



Strategic Plan

2026-2030

*Helping Children,
Youth and Families
Thrive*

2026-2030



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Introducing Our 2026-2030 Strategic Plan

Halton Children's Aid Society exists for one purpose: to ensure that children, youth and families in Halton Region are safe, supported and connected to the people and communities that matter most to them.

Our 2026-2030 Strategic Plan represents our shared commitment to this mandate and is the result of extensive consultation, collaboration and reflection with our staff, leadership, Board of Directors, community partners and the families we serve. Through this process, we also took the opportunity to revisit and update our Vision, Mission and Values to ensure they reflect who we are as an Agency today and the future we are working towards. The result is a clear and aligned foundation that guides every aspect of our work.

Our region continues to grow and diversify. Halton is one of the fastest-growing and most diverse regions in the province, and we continue to evolve in response to the changing needs of the children, youth and families we serve.

Our new Strategic Plan builds on our community-integrated service model and reinforces our commitment to providing services that are equitable, culturally responsive and accessible to all families across Halton.

At the centre of this are our three Strategic Pillars, which guide our overall direction. These pillars are supported by eight Strategic Goals and a set of Key Performance Indicators (KPIs) that will help us measure our progress, stay accountable, and continuously improve. Together, they form a roadmap that is both ambitious and grounded in the realities of our work, and we are excited for this journey.

This Strategic Plan outlines the direction, priorities and measures that will guide our work from 2026 to 2030 and provides a clear and shared understanding of how we will advance our mission and support better outcomes for the children, youth and families we serve.

Vision

Children, Youth and Families Thrive

Mission

Together with families and their communities, we protect children and youth, strengthen their well-being, honour their individual needs and support healthy, enduring relationships.

Values



Accountability

We act with integrity and our mission guides our path.



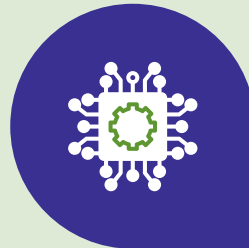
Child Centered

We ensure the best interests of the child guide our choices.



Collaboration

We go further when we go together.



Cultural Humility

We are always listening and learning.



Innovation & Creativity

We explore new ideas to improve continuously.

Who We Are

Halton Children's Aid Society (Halton CAS) is a child welfare organization dedicated to protecting children and strengthening families across Halton Region in Ontario. We serve one of the fastest-growing and most diverse regions in the province, supporting children, youth and families in Burlington, Oakville, Milton and Halton Hills.

What sets us apart is our community-integrated service model. Rather than operating solely from a centralized office, we ensure staff are partnered directly with community organizations, schools, and local agencies across Halton. This approach reduces stigma, builds trust, and makes our services more accessible to families when they need support. By working alongside our community partners, we create wraparound supports that help families thrive while keeping children connected to their communities.

Our work encompasses the full spectrum of child welfare services, from early intervention and prevention to child protection, family preservation and permanency.

At Halton CAS, we are guided by a collaborative culture where decisions are made collectively, staff at all levels contribute to organizational direction, and partnerships with community agencies create innovative solutions for complex family challenges. Our dedicated team works tirelessly to ensure that every child in Halton has the opportunity to grow up safe, healthy, and connected to family and community.

As we continue to evolve and adapt to the changing needs of our region, Halton CAS remains steadfast in our commitment to child safety, family well-being, and community collaboration.

Our Commitments to Equity and Sustainability

As Halton Region continues to grow and evolve, Halton CAS recognizes the rich diversity that exists within our communities, encompassing both the established cultural communities who have called Halton home for generations and the growing number of newcomer families choosing to build their futures here. We are committed to providing child welfare services that are equitable, culturally safe, and accessible to all children, youth and families, honouring the longstanding diversity of our region and the evolving cultural mosaic that continues to shape our communities.

Central to our strategic vision is our ongoing reconciliation journey with Indigenous communities and our commitment to advancing equity for all equity-deserving communities, including Black, racialized, newcomer, and 2SLGBTQ+ families. We acknowledge the historical and ongoing impacts of systemic discrimination within child welfare systems and are committed to dismantling barriers that have disproportionately affected marginalized communities. Through our Diversity, Equity and Inclusion and Truth and Reconciliation

strategy, we are actively partnering with community-led organizations to develop culturally responsive practices that honor and respect diverse identities, strengths, experiences and needs of children, youth and families.

Halton CAS also recognizes that achieving our vision requires financial sustainability and thoughtful stewardship of our resources. Operating within significant funding constraints, we must make strategic choices about how we allocate resources to maximize impact for the children and families we serve. Our commitment to financial sustainability means being innovative, leveraging partnerships, advocating for adequate funding, and ensuring that our resources are used effectively to contribute to better outcomes for Halton's children, youth and families.

These commitments to equity and sustainability are not separate from our strategic directions; they are woven throughout them, informing every goal we pursue and every decision we make as an organization.

Our Three Strategic Pillars

1

Advance Our Community-Integrated Model for Better Experiences and Results

Enhance our community-integrated service model to address the needs of children, youth and families of Halton through culturally responsive and accessible services.

