

Annual Report 2025-26



CHILDREN'S
AID SOCIETY
of TORONTO

LA SOCIÉTÉ
DE L'AIDE à
L'ENFANCE
DE TORONTO



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Board Chair Letter

SALIM ZULFIKAR SOMANI



Dear CAST Community,

After nine years as a Director and two years as Board Chair, it is with deep gratitude and humility that I share this final message as Chair of the Children's Aid Society of Toronto (CAST).

This past year has been one of both challenge and transformation. Across Ontario, the child welfare sector faced increasing financial and operational pressures while continuing to respond to the growing and evolving needs of children, youth and families. Throughout this period, our Board remained guided by a simple but important principle: every governance decision must support better outcomes for the children and families we are privileged to serve.

In June 2025, CAST launched its 2025–2030 Strategic Plan, representing a renewed commitment to long-term thinking, accountability and organizational sustainability. Over the course of the year, the Board continued to work closely with leadership as CAST began advancing the development of key performance indicators and accountability measures intended to help guide and assess progress across the Strategic Directions in the years ahead.

As Chair, I also encouraged broader reflection on the future of child welfare, the evolving needs of our communities, and the importance of prevention, innovation, proactive family support, and how we might continue to explore ways to better measure outcomes related to hope, stability and well-being for children, youth and families following their service engagement.

Financial stewardship remained a central priority. Like many agencies across the sector, CAST continued to face significant fiscal pressures. However, through a strong partnership between the Board, CAST leadership, and the Ministry of Children, Community and Social Services (MCCSS), important progress was made toward establishing a clear and achievable path to financial sustainability. These efforts reflect a shared commitment to protecting services, strengthening accountability, and positioning CAST for long-term stability.

This past year we also continued the strengthening of governance and organizational oversight at CAST, including the ongoing maturation of the Internal Audit function, an initiative I introduced in 2018 and which today operates with a formal charter while supporting both governance oversight and management improvement efforts. Its evolution reflects CAST's commitment to accountability, continuous improvement, strengthened operations, sound stewardship and thoughtful leadership.

None of this work happens in isolation. I want to extend my sincere thanks to my fellow Board members for their wisdom, volunteer commitment, and thoughtful governance. I also wish to recognize and thank their families, whose support quietly makes this service possible, as it does for so many volunteers who contribute to the important work of CAST. My deep gratitude extends as well to our CEO, Lisa Tomlinson, the Executive and Strategic Leadership Teams, CAST staff, caregivers, volunteers, the Ministry of Children, Community and Social Services, Children's Aid Foundation of Canada, and our community partners, for their hard work, dedication and collaboration during a period of complexity and change.

I would also like to acknowledge and thank those concluding their Board service this year for their contributions and commitment to CAST.

Above all, I leave with hope.

Hope that CAST will continue to lead with courage, compassion and accountability. Hope that we will continue moving upstream to strengthen proactive supports for children and families before crises emerge. Hope that through our work we will instill greater optimism in the children, youth and families we serve. And hope that everyone entrusted with this work will always remember that the opportunity to serve comes with a profound responsibility to do our very best for the children, youth and families who place their trust in us.

It has been a privilege to serve this remarkable organization.

Sincerely,

Salim Zulfikar Somani, FCPA, FCA
Board Chair
Children's Aid Society of Toronto

CEO Message

LISA TOMLINSON



Dear CAST Community,

This past year has been another challenging one for our organization, and for the child welfare sector as a whole. The work we do has never been simple, but the pressures we are facing today, from rising Service demands to financial constraints and system gaps, require us to be more focused, more coordinated, and more intentional than ever before.

And yet, in the face of these challenges, I continue to see the strength of this organization and its people every day.

I want to start by thanking our staff. This work is carried by all of those who work in our Agency, not only those on the front lines of child welfare, but also those in administration, finance, Human Resources, IT, and across every part of the organization. It takes all of us to make this work happen. The work you do is not easy. It requires sound judgment, compassion and resilience. You show up for children, youth and families in moments that matter most, often navigating complexity that does not fit neatly into policy or process. Your collective commitment is what makes this organization work.

I also recognize that periods of organizational change and labour negotiations can create uncertainty and frustration for our staff. These are not easy conversations, and there are differing perspectives and strong emotions tied to them. Even in difficult moments, I remain committed to respectful dialogue and ensuring we continue to focus on the important work we are all here to do, which is supporting children, youth and families.

