



CHILDREN'S  
AID FOUNDATION  
OF CANADA



# Strength to Change Lives

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

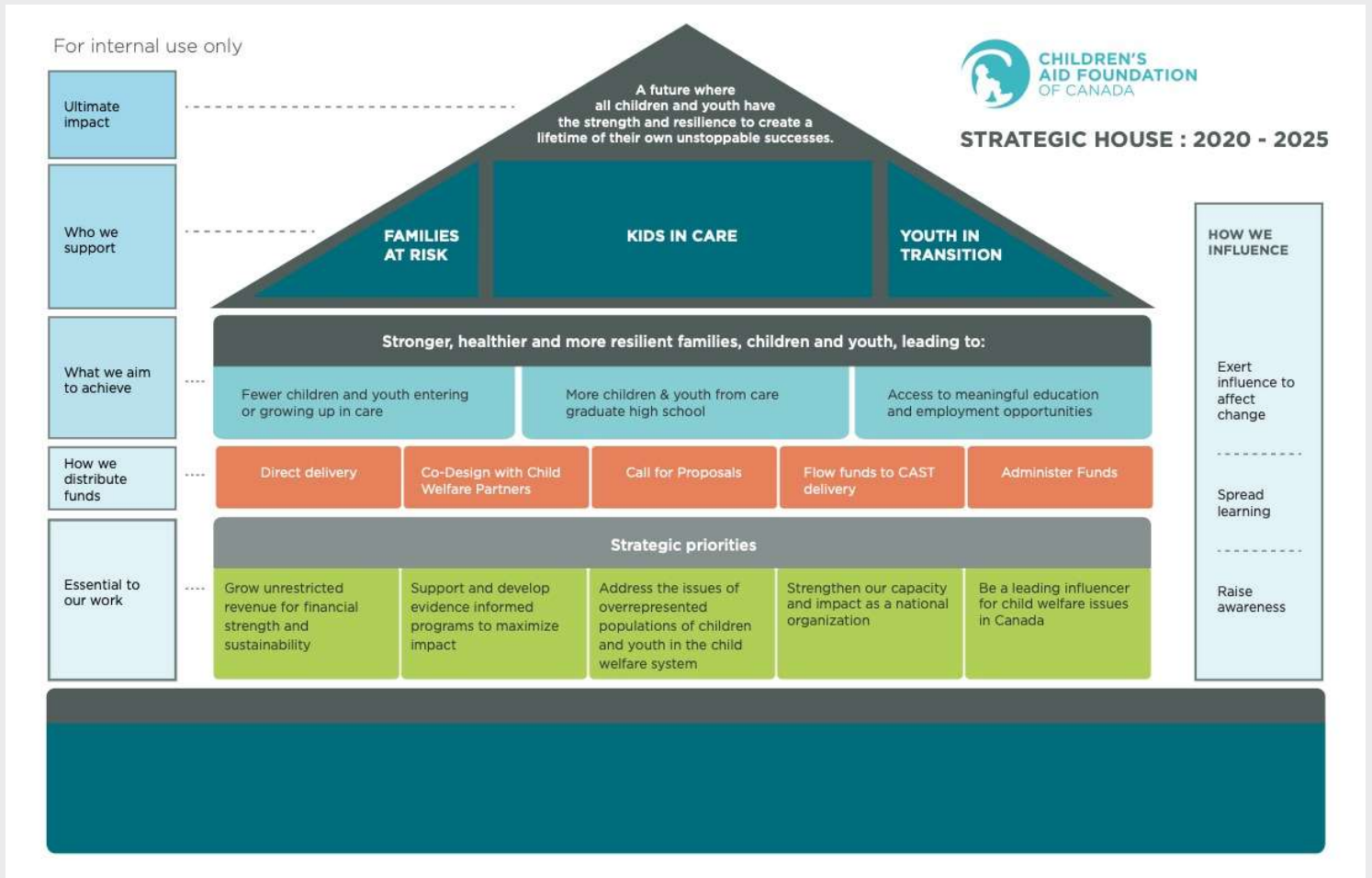
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**YEAR 3** REPORT

