Children's Aid Society of Ottawa 2025-26 Balanced Budget Plan Submission REPORT SUMMARY	2025-26 Balanced Budget Plan Submission	2025-26 Q3 Report-Back Submission	2025-26 Q4 Actual Report-Back Submission	2025-26 Change Compared to Balanced Budget Plan Submission
1. FINANCIAL REPORT BY EXPENDITURES CATEGORY				
Salaries and Wages	$29,918,306			$0
Benefits	$7,862,296			$0
Training and Recruitment	$266,051			$0
Travel	$963,262			$0
Adoption Probation Expenditures	$47,359			$0
Adoption Subsidy Expenditures	$537,300			$0
Legal Custody Agreement Expenditure	$10,200			$0
Targeted Subsidies Agreements Expenditures	$1,452,105			$0
Standard Subsidies Agreements Expenditures	$74,100			$0
Ready, Set, Go	$3,396,155			$0
External Legal Service Costs	$4,500			$0
Witness Fees & Service/Certificates Costs	$29,500			$0
Program Expense	$4,100			$0
Professional Services - Client	$440,760			$0
Client Personal Needs	$1,387,529			$0
Financial Assistance	$160,500			$0
Health and Related	$576,006			$0
Admission Prevention Expenditures	$243,011			$0
Society Foster, Kinship & Other Care	$2,271,453			$0
Society Operated Homes	$8,931,648			$0
Purchased Foster & Group Care	$14,635,860			$0
Building Occupancy	$1,427,280			$0
Professional Services - Non Client	$906,542			$0
Promotion and Publicity	$62,103			$0
Office Administration	$601,702			$0
Miscellaneous	$792,842			$0
Technology	$662,170			$0
Total Gross Expenditures	**$77,664,640**			**$0**
Less: Revenue	$4,223,270			$0
Total Net Expenditures	**$73,441,370**			**$0**
Funding and Reconciliation Adjustments				
2025-26 Approved Budget Allocation	$73,787,335			$0
2025-26 Forecast Year-end Reconciliation Adjustments:				
1. Targeted Subsidies Agreements	($25,099)			$0
2. Standard Subsidies	$5,700			$0
3. Customary Care One-time Financial Assistance	$0			$0
4. Kinship Service Family One-time Financial Assistance	($15,841)			$0
5. Kinship Service Financial Assistance for Episodic Expenditures	($36,750)			$0
6. Ready, Set, Go	($273,975)			$0
7. Holdbacks	$0			$0
Total Funding and Reconciliation Adjustments	**$73,441,370**			**$0**
Balanced Budget Fund Request to Achieve a Balanced Budget in 2025-26	$0			$0
2025-26 Surplus/(Deficit)	**$0**			**$0**
Balanced Budget Fund Request to Clear Prior Years Deficits	$0			
Un-accessed contributions transferred to the Ministry-Managed Balanced Budget Fund in 2025-26	$0			
2. FINANCIAL REPORT BY SERVICE CATEGORY				
Non-Residential Services	$21,299,954			$0
Residential Services	$10,767,276			$0
Boarding Rates	$25,838,961			$0
Ready, Set, Go	$3,396,155			$0
Permanency Services	$2,811,041			$0
Legal Services	$2,020,131			$0

Direct Services Travel	$925,424			$0
Administrative Services	$10,605,698			$0
Balanced Budget Fund Net Expenditures				$0
Total Gross Expenditures	**$77,664,640**			**$0**
Less: Revenue	$4,223,270			$0
Total Net Expenditures	**$73,441,370**			**$0**
Funding and Reconciliation Adjustments				
2025-26 Approved Budget Allocation	$73,787,335			$0
2025-26 Forecast Year-end Reconciliation Adjustments:	($345,965)			$0
Total Funding and Reconciliation Adjustments	**$73,441,370**			**$0**
Balanced Budget Fund Request to Achieve a Balanced Budget in 2025-26	$0			$0
2025-26 Surplus/(Deficit)	**$0**			**$0**
Balanced Budget Fund Request to Clear Prior Years Deficits	$0			
Direct Services Expenditures	$62,835,672			$0
Administrative Expenditures	$10,605,698			$0

3. STAFFING REPORT (FTEs)

Non-Residential Services	168.2			0.0
Residential Services	77.4			0.0
Permanency Services	4.9			0.0
Legal Services	14.4			0.0
Administrative Services	48.6			0.0
Total Staffing	**313.5**			**0.0**
Direct Services Staffing	264.9			0.0
Administrative Staffing	48.6			0.0

4. SERVICE SUMMARY REPORT

Non-Residential Services				
Total Number of Investigations Completed	4,116			0
% of Investigations Completed: Transferred to Ongoing	10.5%			0.0%
Part V - Ongoing Services: Average # of Open Protection Cases	443			0
Average number of Children and Youth in Kinship Service (Out of Care)	124			0
Residential Services				
Average Number of Children and Youth in Care and RSG Participants	481			0
% of Total Paid Days of Care for Outside Purchased Placements	22.2%			0.0%
Permanency Services				
Number of Adoptions Completed	18			0
Number of Targeted Subsidies Agreements in Place End of Year	115			0
Legal Services				
Number of CYFSA Applications During the Year	176			0
Number of Trials Commenced	2			0
Number of Cases referred to ADR Method	57			0

This 2025-26 Balanced Budget Plan Submission has been reviewed and approved by:

Board Member	E-SIGNED by Anna Tosto on 2025-11-24 11:58:35 EST	Chief Financial Officer	E-SIGNED by Neal Reevie on 2025-11-26 09:24:27 EST
Title	**Signature**	**Title**	**Signature**
	2025-11-24		2025-11-26
	Date: (dd/mm/yyyy)		**Date: (dd/mm/yyyy)**