I also want to acknowledge and thank the children and youth we serve. Young people continue to teach us what matters. Your voices, your experiences, and your expectations push us to do better, and we must continue to listen, learn and respond.

To our partners across the sector and community, thank you. This work cannot be done in isolation. Whether in education, health, community services or government, progress depends on how well we work together to support families and strengthen systems.

I also want to thank our Board of Directors. Over the past year, they have worked alongside us through some very challenging circumstances. Their leadership, thoughtful guidance, and willingness to ask difficult questions while remaining focused on children and youth has been incredibly important to this organization. I am grateful for their steady support and commitment to the work again over the last fiscal year.

At the same time and looking at the year ahead, we know we have work to do.

We must continue to operate with a strong sense of accountability, first and foremost to children and youth, but also to families, our communities, government and the people of Ontario who help to fund and rely on public services. That means making thoughtful decisions, using our resources wisely, and being clear about the impact we are having.

It also means being more intentional about how we tell our story. The work of child welfare is often misunderstood, and too often invisible until something goes wrong. We have a responsibility to be transparent about what we do, to share the realities of the work, and to demonstrate the outcomes we are striving to achieve.

As we move forward, our focus remains clear: strengthening outcomes for children and youth, supporting families, and contributing to a system that works better for everyone. This will require continued discipline, collaboration and a willingness to change how we work.

This work will never be easy, and there will always be challenges. Despite our challenges, I remain confident in this organization, in our people, in our partners, and in our shared commitment to the children and youth we serve.

Thank you for the role you play in this work.

Lisa Tomlinson
Chief Executive Officer
Children's Aid Society of Toronto

Our Messages



Keshwer Patel, Chief Financial Officer

“In looking back on the past year, I am encouraged by the meaningful strides we have made across our financial and operational priorities. Our work in Corporate Services has remained grounded in strong stewardship, thoughtful planning and a commitment to

supporting the work of teams across the Agency. Throughout the year, we advanced several initiatives that strengthened the foundation of our organization, including the consolidation of our physical footprint, continued modernization of our technology environment, and the evolution of our Enterprise Risk Management and internal audit programs. These efforts have enhanced efficiency, improved oversight, and helped to ensure our systems and structures are aligned with the needs of a modern organization. They also reflect our broader commitment to building a more resilient and adaptable Agency, which can respond effectively to both current demands and future challenges.

We also continued to strengthen our financial planning processes by working closely with our Board, government partners and sector colleagues to navigate ongoing fiscal pressures. Through disciplined budgeting, monthly forecasting including reporting mitigation strategies to the Executive Team, and opportunities to generate revenue through shared services, we have positioned the Agency to respond more effectively to the needs of children, youth and families while maintaining a focus on long-term sustainability. This work has reinforced the importance of transparency and partnership as we manage available resources in an increasingly complex environment.

As we look ahead, our priorities remain clear: advancing financial sustainability, modernizing our systems and infrastructure, and ensuring that our decisions continue to support high-quality Service delivery. We remain committed to thoughtful stewardship and continuous improvement as we work to strengthen the Agency’s operations and outlook for the years ahead.”



Colin Hill, Chief Human Resources Officer

“As a seasoned Human Resources leader, I recognize the exceptional opportunity of working at CAST, an organization that truly makes a difference in the lives of the children, youth and families in our communities.

In Human Resources, we support the people who are there for the families we serve and support in Toronto. As a people-focused sector, child welfare presents complex operational and service challenges coupled with human impacts, yet our roles are continuously rewarding in light of the value and contributions we deliver every day.

Our extraordinary staff at CAST have embraced change, identified synergies, and demonstrated unrelenting resilience, resourcefulness and organizational agility as we continue to evolve and advance strategic business changes to address financial

and operational imperatives in support of a prosperous and sustainable future. Over the past year, this included the successful execution of the centralization of our offices to our 30 Isabella Street office, a key initiative of our Agency’s Workplace Strategy.

Human Resources continues to provide support and resources to respond to current and anticipated needs to ensure our people have the support, skills, capabilities and capacity to successfully navigate the challenges and opportunities we face. In recognition of the importance of employees’ health, safety and wellness, our focus and proactive response have encompassed an intensification of support and ongoing wellness sessions and resources for the well-being of our staff.

Once again, our focus on people has been recognized with the distinctions of: Greater Toronto’s Top Employers (14 years), Canada’s Best Diversity Employers (11 years) and Canada’s Best Employers for Recent Graduates (11 years).

