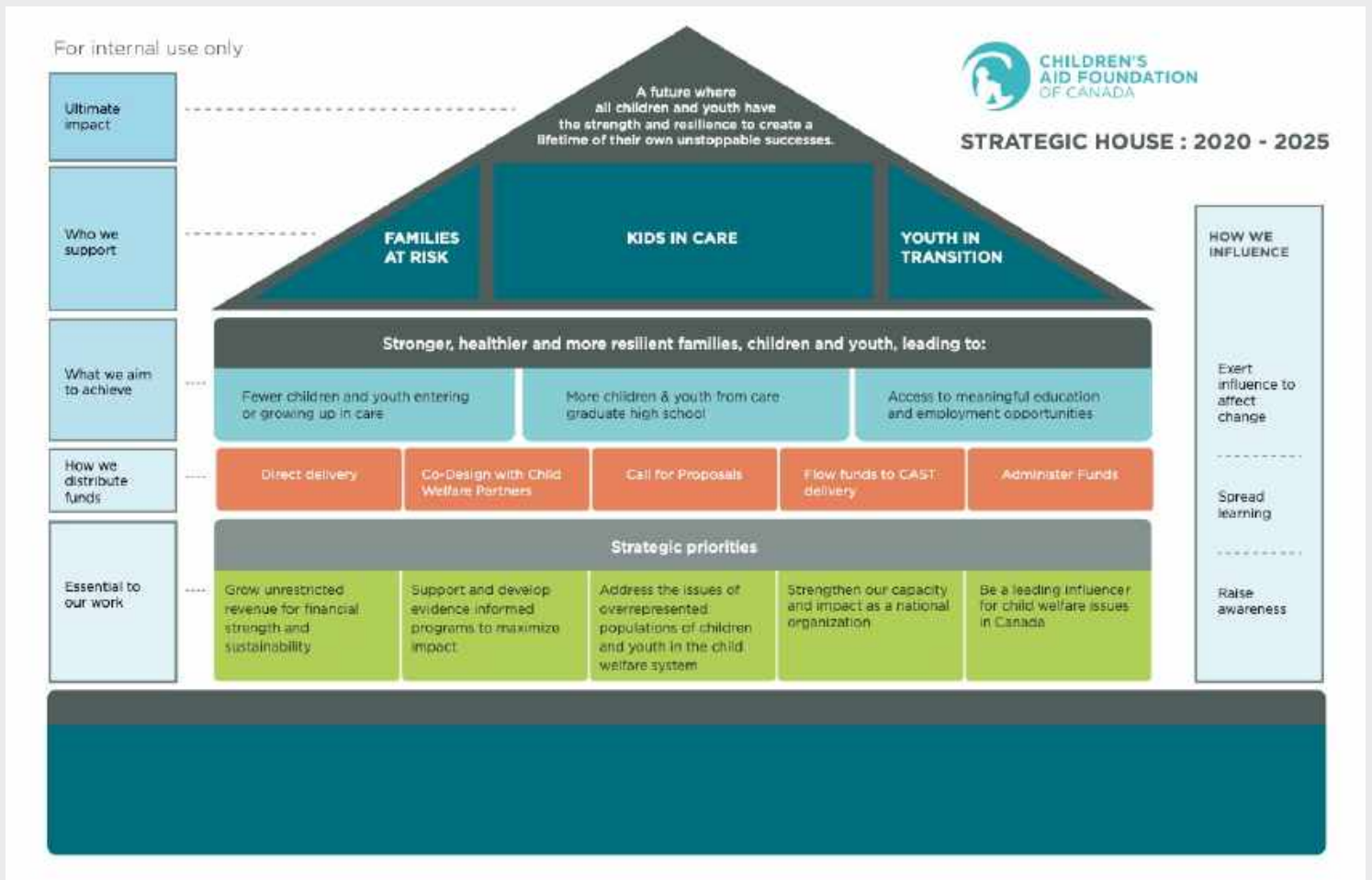
Children's Aid Foundation of Canada
Strategic Plan 2020-2025

YEAR 2 REPORT

Strategic priorities 2020-2025: Year 2 report

Our goal

Working in collaboration with our national network of child- and youth- serving agency partners, government stakeholders and donors, we are focused on opportunities to co-create and invest in innovative programs aligned with the needs of our priority populations that are evidence-informed or demonstrate promising results.



Grow unrestricted revenue for financial strength and sustainability

Progress to date:

Doing well
Slow but steady
Needs attention



- 105% of 2021-2022 revenue target achieved, with over \$17M raised
- Achieved 78% of overall campaign target, with \$19.8M raised
- Raised \$3.7M in undesignated funds in 2021-22, 117% of the original goal

We identified seven key activities to help us grow and diversify revenue streams.