# Strategic priorities 2020-2025: Year 3 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



- Raised **\$15.9M** or **91%** of 2022-2023 revenue target
- Reached **\$75M** or **100%** of Campaign goal
- Reached **\$4.7M** or **102%** in UNR/mission impact target
- Achieved **\$1.6M** in Teddy Bear funds (**130%** of target)

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

Key Activities 2020-2025	Year 3 Results
Increase mission delivery/undesigned funds.	Our focus on raising unrestricted (mission delivery) funding is generating good results and year-over-year growth. With \$4.7M raised (102% of the target) in 22/23, mission impact revenue now represents 30% of overall fundraising revenues. The Gala contributed \$2.4M (Gross) and is currently the largest source of unrestricted fundraising revenue.
Sustain the campaign to rally Canadians and increase revenue across all channels.	Stand Up for Kids: Futures Transformed Campaign has reached its \$75M goal, one year earlier than planned. 20 new leadership (\$100K+) gifts were secured in FY22/23; With momentum building, the Board approved a campaign goal extension to \$100M.
Engage community, philanthropic and business leaders as key volunteers to support our fundraising efforts.	The Campaign Cabinet and Board continue to lead and contribute to fundraising in the corporate and philanthropic sectors. 3 new members joined the Campaign Cabinet in year, and our network is building into Manitoba to support regional focus and expansion.
Invest in our planned giving program.	Received \$630,500 in bequest revenue in FY22/23 – a stronger than expected result. We executed a multi-channel marketing campaign – including strategic investment in Will Power & targeted lead generation activities.
Secure additional government funding and build relationships with key government stakeholders.	We secured \$1.35M in multi-year pledge commitments from the Ontario Ministry of Children, Community and Social Services and from Economic and Social Development Canada.
Grow new fundraising programs in the community.	Joe Carter Classic raised a record \$391K; Bike Challenge raised \$86K with 4 new corporate teams participating; Teddy Bear Adventure scaled up (team of 15 Bay St professionals) with a 65% increase in fundraising revenue vs prior year.
Attract social impact investors by piloting innovative models for investing in social change in child welfare.	Journey to Zero and Safe at Home, both innovative early intervention pilot programs have successfully attracted new funders with a focus on social impact and change. Safe at Home has raised \$9.5M of \$10M goal for initial program design. We have not yet been successful in attracting support for the Impact Accelerator (to test and scale promising practices).
Invest in a fulsome omni-channel full funnel program.	We restructured the Marketing and Communications team to develop a full funnel program focused on raising unrestricted funds and obtaining monthly gifts. New fundraising channels – such as telemarketing – were set up, and we invested in re-configuring and optimizing existing fundraising channels such as direct mail, email and digital. Strategies were also set up to improve fundraising via Monthly Giving and Social Media. Raised \$192K, 146% of target.

## NEXT STEPS

Moving into Year 4, the team has set a new stretch goal of \$5 million in mission delivery/unrestricted dollars (10% increase from FY22/23 actuals) across all channels (corporate, Gala, community, individuals in major, mass and planned giving areas). We will renew current donors and

build our pipeline of new donors across all channels, leverage our systems (Engaging Networks and our new Raiser Edge NXT platform), with a focus on building our donor base/donations in Manitoba. We will also celebrate achieving our original \$75M campaign goal and raise \$16.9 million toward the new \$100M campaign.

# Support and develop evidence-informed programs to maximize impact

## Progress to date:

Doing well  
Slow but steady  
Needs attention



- 90% of total funds granted were directed to evidence informed or producing programs
- 61 youth with lived experience and 26 partners were engaged in co-design and evaluation activities.

We identified four key activities to grow our programmatic impact.