Through our internal and external partnerships, collaborative relationships, shared learnings and astounding teamwork, our goal is to enable our people to prevail with resilience and grace to achieve extraordinary outcomes as we touch so many lives and work to make a difference!”



Nancy Ansong-Danquah, Chief Operating Officer

“This past year has been one of growth, innovation and renewed momentum as we continued to strengthen how we support children, youth and families across our communities. Through expanded partnerships, new Service models and a continued focus

on collaboration, we have worked to build more responsive, connected and equitable support for children and youth with increasingly complex needs.

From the expansion of the Mobile Family Support and Behaviour Stabilization Program and the Male Engagement Worker Program to the launch of our Enhanced Foster Caregiver Opportunity and increased use of Family Group Conferencing, our efforts reflect a commitment to strengthening family and community-based approaches that promote safety, stability and long-term well-being.

At the same time, our focus on educational outcomes for children and youth in care continues to demonstrate measurable progress and reinforces the importance of early intervention, consistent support, and intentional planning for the future.

This work is grounded in our new Strategic Plan, which sets a clear direction for the future of our organization through three key priorities: Strengthening Children, Youth and Families; Leading System Modernization; and Empowering Our People, Strengthening Our Purpose.

Throughout the year, we also continued to invest in learning, collaboration and sector leadership through local and international partnerships, community engagement and opportunities to strengthen evidence-informed child welfare practice. Whether through our Speakers Bureau, global learning exchanges, or the work of our Child Welfare Institute, we remain committed to advancing meaningful dialogue, innovation and continuous improvement across the sector.

None of this progress would be possible without the dedication of our staff, caregivers, volunteers, partners and community members who continue to show unwavering commitment to children, youth and families every day. Together, we are building on a strong foundation and continuing to move forward with purpose, compassion and accountability as we work toward a more responsive and inclusive child welfare system.”

Our Workplace

Centralization

Throughout 2025-26, a key focus for our Agency has been the centralization of our offices to a single location at 30 Isabella Street in Toronto. Staff from our former DeBoers and Scarborough offices transitioned to 30 Isabella Street between September and November, supported by the collective planning and efforts of staff, teams and Departments across the Agency. Centralization is part of our Agency’s Workplace Strategy and long term financial sustainability plan aimed at reducing property related costs and eliminating redundancies while maintaining strong operational efficiency and Service delivery.

Bringing staff together in one shared workplace strives to create enhanced opportunities for collaboration, strengthen internal communication, and improve coordination across Departments. The centralized location also offers greater flexibility to engage with partners and families both onsite and in the community.

We hosted a series of events designed to welcome all staff to our Isabella building. Staff enjoyed food and beverages, a photo booth, an office scavenger hunt and a curated map to help explore local restaurants, services, coffee shops and more in the neighbourhood.

Agency Awards and Achievements

We were proud to be recognized once again as one of Greater Toronto’s Top Employers for 2026 to mark the 14th year our Agency has received this distinction and reflecting the collective efforts of staff across the organization. We also received the distinction of Canada’s Best Diversity Employers for 2026, which recognizes employers across Canada with strong diversity and inclusion programs.

This year, we also enhanced our Long Service Recognition Program which celebrates staff who reach service milestones with our Agency in five year intervals beginning at five years and beyond. Enhancements included expanded recognition elements such as milestone gifts, commemorative service pins, congratulatory messages and additional options that provide honourees with greater choice in how they are recognized.



Employee Resource Groups

At CAST, more than one third of all our employees are members of at least one of our seven Employee Resource Groups (ERGs) that are designed to bring together those with shared interests, backgrounds and opportunities. Over the past year, we introduced enhanced structure, processes, accountabilities and resources to support further sustainability, consistency and administrative efficiencies across each ERG.

Engaging, Equity-Centred Events

Over the past year, we brought our staff together in recognition of key occasions focused on reflection, learning and connection. Events were intentionally curated to ensure representation from our community, the child welfare sector, government and individuals with lived experience. Examples of these events include:

- **Pride Month:** An Agency-wide, in-person and live streamed event that centred community voices and lived experiences while exploring the challenges faced by 2SLGBTQ+ youth.
- **National Day for Truth and Reconciliation and Orange Shirt Day:** A month-long self-guided learning experience that encouraged all staff to engage in reflection and learning through curated materials, videos and images.
- **Black History Month:** An Agency-wide, in-person event and marketplace that invited staff to reflect on the histories, knowledge and resilience that upholds Black communities while looking ahead to the possibilities shaping Black futures today and for generations to come.