Key Activities 2020-2025	Progress to Date
Increase undesignated funds.	We set an ambitious target to raise \$3.175M in unrestricted funds, an increase of 12% compared to the previous year. That target was exceeded, with \$3.7M raised – or 117% of the original goal.
Sustain the campaign to rally Canadians and increase revenue across all channels.	We continued the momentum of the Stand Up for Kids: Futures Transformed, \$75 million campaign to rally Canadians around the needs of vulnerable children, youth and families.
Engage community, philanthropic and business leaders as key volunteers to support our fundraising efforts.	Continued to build on a strong Campaign Cabinet and Campaign Advisory Council, with key representatives from the corporate and philanthropic sectors. Recruited a new volunteer Chair of the Teddy Bear Fund (TBF) who is building a committee comprised of corporate leaders committed to raising funds and awareness of the mission of CAFC and the TBF.
Invest in our planned giving program.	We executed a multi-channel campaign – including a strategic investment in Will Power, a national movement to educate Canadians about legacy giving. Received \$860K in bequest revenue in 2021/22 – a stronger than expected result.
Secure additional government funding and build relationships with key government stakeholders.	We secured \$2.2M from the Government of Ontario for Big Steps to Success; and had regular engagement via the Journey to Zero Governance Committee and the Youth Readiness Indicator project (in partnership with OCAC).
Pilot new fundraising programs in the community.	We expanded fundraising initiatives in the community and saw growth in a number of third party programs. Bike Challenge revenue increased by 340%, raising \$110K in unrestricted revenue & Teddy Bear Adventure revenue increased by 125%.
Attract social impact investors by piloting innovative models for investing in social change in child welfare.	We successfully completed Year 2 of Journey to Zero, an innovative early intervention pilot program. We launched Big Steps to Success, a new national program in partnership with Big Brothers, Big Sister of Canada. We further developed the Impact Accelerator concept, while engaging The Northpine Foundation.

NEXT STEPS

Moving into Year 3, the team will continue to focus on achieving our goal to raise \$4.467M in unrestricted dollars (a 20% increase from FY21/22 actuals), through investments in the mass-market, direct response channels, the Gala and major gifts.

We will also continue to focus on diversifying our donor community across all streams, including corporate and individual major gifts as well as community and planned giving. We are also planning to wrap up the Stand Up for Kids: Futures Transformed \$75M campaign one year ahead of schedule.

Support and develop evidence-informed programs to maximize impact

Progress to date:

Doing well
Slow but steady
Needs attention



- Successfully launched Big Steps to Success
- 20% of total funds granted were directed to co-designed programs
- 73 youth with lived experience and 63 donors and government partners are currently engaged in co-design and evaluation activities

We identified four key activities to grow our programmatic impact.

Key Activities 2020-2025	Progress to Date
Develop and launch innovative new programs and services in partnership with child welfare and government partners.	<p>Launched Big Steps to Success, an innovative new mentorship program with a Big Brothers, Big Sister of Canada to help improve educational outcomes for children in care.</p> <p>We are currently developing and fundraising for Safe at Home, a new co-designed program with a goal to support families experiencing domestic violence and prevent domestic violence from reoccurring.</p>
Create strong evaluation methodologies and outcome measurement frameworks.	<p>We are working with an independent evaluator to measure the impact of the Big Steps to Success Program.</p> <p>We collaborated with RBC and the Youth Wellness Lab at the University of Toronto to conduct research examining employment outcomes and barriers for youth leaving care.</p>
Attract lead funders to invest in the launch of innovative new co-design programs.	<p>We are working on securing a public-private joint investment of \$10M for Safe at Home (raised \$7.8M to date, including a \$5M anchor gift).</p> <p>We are continuing to build relationships with potential investors from multiple sectors to support the launch of new co-designed programs as they are developed. In particular, we continued to develop the Impact Accelerator concept and engage The Northpine Foundation as a transformational funder.</p>
Seek advice and insights from young people with lived experience to ensure co-designed programs are as strong and effective as possible.	<p>We regularly bring program ideas, concepts, awareness-raising campaigns and fundraising concepts forward to our Young People’s Advisory Council for their input. This year we consulted a broad group of former youth in care as we launched FosteringCommunity.ca, a new digital resource.</p>

NEXT STEPS

In Year 3, we will continue to pursue the development, funding and delivery of existing and new programs that are closely aligned with the identified needs of our priority populations. These programs include: Journey to Zero program, Beyond Neglect, Big Steps to Success, Youth Works, Safe at Home, and Creating Pathways for Youth.

