



September 4, 2018

Re: Mandate Letter for the New CEO

Dear Paul,

Welcome to your new role as the Chief Executive Officer of the Children's Aid Society of Toronto ("CAST"). The CAST Board of Directors is very pleased to have you join us as the leader of our organization. Your considerable executive experience will serve you well as you tackle the complex mandate we have entrusted to you, which is outlined in this letter.

As CEO, you are responsible for directing the efficient and effective administration and operation of the Society, in accordance with the *Child, Youth and Family Services Act* and related legislation, as well as with the policies, Constitution and By-laws of the Society. Ultimately, you are directly accountable to the Board of Directors for the effective and efficient administration of the Society.

CAST has a very long history of providing services for children, youth and families in need of support and protection. Through our work, we assist youth with their transition to adulthood in Toronto. Our vision of a city where children are safe, families are strong and communities are supported is what keeps us focused on our purpose and longer term aspirations. We know you share this vision and trust that it will serve to guide your decisions throughout your tenure as our CEO.

CAST's most recent strategic plan (available at the following [link](#)) has focused our attention on four priority areas:

- Reconfiguration of functions and services to address fragmentation and to ensure the long-term sustainability and effectiveness of the organization's programs and services;
- Implementation of our equity strategy, which includes a requirement for diversity in staffing and equity-informed approaches to service, as well as continuing attention to social justice issues that impact our children and families;
- Permanency for children, to be pursued energetically, ensuring their ultimate safety and success; and
- Labour force management to ensure that CAST's workforce reflects the community, children and families we serve.

Notwithstanding these areas of particular focus for the coming year, under your leadership, CAST's core mandate of connecting children and youth to safe family services in the community and improving overall outcomes for children and youth both in care, and also those leaving care, remains a top priority.

We partner with a number of community organizations to provide our services more efficiently and effectively. We will arrange meetings for you with the leaders of these organizations as part of your orientation.

We are privileged to have an active and ambitious Foundation, The Children's Aid Foundation of Canada, which works with us to provide financial support that allows for the development of programs and services which truly enrich the lives of the children and youth whom we serve, particularly in the transition of youth to adulthood and post-secondary education. Your active engagement with the Foundation's Executive Team and Board of Directors is an expectation.

Additionally, our Child Welfare Institute – the only one of its kind in Ontario – is in the unique position of bringing an academic lens to child welfare in Ontario through its work and in particular through its landmark research in child welfare, focusing on evaluation of outcomes.

Over the past several years, we have embarked on a comprehensive equity journey internally as an organization. We remain steadfast in our goal of reducing disproportionality and disparity within CAST and to create an anti-racist, anti-oppressive organizational culture, which builds on the Board-established Anti-Oppression/Anti-Racism policy approved over ten years ago.

In 2016, we published, for the first time in Ontario, identity-based data that showed very clearly that we had more Black children in our care than the population in Toronto would predictably require. We recognized that a key priority for CAST would be to address the over-representation of racialized children and youth in care.

We have established a Community Advisory Committee and created an anti-Black racism strategy to reduce the overrepresentation and systemic disparities that effect Black children and youth in care. Our Board of Directors and our leadership team are both very committed to ensuring that this mandate is addressed and achieved. Your leadership and involvement on this Committee will be critical to its success. In fact, the Board has already committed publicly that upon your start you would immediately engage with diverse internal and external stakeholders to ensure that CAST remains responsive to the communities it serves.

Over the past few years we have also been fully committed to implementing Signs of Safety as the framework through which we will deliver child welfare services. We have enhanced the framework by integrating equity principles to better meet our clients' needs. This work has received local and international recognition.

With your leadership, we will build on our work with children, youth, our community partners and colleagues in the government to create conditions for young people to achieve their full potential.

Concretely, in your role as CEO of CAST, in the first six months, we expect that you will have:

- Completed your on-boarding and orientation to CAST stakeholders, programs and services;

- Met with CAST partners to learn about child welfare in Ontario, the challenges facing the sector and sought advice on strategic priorities for the next CAST strategic plan;
- Engaged directly with children, youth and families as well as with care providers involved with CAST service delivery;
- Engaged with the various community advisory committees, which focus on the overrepresentation of racialized groups (e.g., Community Advisory Committee);
- Learned about and reaffirmed your commitment to our equity strategy, priorities and outcomes;
- Taken the necessary training in equity, diversity and inclusion, with a particular emphasis on anti-Black racism; and
- Familiarized yourself with the key components of the Signs of Safety program.

In the first year, we expect you will have:

- Led the development of CAST's new long-term strategic plan in close consultation with the Board of Directors, CAST's senior leadership and staff, community partners and stakeholders;
- Made addressing disparities and reducing the number of racialized children in care a key priority by accomplishing relevant goals established in consultation with key internal and external stakeholders;
- Maintained a balanced budget for the 2018-19 fiscal year and prepared a balanced budget for Board approval for fiscal 2019-20, which closely aligns our resources with our priorities;
- Reinforced CAST's commitment to reconciliation with Indigenous individuals historically served by this Society by following through on the commitments made by the child welfare sector to Indigenous leadership in the province; and
- Assessed the effectiveness of our work by improving on the service quality indicator ratings as established by the Ministry, to at least the provincial norm.

The Board of Directors expects to receive a monthly report outlining your progress in achieving your mandate. Additionally, internal and external stakeholders will also expect to see progress on your mandate, as outlined in this letter, which has been issued publicly. Transparency and openness to internal and external stakeholders are important values for CAST.

On behalf of our Board, we look forward to working with you and offer you our best wishes and support in your tenure here at CAST.

Sincerely,



Sheila Jarvis, Board Chair

Discussed with and Received by:



Paul Rosebush, CEO