Child Welfare Shared Services

In addition to serving children, youth and families in Toronto, our Agency continues to provide shared services to other child welfare agencies in the areas of Service delivery support, Child Protection Information Network (CPIN) support, risk management, and communications. By sharing expertise, resources and specialized knowledge, we help strengthen capacity across the sector, reduce duplication and create efficiencies that allow agencies to focus more resources on direct service to children and families. These partnerships reflect our commitment to collaboration, innovation and building a stronger and more sustainable child welfare system across Ontario.

Our Service Delivery

Expansion of the Mobile Family Support and Behaviour Stabilization Program

In partnership with Surrey Place, we expanded the Mobile Family Support and Behaviour Stabilization Program (formerly TIDES) to include Catholic Children's Aid Society of Toronto, Jewish Child and Family Service of Toronto, and Native Child and Family Services of Toronto. This expansion is driven by a shared goal to reach more families across the city with timely, in-home behavioural and family supports for children and youth with intellectual and developmental disabilities, autism spectrum disorder and other complex needs.

The initial one year pilot, funded by the Children's Aid Foundation of Canada, exceeded its objectives with families able to reduce or end their involvement with child welfare while strengthening community supports. Based on this success, the program received annualized funding from the Ministry of Children, Community and Social Services (MCCSS) and was expanded across all four Toronto child welfare agencies. The official launch included a kick-off meeting with representatives from the MCCSS, Surrey Place and each participating agency, and received media coverage from Breakfast Television (Citytv) and CBC Metro Morning.

CAST joins the Male Engagement Worker Program

Announced in September 2025, our Agency is now part of the expanded Male Engagement Worker (MEW) Program led by the Catholic Children's Aid Society of Toronto in partnership with Catholic Family Services of Toronto. The MEW Program is a trauma-informed model that supports fathers and male caregivers through counselling, system navigation and psychoeducational groups. The approach centres accountability and safety and healing, particularly in the context of domestic violence, and intentionally engages men in reflecting on the impact of their behaviour and their role in creating safe environments for children and youth.

Following a successful three-year pilot, the program officially launched this fall with funding from MCCSS which enabled the expansion of this work and reflects a shared commitment to helping to address service gaps and strengthen supports. Members of our Agency joined community leaders, service providers and child welfare professionals at a community discussion to mark this next phase of the program.

Launch of the Enhanced Foster Caregiver Opportunity

In response to the growing need for Foster Caregivers to support children and youth with complex needs, in February 2026 we launched our Enhanced Foster Caregiver Opportunity which is a new category of Foster Caregivers. Unique to our Agency, this role is designed for experienced community members and professionals, including those with backgrounds in child and youth care, social work, developmental services, mental health and/or related fields, as well as individuals with lived experience caring for children or youth with significant needs.

In addition to the responsibilities of a traditional foster caregiving role, Enhanced Foster Caregivers receive a higher per diem and access to specialized training that reflects the scope, level of involvement and expertise required in this role. Recruitment efforts will continue throughout the year, with a focus on targeted community engagement, events and outreach to connect with well-suited caregivers who value partnership, professional collaboration and purposeful impact.

Building educational pathways for young people in care

In 2021, CAST developed a Strategic Education Plan grounded in student specific data with a focus on improving high school graduation rates and access to viable post secondary pathways for children and youth in our care. As revealed in our 2024–25 Education Report, since 2021 this targeted approach has produced measurable progress, including stronger educational stability, improved learning outcomes, and a narrowing of gaps between children and youth in care and the broader population. Key results from the Report include:

- **Improved high school outcomes:** Graduation rates and access to viable post secondary pathways continue to improve through earlier planning and more consistent monitoring of student progress.
- **Stronger reading comprehension:** The proportion of students reading at or within one grade level increased from 56 to 70 per cent between grades 7 and 8, and from 46 to 69 per cent between grades 8 and 9.
- **Early literacy gains:** Significant improvements were observed in grades 3, 4 and 7 which reflect the impact of early identification and targeted intervention.

Partnering to build family networks

Over the past year, we have strengthened our use of Family Group Conferencing (FGC) in partnership with the George Hull Centre for Children and Families to further bring families and their networks together to develop family-led plans that prioritize child safety, stability and connection. In the past fiscal year, referrals to FGC doubled, which reflects increased integration of this approach into practice and alignment with MCCSS direction to expand Alternative Dispute Resolution.

