



Ontario Association of
Children's Aid Societies

Strategic Plan

2026-2031



Our Role In the System

We are a convener.

We bring agencies and partners together around shared challenges and opportunities.

We are a bridge.

We translate sector realities into system-level dialogue and strengthen alignment between agencies and government.

We advocate through relationship.

We advance clear, evidence-informed solutions through trusted and constructive engagement, while remaining firm in our positions.

We are an advisor.

We influence through relationships and credibility, reducing duplication and lightening the lift for members wherever possible.



Vision

Connected and responsive systems.
Thriving children, youth and families.

Mission

OACAS serves as Ontario's provincial convener and advocate for child welfare. We align member agencies, government, and partners to strengthen policy, practice, and system outcomes for children, youth, and families.

Strategic Goal

Over the next five years, OACAS will advance its provincial leadership as a trusted advisor and bridge, strengthening alignment across the sector, reducing fragmentation, and influencing constructive system improvements that benefit children, youth, and families across Ontario.

Strategic Enablers

These are the foundational principles that shape decision-making, guide behaviour, and ensure coherence across all strategic priorities. The enablers shape our work, the organization and engagement with partners.

- Truth & Reconciliation
- Equity
- Relational Leadership
- Staff & Culture
- Integrity & Focus

Strategic Priorities

1. Membership Engagement and Sector Alignment: Working With Members, For Members

Intended Impact: By 2031, OACAS will be recognized by its members as a responsive and transparent provincial partner that strengthens collective alignment and reduces duplication and administrative strain across agencies where OACAS has influence.

Key Commitments:

- Establish predictable engagement mechanisms
- Strengthen knowledge sharing and best practice platforms
- Implement shared tools, guidance, and coordination mechanisms
- Improve transparency



2. Strategic Advocacy and Storytelling: Influencing Through Evidence and Trust

Intended Impact: By 2031, OACAS will have strengthened its ability to influence systemic change and policy and its credibility by advancing clear, evidence-informed positions rooted in trusted relationships and shared sector narratives.

Key Commitments:

- Embed a clearly articulated relational advocacy framework
- Consolidate quantitative and qualitative data
- Advance balanced and evidence-informed dialogue
- Strengthen storytelling and communications infrastructure

3. Partners and Relationships: Enhancing Presence and Building Trust

Intended Impact: By 2031, OACAS will be recognized as a trusted provincial partner that strengthens alignment across government, agencies, and sector associations, contributing to coordinated leadership and more integrated pathways of care for children and youth.

Key Commitments:

- Build a reciprocal relationship with the Ministry
- Strengthen sustained provincial cross-sector partnerships
- Clarify and continuously communicate OACAS' provincial role and value proposition
- Support a range of provincial network groups, leadership tables, and advisory bodies



4. Data, Learning, and System Improvement: From Insight to Impact

Intended Impact: By 2031, OACAS will have strengthened system-level learning and policy dialogue through credible evidence, shared indicators, and transparent reporting.

Key Commitments:

- Aggregate and interpret sector-level data
- Embed equity into decision-making structures
- Strengthen training and knowledge translation systems
- Develop shared indicators





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