2

Be a Change Agent for Service Transformation

Drive change that empowers children, youth and families through improved service delivery, communication, and partnership effectiveness.

3

Strengthen Our Organizational Culture for Success

Foster a well-supported and accountable workforce that enhances our community reputation, organizational effectiveness and sustainability.

Our Eight Strategic Goals

Goal
1



Strengthen our community-integrated service model by pursuing intentional partnerships with organizations that address systemic gaps and barriers.

Goal
2



Improve partnership effectiveness through collaboration, awareness and education to align service offerings with real-time demand.

Goal
3



Work with community networks to create innovative solutions that positively contribute to child welfare transformation and address service needs that achieve improved outcomes for children, youth and families.

Goal
4



Create local support systems that keep children connected to their communities and expand resources for out-of-home care.

Goal
5



Develop a continuous learning culture that supports professional development, data-informed decision-making and succession planning.

Goal
6



Improve process effectiveness and operational agility to enhance employee well-being and inclusivity.

Goal
7





Optimize resource utilization to maximize impact and financial sustainability.

Goal
8



Strengthen organizational policies, procedures and communications to drive continuous improvement in service quality and organizational culture.

Our Strategic Goals and Key Performance Indicators

Goals		Key Performance Indicators
Goal 1	 <p>Strengthen our community-integrated service model by pursuing intentional partnerships with organizations that address systemic gaps and barriers.</p>	<ul style="list-style-type: none"> ▶ Established partnership criteria, to address systemic gaps, are consistently applied when identifying and forming partnerships.
Goal 2	 <p>Improve partnership effectiveness through collaboration, awareness and education to align service offerings with real-time demand.</p>	<ul style="list-style-type: none"> ▶ We have sustained positive and open relationships with the full complement of needed providers and referral pathways.
Goal 3	 <p>Work with community networks to create innovative solutions that positively contribute to child welfare transformation and address service needs that achieve improved outcomes for children, youth and families.</p>	<ul style="list-style-type: none"> ▶ Kinship, customary care and family engagement activities are prioritized as part of care plans. ▶ Youth are entering independence with the skills and resources necessary to succeed and connections to supports in their identified communities.

Goals		Key Performance Indicators
Goal 4	 <p>Create local support systems that keep children connected to their communities and expand resources for out of home care.</p>	<ul style="list-style-type: none"> ▶ The identified communities of children and youth in care are effectively and regularly engaged in the success of children and youth from their community. ▶ The supports for children, youth and families come from their identified communities. ▶ Resource families are representative of the identified backgrounds of children and youth in care.
Goal 5	 <p>Develop a continuous learning culture that supports professional development, data-informed decision-making and succession planning.</p>	<ul style="list-style-type: none"> ▶ Our learning and professional development strategy supports data informed decision-making, practice transformation and succession planning.
Goal 6	 <p>Improve process effectiveness and operational agility to enhance employee well-being and inclusivity.</p>	<ul style="list-style-type: none"> ▶ The operational model is grounded in the provision of safety and well-being while guided by our Agency values.
Goal 7	 <p>Optimize resource utilization to maximize impact and financial sustainability.</p>	<ul style="list-style-type: none"> ▶ Resource utilization is aligned with service goals.
Goal 8	 <p>Strengthen organizational policies, procedures and communications to drive continuous improvement in service quality and organizational culture.</p>	<ul style="list-style-type: none"> ▶ Best practices, policies and procedures are continuously evaluated for their active application and effectiveness.

Measurement and Accountability

Halton Children's Aid Society's 2026–2030 Strategic Plan is intended to be a living framework that guides action, strengthens accountability and evolves alongside the needs of the children, youth and families we serve. Progress will be measured through the Key Performance Indicators (KPIs) connected to each Strategic Goal, helping us assess outcomes, monitor our effectiveness and identify where adjustments may be needed. Through ongoing measurement, learning and reflection, we will continue to strengthen our approach over time and ensure our work remains responsive, effective and aligned with our community-integrated service model.

Together, our Strategic Pillars, goals and KPIs provide a clear and structured way to track progress and maintain focus on meaningful results. By aligning our efforts to these priorities, Halton CAS will continue to build on its strengths, respond to the evolving needs of our communities and deliver on our mandate with integrity, collaboration and continuous improvement.

Looking Ahead and Next Steps

Our Strategic Plan brings together our vision, mission and values, along with our new Strategic Pillars, goals and Key Performance Indicators (KPIs) that will guide our work from 2026 to 2030.

Together, these elements provide a clear and structured framework to strengthen supports for children, youth and families across Halton Region. They reflect our commitment to advancing our community-integrated service model, working in partnership with our communities, and fostering a strong and accountable organizational culture.

Our KPIs define how we will assess progress and maintain focus on meaningful outcomes. By aligning our work to these priorities, we will continue to build on our strengths and respond to the evolving needs of our communities.

We will use measurement, learning and reflection to strengthen our approach over time and ensure our work remains responsive and effective.

This Strategic Plan reflects a collective commitment to deliver on our mandate with integrity, collaboration and continuous improvement and we look forward to keeping our community apprised of our overall progress in the next four years.

For more information or if you have questions, please contact us via email at boardsecretary@haltoncas.ca