We will host Communities of Practice for the programs we are leading to capture program learnings and impact. We will also launch an onboarding process for new partners and new partner contacts. We will also implemented the recommendations from the PSE Program review.

Address the issue of over-representation of Black and Indigenous children and youth in the child welfare system

Progress to date:

Doing well
Slow but steady
Needs attention



- 50% of all calls for proposal grants supported Indigenous led or Indigenous serving organizations
- 16 new partnerships established with Black-led and Indigenous-led organizations, for a total of 125 partnerships
- Launched the Equity and Inclusion Community Council and internal IDEA Committee to guide the Foundation on Equity, Diversity and Inclusion

We identified four key activities to support our efforts to address overrepresentation.

Key Activities 2020-2025	Progress to Date
Align the Foundation’s grants and programs with initiatives being delivered by our child welfare agency partners that specifically address the unique needs of Black and Indigenous children and youth.	The Foundation has continued to invest in initiatives that are supporting Black and Indigenous children, youth and families. We adjusted our counting of grants and programs in 2021-22 to also include initiatives being run by settler-led organizations that are focused on Black and Indigenous children, youth and families which had previously been left out of our counting.
Co-design new programs with select child welfare partners to specifically address the systemic issues that lead to the overrepresentation of targeted populations in child welfare.	The Safe at Home program has engaged Indigenous organizations and plans are underway to further engage Indigenous communities to explore the ways to best help Indigenous families experiencing domestic violence. North Bay, one of the primary locations for Big Steps to Success is targeting Indigenous children and youth. Co-design activities with the local community are underway and tools are being developed to empower mentors best help Indigenous mentees.
Engage all Foundation stakeholders in ongoing education and learning to enhance knowledge and awareness of issues of social equity and justice.	We are members of the Canadian Centre for Diversity and Inclusion and encourage staff to do trainings they offer. The staff IDEA committee regularly engages staff in topics related to diversity, equity and inclusion. Staff had the opportunity to complete the 4 Seasons of Reconciliation course. Staff also had the opportunity to complete courses on bias, Islam in the workplace and antisemitism.
Develop advisory groups or committees to inform our strategies to address the underlying conditions that lead to overrepresentation of Black, Indigenous and other populations of young people within the child welfare system.	Meetings of the Equity & Inclusion Community Council are helping to inform the Foundation’s work. The Council is setting its KPIs to measure this work. We supported the activities of the staff-led IDEA Committee to advance internal strategies to build inclusion, diversity, equity and accessibility across the organization.

NEXT STEPS

We will continue to apply the learnings and feedback from the Equity and Inclusion Community Council to continue strengthening program design and delivery, maintaining and increasing funding for overrepresented populations and fundraising for specific programs serving Black and Indigenous children, youth and families.

We will refine our goals and KPIs to support CAFC’s goal of improving the lives of families, children and youth involved with the child welfare system. We will also continue to explore Indigenous-evaluation methodologies and work with Indigenous partners on evaluation strategies as well as engage Indigenous communities as part of the Safe at Home program implementation with the goal of securing at least one Indigenous-led partner.

Strengthen our capacity and impact as a national organization

Progress to date:

Doing well
Slow but steady
Needs attention



- Established **46 new partnerships** with child welfare agencies across Canada, for a total of 125 partners
- Maintained our national reach, including grants to **76** child- and youth-serving agencies in **10 provinces and two territories**
- Initiated **bilingual resources** for all Grants & Programs and key materials on website
- **Fosteringcommunity.ca** launched and tested

We identified five key activities to guide our evolution as a national leader.

Key Activities 2020-2025	Progress to Date
Build and grow partnerships with child and youth-serving organizations and government stakeholders in key provinces and territories.	<p>We focused on deepening our existing partnerships and building new relationships with child- and youth-serving organizations nationally, with an emphasis on organizations led by or serving Indigenous and Black youth and those in geographic regions we were not yet reaching. As a result of these efforts, we established 13 new partnerships in Year 2.</p> <p>To deepen our role as a thought leader, we hosted a Digital Forum, bringing together representatives from across our national network of partners to share ideas, explore gaps and discuss solutions.</p> <p>We are engaging the Ontario Government in several programs including Big Steps to Success, Journey to Zero, Safe at Home and Youth Readiness Indicators.</p>
Diversify fundraising models to include focus on raising funds from donors and government partners in other provinces and territories.	<p>We are engaging the Manitoba Government and Manitoba-based agencies in Safe at Home.</p> <p>Staff and Campaign Cabinet are working to recruit members from other provinces.</p>
Develop an operating structure that supports and strengthens our national impact.	<p>In addition to building capacity on our fundraising and grants teams to deepen national scope and impact, we have also taken steps towards communicating in both French and English. As a result, we have initiated bilingual resources for all Grants & Programs and key materials on our website.</p>
Design granting strategies that support our national child welfare agency partners, specifically through program co-design opportunities and calls for proposals.	<p>Our co-design efforts have been focused on Safe at Home in 2021-22.</p> <p>A call for proposal was issued for the Youth Mental Health Fund.</p>
Build diversity at the leadership level to ensure effective representation of diverse populations being served nationwide.	<p>From our learnings from the inclusivity assessment by the Canadian Centre for Diversity and Inclusion, we have established an internal IDEA committee, we have continued staff training on diversity and inclusion, and we have integrated the learnings into our hiring practices.</p>