Key Activities 2020-2025	Year 3 Results
Develop and launch innovative new programs and services in partnership with child welfare and government partners.	<p>Launched the first year of Safe at Home in partnership with Child Development Institute and Changing Ways and selected the partners who will be part of the 5-year program. We have engaged governments in both Ontario and Manitoba for the project and a new network of Indigenous led agencies.</p> <ul style="list-style-type: none"> <li>• Implemented year two of five of Big Steps to Success in four community across Canada</li> <li>• Completed Journey to Zero pilot with strong results which will now be sustained by CAS Toronto</li> <li>• Youth works now in year 6 within 6 communities in Canada</li> <li>• Post Secondary Education Program completed a program review. National Advisory Council has been established to assist in developing a long term vision and strategic plan to help more Youth from Care achieve post secondary studies</li> </ul>
Create strong evaluation methodologies and outcome measurement frameworks.	<p>We selected an independent evaluator for the Safe at Home project who brings expertise in Indigenous evaluation. We are learning more about Indigenous evaluation methodologies and how they might strengthen and deepen our reporting to donors.</p>
Attract lead funders to invest in the launch of innovative new co-design programs.	\$9.5M from new innovation funders raised for the Safe at Home project.
Seek advice and insights from young people with lived experience to ensure co-designed programs are as strong and effective as possible.	<p>Young People’s Advisory Council meets 6x per year to consult and advise on new program concepts, awareness-raising campaigns, and fundraising ideas. Ontario Ministry of Children, Community and Social Services selected CAFC as a link for youth-led organizations in their peer consultations relating to recommendations for changes to their youth leaving care policies. Youth from care were engaged in learning bytes for fosteringcommunity.ca to help other youth from care learn important life skills.</p>

## NEXT STEPS

In Year 4, we will monitor the delivery of existing and new programs that are closely aligned with the identified needs of our priority populations. These programs include: Safe at Home, Big Steps to Success, Back to the Land and Youth Works. The Fundraising team will pursue funding to establish a new “Lived Expert Fund”.

We will present a new strategic vision for the Post Secondary Education Program to the Board and other stakeholders and begin to work on a new Strategic Plan.

We are consulting with Indigenous communities and youth about the concept and feasibility of creating a new national program: Indigenous Strong Award.

# 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



- 123% increase from 2021-22 in the number of Indigenous and Black children and youth served
- 9 new partnerships established with Indigenous-led organizations, for a total of 29 partnerships
- Set organizational KPI's to be measured against

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

Key Activities 2020-2025	Year 3 Results
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.	We strengthened relationships and understanding of needs/opportunities with Indigenous communities in Manitoba and Ontario through a comprehensive consultation with an Indigenous led consulting agency. We engaged Indigenous communities and organizations in support of the Safe at Home project, and learned that support is needed for Indigenous families affected by domestic violence. Other learnings and recommendations from the study will be applied as we implement the Safe at Home project.
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.	Membership in Canadian Centre for Diversity and Inclusion and providing staff training. 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 unconscious 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.	The Equity & Inclusion Community Council recommended organization goals and KPIs to help the Foundation measure its work in support of this strategic priority. Approved by the Board and now monitored annually.

## NEXT STEPS

We will continue to apply the learnings and feedback from the Equity and Inclusion Community Council to 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. The 2023 Gala Teddy Bear Affair will be produced in collaboration with Native Child and Family Services, leveraging the artistic concept of Indigenous Futurism.

We will encourage staff to continue to increase knowledge about the needs of overrepresented groups. 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 **28 new partnerships** with child welfare agencies across Canada, for a total of **80 partners**
- Maintained our national reach, including grants to child- and youth-serving agencies in **12 provinces and two territories**
- **Invested resources in building relationships in Manitoba** with agency partners, Indigenous organizations, government, philanthropists and local champions
- Launched a brand new, fully bilingual website

