



Children's Aid Society
La Société d'aide à l'enfance
NIPISSING & PARRY SOUND

ANNUAL REPORT

2024-2025

A Year of Unstoppable Resilience



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STRATEGIC DIRECTIONS & PRIORITIES

As we close the final year of our five-year strategy, we reflect not just on goals achieved, but on the resilience, focus, and courage that carried us through. We set bold goals, navigated change, and stayed true to our mission. As we turn the page, we carry forward the lessons, progress, and momentum that will shape our path forward.

2021 ○ — ○ — ○ — ○ 2025

VISION

Families and Communities
Keeping Children and Youth
Safe, Nurtured and Strong

MISSION

Working together to building
communities where families are
strong and all children and
youth are safe and resilient.

MUTUAL RESPECT

INCLUSIVENESS

INGREITY

ACCOUNTABILITY

COURAGE

INNOVATION

THE PATH FORWARD

A Message from the Board President & Interim Executive Director



This past year has been one of meaningful transition, significant challenges, and deep reflection.

Leadership transition marked a pivotal moment for the organization in 2024. The Board was pleased to appoint Nancy Lafrance Rich as Interim Executive Director. With over 30 years of dedicated service to the agency, and having most recently served as Director of Service for 8 years, Ms. Lafrance Rich brings extensive experience and a profound understanding of child welfare. Her steadfast commitment to children, youth, and families positions her well to lead the organization through this pivotal period.

The broader child welfare sector continues to navigate complex and urgent challenges—most notably, the provincial foster care placement crisis. As this issue deepens, the need for stability, innovation, and bold advocacy has never been more critical. We remain focused on advancing the well-being and long-term success of the children and youth we serve, even amidst an evolving landscape.

Looking ahead, our focus will be on ensuring financial sustainability while keeping the needs of children, families, and our community at the forefront of all we do. We are committed to navigating the year ahead with thoughtful decisions that foster long-term stability and create the best possible outcomes for those we serve.

We would like to extend our sincere thanks to the Board of Directors for their continued leadership and stewardship. In particular, we recognize David Grannary and Thomas Stone, whose terms concluded this year. Their dedication and contributions have left a lasting impact on the agency.

To our incredible staff — thank you for your unwavering commitment and tireless efforts. Your compassion, skill, and resilience are the foundation of everything we do.

To our resource families and volunteers, we are deeply grateful for your time, care, and generosity. Your contributions make a profound difference in the lives of those we serve — we truly could not do this work without you.

Together, we move forward with strength, purpose, and optimism for the future.

Kim Kanmacher,
Board President

Nancy Lafrance Rich
Interim Executive Director

FINANCIAL STABILITY

Strengthen Controls and Financial Oversight

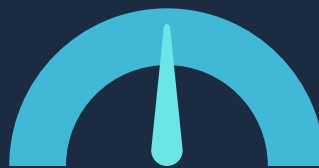
This year has been transformative, with significant strides made in enhancing our financial integrity. Sustainable measures have been introduced across all levels of the agency, ensuring that our financial practices consistently align with our unwavering commitment to delivering exceptional services to families.



Strengthening Financial Stewardship



Reviewing all Backend Expenditures



Enhancing Oversight and Controls



Maximizing Partnerships & Shared Services



Strengthening our foundation, one step at a time.



CREATING BRIGHT FUTURES

Improving Outcomes for Children in Foster Care

We are continuously working to strengthen the quality of our services, with a particular focus on modernizing the foster care system. Through our Child and Youth Worker program, we continuously refine and evolve our approach to better support families, ensuring that we meet their unique needs in meaningful ways. We know that children flourish when surrounded by familiar supports, which is why we prioritize placing them with kin and kith families. This approach not only strengthens family bonds but also provides a more stable and nurturing environment for the child.

To ensure the ongoing success of these initiatives, we've established two key working groups. The Better Outcomes Committee which focuses on identifying the best placement fit for each child, considering their individual needs and circumstances. Additionally, we have a recruitment-focused group dedicated to ensuring the right homes are available for youth. Together, these groups work in tandem to create a comprehensive and responsive foster care program.



Over 60 children and youth were placed in familiar kin or kith care.



GUIDED BY COMMUNITIES

Rooted in respect. Led by relationships.

We are deeply committed to supporting First Nations, Inuit, and Métis (FNIM) families through culturally grounded, respectful partnerships.

In our continued work with two First Nations communities, we recognize and honour their journey, ensuring our practices are shaped by cultural understanding, community direction, and shared accountability.

Our work is guided by meaningful collaboration, where we walk alongside communities, listening, learning, and adapting. This includes ensuring our staff receive ongoing cultural training, regularly reviewing and updating protocols to reflect community values and expectations, and sharing information in ways that are transparent, respectful, and rooted in trust.

By centering Indigenous voices and perspectives, we continue to build relationships that support the well-being of children, youth, and families in a way that honours their identity, history, and inherent rights.

LEADING WITH INNOVATION

Achieving Excellence with Modern Solutions

Innovation is one of our core values and a driving force behind how we grow, adapt, and continuously improve the way we serve children, youth, and families. It challenges us to think differently, embrace new possibilities, and stay ahead of emerging needs in an ever-changing world.



Being innovative also means staying responsive, listening closely to the voices of those we serve and finding new, meaningful ways to meet their needs. Whether through reimagining service delivery, leveraging technology, or building creative community partnerships, we are committed to evolving with purpose. By fostering a culture of curiosity and courage, we create space for ideas that lead to real, lasting impact.

As part of this commitment, we are launching an Artificial Intelligence (AI) pilot project in the coming year. This initiative represents a forward-thinking step in exploring how technology can complement and enhance our work in child welfare. It reflects our dedication to seeking new tools and approaches that support better outcomes for children, youth, and families.



ENHANCING OUR COMMUNITY CONNECTIONS

Building a Stronger Community Through Partnerships and Collaboration

This core belief guides all of our work. It reminds us that supporting the well-being of children and families is a shared responsibility. It depends on strong relationships, trust, and collaboration.

Over the past year, we have continued to strengthen partnerships across our districts. We are finding new and better ways to work together to meet the needs of families and the communities we serve.

Elmwood is at the center of this progress.

Originally established as a hub for child welfare, Elmwood has grown beyond that role. It is now transitioning into a facility that serves the broader community. Elmwood brings people, programs, and services together in one location. This makes it easier for families to access support that is timely, inclusive, and responsive to their needs.

Through this work, we are not only helping families today. We are shaping the future of child and family well-being. A future led by communities, grounded in compassion, and built on the belief that we are stronger when we work together.

KEY ACHIEVEMENTS

Delivering Excellence: A Snapshot of Key Service Outcomes

As the needs of children and youth in child welfare become more complex, we are evolving our approach to meet these challenges.

Our child-focused philosophy remains at the core of everything we do, ensuring that we prioritize each child's unique needs while keeping them connected to their natural support networks.



Through the Meeting of the Minds Working Group, we are working alongside community leaders to re-envision how we support families. This collaborative effort is reshaping the way services are delivered, creating more responsive and connected supports for our local communities.



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OFFICERS & DIRECTORS



Kimberly Kanmacher, Board President

Christina DeRoche, Vice President

David Grannary, Treasurer

Tammy Malcolm, Director

Thomas Stone, Director

Cindy Males, Director

Jennifer Bouwmeester, Director

Taylor Lougheed, Director

Jamey Byers, Director

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