Building on this progress, CAST will launch a Rapid Response FGC pilot at Intake in May 2026 to provide timely access to conferencing in high-risk situations where there is imminent risk of admission to care. This model supports early engagement, collaborative safety planning, and identification of family-based alternatives that may prevent admission or reduce time in care.

Educating our community through our Speakers Bureau

We continued to engage and connect with our community to share information about Duty to Report and how we can work together to support the safety and well-being of children, youth and families. From January 2025 to January 2026, our dedicated Speakers Bureau presenters facilitated more than 40 Duty to Report presentations for organizations, professionals, caregivers and students across the Greater Toronto Area.

Engaging globally to strengthen our child welfare practice

Beyond engaging with our local communities, we also connect with organizations globally to advance, share and collaborate on best practices in child welfare and youth engagement:

- In May 2025, CAST welcomed Dame Rachel de Souza, Children's Commissioner for England, as part of her North American tour focused on child welfare systems. The visit brought together CAST leadership, frontline staff, youth with lived experience, and partners from government and the community to share perspectives on Ontario's child welfare model and CAST's role within it. Discussions highlighted the importance of collaboration, access to programs and resources, data informed decision making, and youth leadership in strengthening outcomes for children and youth.
- In July 2025, our Agency hosted the latest Canada–Japan Toronto Youth Exchange Programme, an initiative established in 1994 in partnership with the Pape

Adolescent Resource Centre (PARC) and Peace Winds Japan. The exchange provides an opportunity for youth from Japan to learn directly from young people in Toronto about navigating the child welfare system. This year's visit brought together youth connected to CAST and PARC, alongside members of Project Outsiders who shared their experiences and highlighted their documentary exploring the realities of youth in care.

- In October 2025, we also welcomed staff from Cardiff Youth Service, a youth focused organization in Wales, for a learning exchange centred on supporting young people. The visit provided an opportunity for both of our organizations to share our mandates, services and approaches to engaging youth, including those who identify as 2SLGBTQ+, are experiencing housing instability, and/or are neurodivergent. In addition to hearing directly from a former youth in care, the exchange fostered meaningful dialogue focused on best practices for empowering young people and strengthening partnerships between child welfare and community based services.

Hosting internationally recognized scholars in child welfare

Throughout the year, our Child Welfare Institute (CWI), in partnership with the University of Toronto Factor-Inwentash Faculty of Social Work, hosted two internationally recognized scholars to advance evidence-based practice in child welfare:

- Dr. John D. Fluke, Associate Director for Systems Research and Evaluation at the Kempe Center, delivered a workshop focused on decision making in child welfare, introducing the Decision Making Ecology framework, and sharing research insights to inform practice, policy and workforce development with relevance to the Ontario context.
- Dr. Darcey Merritt, Professor at the Crown Family School of Social Work, Policy and Practice at the University of Chicago, led a session focused on the lived experiences of child welfare impacted Black mothers. Her research highlighted key implications for policy and frontline social work practice that prompted thoughtful reflection and discussion among participants.

We are grateful to Dr. Barbara Fallon for funding these events through her role as Canada Research Chair in Child Welfare and our community partners who participated, including the MCCSS, University of Toronto, Toronto Metropolitan University, Children's Aid Foundation of Canada, Strides Toronto, Native Child and Family Services of Toronto, Catholic Children's Aid Society of Toronto, YouthLink and Toronto Police Service.

Our Operations

Property Highlights

In 2025-26, we advanced key centralization initiatives to support financial sustainability, improve space utilization, and align with evolving work models. At the forefront of this work was reducing our physical footprint by bringing our operations and staff together at our central office at 30 Isabella Street. This included the transition to shared work environments with three floors designated as bookable workspaces for Service staff supported by a centralized booking system, the creation of dedicated administrative hub areas with assigned workstations, the migration of infrastructure and data centres from our other two offices to a cloud-based Microsoft Azure environment, and the consolidation of IT assets, equipment and office resources.

We also continued to advance our property strategy through the sale and disposition of surplus properties. The property at 469 Pape Avenue was sold in September 2025, and 647 Logan Avenue remains listed for sale. In addition, 843 Kennedy Road has been listed while preparations are underway to return 20 De Boers Drive to the landlord at the end of the lease term.