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

Key Activities 2020-2025	Year 3 Results
Build and grow partnerships with child and youth-serving organizations and government stakeholders in key provinces and territories.	We focused on deepening our existing partnerships and building new relationships with child- and youth-serving organizations nationally and specifically in Manitoba, 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 9 new partnerships in Year 3. We are engaging the Ontario Government in several programs including Big Steps to Success, Journey to Zero, Safe at Home and Youth Readiness Indicators. Collaborated with National children’s charity coalitions like National Alliance of Children and Youth and Child Welfare League of Canada.
Diversify fundraising models to include focus on raising funds from donors and government partners in other provinces and territories.	We recruited and engaged local fundraising champions in Manitoba to help us build our base of prospects and donors. Invested in relationship building in Manitoba with child and youth serving agencies, philanthropic community and governments.
Develop an operating structure that supports and strengthens our national impact.	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 launched a new website where all materials are available in English and French.
Design granting strategies that support our national child welfare agency partners, specifically through program co-design opportunities and calls for proposals.	Our co-design efforts have been focused on Safe at Home in 2022-23. A call for proposal was issued for the Ignite the Spark Fund, expanding the reach of the initiative to 3 new provinces and territories.
Build diversity at the leadership level to ensure effective representation of diverse populations being served nationwide.	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.
Designed a lead generation funnel to bring in new leads and qualified donors in order to improve brand awareness across the country.	We invested in a digital transformation strategy, providing technology and reach to fundraise coast-to-coast via new digital fundraising platforms. We ran multiple national campaigns aimed to elevate the CAFC brand, improve awareness of the child welfare cause and attract new prospective donors and allies into CAFC’s email file. This brought in 12,126 leads against a 10,000 lead goal.

## NEXT STEPS

In Year 4, 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 prioritize efforts to increase visibility and expand our footprint in Manitoba by: broadening our engagement with local champions; building relationships and soliciting gifts from individuals, foundations and corporations in/from Manitoba; and building awareness. We will also focus on building relationships with the provincial government and local

agencies/organizations, as we continue to roll out/deliver Safe at Home and other programs in Manitoba.

We will also continue to leverage the power of technology to enhance our national scope through our Digital Transformation Strategy. We will be testing and optimizing the existing cafdn.org, as well as improving user experience and functionality.

# 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 **283 million impressions**
- Published a total of **2 program impact reports** and assisted in the process to develop 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	Year 3 Results
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. Launched a major brand awareness and lead generation campaign with The Wiggles to bring attention to the stories of youth in care and generate prospective donors and allies.
Invest in innovative solutions to critical issues facing the child welfare system to improve outcomes for our priority populations.	Invested in housing navigators in Winnipeg and Vancouver to help youth in transition from care find and maintain housing. Supporting kin families who have stepped up to care for children by meeting their unexpected financial needs and filling gaps until government funds can be accessed. Continued support of a national program that supports educational outcomes for children and youth in care by providing access to tutoring and student supports funds. Provided funding to Indigenous-led and Indigenous-supporting organizations to give children, youth and families the opportunity to develop and explore their Indigenous cultures and languages in natural environments through the Back to the Land program.
Disseminate key learnings to our child welfare partners and academic and government stakeholders.	With continued support, Child Welfare League of Canada continued to disseminate learnings from the Beyond Neglect project by hosting a series of webinars for front-line practitioners. Published three national impact reports including the HSBC Summary Report, HSBC White Paper and Post Secondary Education Report (3)
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.
Media Relations	We saw an increase in media coverage, with 283 million media impressions. Coverage was led by our partnership with the Wiggles and youth from government care on Something in Common, a children’s e-book, generating 65 media hits alone. Other notable highlights include the Focus on Youth report on youth transitioning out of care and the Daniel Mazzone shoe auction, both picked up nationally and locally.

## NEXT STEPS

Moving into Year 4 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 Youth employment, and Journey to Zero. In Ontario, we will be participating in the roundtable for the legislative review of the Child, Youth and Family Services Act.

## Financial summary

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

Year ended March 31, 2023	2023	2022
Fundraising Revenue	\$ 15,285,610	\$ 16,700,252
Net Investment Income*	617,015	3,352,494
Gain on Sales of Property**	-	1,660,00
Rental Income	120,240	128,414
<b>Total</b>	<b>\$ 16,022,864</b>	<b>\$ 21,841,161</b>
Grants and Programs	12,567,088	11,518,579
Fundraising Expenses	1,547,567	1,295,430
Administrative Expenses	1,762,793	1,282,444
Advocacy	610,954	399,261
<b>Total</b>	<b>\$ 3,921,314</b>	<b>\$ 2,977,135</b>
Excess of Revenue over Grants and Expenses*	\$ -465,538	\$ 7,345,447

\* 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