NEXT STEPS

In Year 3, we will focus on building our capacity to operate in both of Canada’s official languages to strengthen our reach and impact in communities nationwide.

We will also be leveraging the power of technology to enhance our national scope through our Digital Transformation Strategy. We will be upgrading the existing cafdn.org as a fully bilingual website as well as to improve user experience and functionality. We will also be migrating to a new digital fundraising platform that will allow us to be data informed and optimizable over time to ensure donations come in from across Canada.

To increase visibility and expand our footprint, we will continue to build regional relationships with provincial governments and local agencies/organizations, with a specific focus on Manitoba as we continue to develop and launch Safe at Home.

Be a leading influencer of child welfare issues in Canada

Progress to date:

Doing well
Slow but steady
Needs attention



- Expanded national media exposure and achieved **134 million impressions** with a total of **264 mentions** in FY 2021/22
- Published a total of **10 program impact reports** and developed readiness indicators for youth transitioning out of care in Ontario
- Collaborated with national advocacy coalitions

We identified four key activities to build awareness and inspire action.

Key Activities 2020-2025	Progress to Date
Develop and execute awareness-building campaigns that educate and inform Canadians about key issues related to the child welfare system and vulnerable young people.	We increased our participation in advocacy efforts led by children’s charity coalitions, including collaborations with the National Alliance for Children and Youth and the Child Welfare Political Action Committee.
Invest in innovative solutions to critical issues facing the child welfare system to improve outcomes for our priority populations.	In 2021, the Foundation hosted events that engaged youth with lived experience to inform the Readiness Indicators Project in partnership with the Ontario Child Advancement Coalition and the Ministry of Children, Community and Social Services. This work is supporting Ontario’s child welfare redesign, and we are hopeful that there will be policy changes relating to youth leaving care announced this fall. The Foundation also invested in youth-serving organizations wanting to meet the mental health needs of youth in transition which have been heightened as a result of the pandemic.
Disseminate key learnings to our child welfare partners and academic and government stakeholders.	In 2021-22 we hosted a digital forum for our partners to help share information about CAFC-funded initiatives. The Child Welfare League of Canada published a report for the Foundation-funded Beyond Neglect Project highlighting key recommendations that have been made in 32 reports published by public and community organizations and advocates between 1992 and 2019. The result is a series of recommendations that reflects over two decades of guidance and calls for change. The Foundation’s support was also extended to, and highlighted in, a national report on Equitable Transitions for Youth from Care .
Leverage fundraising and philanthropic partnership opportunities to encourage innovative collaborations.	We continued to establish major funding relationships with leading philanthropists, corporations and government partners to enable the design and delivery of new and existing co-designed programs.

NEXT STEPS

Moving into Year 3, we will develop the Foundation’s advocacy and government relations framework to align our efforts with the strategic plan and priority sector change efforts. Simultaneously, we will continue to proactively pursue earned media and public relations activities to build awareness of

child welfare issues and Children’s Aid Foundation of Canada on a national scale.

We will publish national program reports, including Beyond Neglect, Youth employment, and Journey to Zero.

Financial summary

Audited financial statements can be obtained at [cafdn.org/financial statements](https://cafdn.org/financial-statements)

Year ended March 31, 2022	2022	2021
Fundraising Revenue	\$ 16,700,252	\$ 21,750,450
Net Investment Income*	3,352,494	13,118,715
Gain on Sales of Property**	1,660,000	1,974,000
Rental Income	128,415	155,729
Total	\$ 21,841,161	\$ 36,998,894
<i>Grants and Programs</i>	11,518,579	17,537,947
Fundraising Expenses	1,295,430	1,232,427
Administrative Expenses	1,282,444	1,203,072
Advocacy	399,261	375,878
Total	\$ 2,977,135	\$ 2,811,377
Excess of Revenue over Grants and Expenses*	\$ 7,345,447	\$ 16,649,570

* Includes unrealized gains on investments. Based on market performance/subject to market change and not available for granting.

** Being held in trust for CAS of Toronto's real estate purposes.

Charitable registration number: 108076480RR0001