IT Systems and Services

We delivered several key technology initiatives approved by the Information Management Committee to strengthen operational efficiency, enhance financial oversight, and improve Service delivery.

New systems were introduced to support core operational processes, including an Independent Service Agreements application to automate workflows related to service agreements and associated expenditures, and a Children in Care tracker to provide comprehensive visibility into eligibility and spending. A Foster Parent claims submission portal was also launched to enable secure and streamlined submission and processing of caregiver expenses.

We also advanced modernization efforts across our IT environment. This included the implementation of a more secure network access model based on Zero Trust principles, replacing traditional VPN access and strengthening overall security. In parallel, internal applications are being modernized to operate within the Microsoft Azure environment to reduce reliance on physical infrastructure and support a more flexible and scalable technology framework.

Financial Sustainability Efforts

This year, we continued to strengthen our financial planning and management. In close collaboration with our Strategic Leadership Team, we provided regular financial updates to our Board's Audit & Finance Committee and shared with the Ministry of Children, Community and Social Services through ongoing discussions and regular Deficit Management Plan meetings.

We continue to advance financial sustainability strategies including operational adjustments, restructuring, process improvements, and exploring revenue generating opportunities by offering specialized services to other agencies. Through these efforts and targeted planning, we submitted a balanced budget in the outlook years. We remain committed to working with government agencies, sector stakeholders, and children and youth service providers to meet our evolving Service needs within available resources.

Internal Audit and Enterprise Risk Management

Throughout 2025-26, we advanced our internal audit function through the development of a three-year risk-based internal audit plan with ongoing reviews of operational areas conducted in alignment with this framework. Reports from the internal auditor were presented to our Board's Audit and Finance Committee for oversight.

The internal audit work also supports the refresh of our Enterprise Risk Management (ERM) process by using identified risk areas to inform the multi-year audit workplan and guide annual reviews. To ensure strong operational compliance, the program includes evaluations of our business processes, program delivery, transfer payments, decision making models, financial reporting, contract compliance, and overall efficiency and effectiveness. Several areas have already been reviewed, including frontline operations, administrative functions, and strategic initiatives. Recommendations are being implemented and monitored, with progress reported to Board Committees.

Enterprise Risk Management (ERM) Program Update

We continued to advance our ERM redesign that was built on industry standards such as ISO 31000 and the COSO ERM Framework. This work is enhancing the maturity and consistency of risk identification, assessment and mitigation across our Agency. A more streamlined ERM process now incorporates Key Risk managing and reporting concepts to provide clear and actionable insights for our Board, leadership and stakeholders, while strengthening transparency, accountability and decision making at all levels.

2025-26 CAST by the numbers

CAST calls
received
45,500



Referrals
received
17,278



7,880
Total
investigations
completed



449 children
and youth
discharged
from care to
kin or family



**9 out of
10 times**

the work we do with
children, youth and
families is in their home

**Total
number
of kinship
placements
361**



Total number of
children and youth
served through
adoption
20



Board of Directors

Salim Zufikar Somani
Chair

Gerald Mak
1st Vice Chair

Karen Sihra
2nd Vice Chair, EDI

Andrew Bedeau
Treasurer

Eugene Choi
Secretary

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Jennifer Bell

Sanober Diaz

Catharine Dutt

Sophia Ikura

Robert Johnson

Bessy Leung

Sabah Mirza

Herman Ng

Shruti Paul

Julie Mahfouz Rezvani

Lynn Strangway

Annabella Tamburro

Mackenzie Taylor

Financial Summary

(In thousands of dollars)

2025-2026
\$

2024-2025
\$

Revenue By Source

Government of Ontario	\$168,781	160,579
Government of Canada	3,419	3,011
Children's Aid Foundation of Canada	3,903	4,618
Other	1,913	2,203
Total Revenue	\$178,016	\$170,411

Government of Ontario Revenue By Program

Child Welfare Program	163,359	153,704
Other	5,422	6,875
Total	\$168,781	\$160,579

Expenses

Salaries & Benefits	85,391	88,268
Boarding	71,211	65,928
Other	29,669	31,755
Total Expenses	\$186,271	\$185,951

Summary of Operations

Revenue	178,016	170,411
Expenses	186,271	185,951
Excess (deficiency) of revenue over expenses	\$(8,255)	\$(15,540)

Audited financial statements are available on our website at torontocas.ca.