

2025 - 2026

The Children's Aid Society of the District of Nipissing and Parry Sound



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

BUSINESS

PLAN



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Our Mandate

The Children's Aid Society of the District of Nipissing and Parry Sound (PARNIPCAS) is an independently governed agency responsible for delivering essential, legislated services to safeguard children and support families under the Child, Youth and Family Services Act (CYFSA). The Society's core responsibilities include: investigating concerns that children under 16, or those in the Society's care or supervision, may be in need of protection; protecting children under 18 when necessary; providing guidance, counselling, and other supports to families to prevent circumstances requiring child protection; caring for children admitted or committed to the Society's care; supervising children placed under the Society's supervision; facilitating adoption placements; and carrying out any additional duties set out in the CYFSA or other applicable legislation.

The CYFSA, along with its regulations, directives, and standards, provides detailed direction on the mandatory services that must be delivered, as well as the processes and timelines for doing so, including targeted services for Indigenous children, youth, and families and the provision of French-language services. Children's Aid Societies prioritize child safety while enabling children and youth to remain safely with their families and communities wherever possible. Family-based services include comprehensive assessments, individualized service plans, collaboration with community partners and other professionals, and ongoing supervision of children in their homes. When it is not safe for children to remain at home, the Society first seeks to support kin and community members to care for them, and when this is not possible, foster care and other placement options are used within the broader placement continuum.

Mission, Vision & Values

Mission

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

Vision

Families and communities keeping children and youth safe, nurtured, and strong.

Values

Mutual respect, inclusiveness, integrity, courage, accountability, and innovation guide the Society's decisions, relationships, and daily work with children, youth, families, and community partners



Strategic Direction 2021 – 2025

The 2021–2025 Strategic Plan provided a strong foundation for the Society's work through four key operational focus areas:

- Prioritizing healthy workplace culture
- Advancing truth and reconciliation in meaningful partnership with Indigenous communities
- Cultivating the vision of a modern service system
- Driving targeted and strategic communications while leading with excellence and innovation

The 2024–2025 year was characterized by “unstoppable resilience,” reflecting both the strength of families, youth, caregivers, staff and the organization's ability to adapt in a rapidly changing environment. Progress against strategic priorities for 2024–2025 is summarized in the Society's [2024–2025 Annual Report](#).

As 2025 draws to a close, the 2021–2025 Strategic Plan is concluding, and its outcomes are informing the development of a new strategic direction for 2026 and beyond.



Current Context and System Pressures

Over the past year, the Society has experienced both important successes and unprecedented challenges. Growing financial pressures and province-wide placement shortages have emerged as child welfare increasingly becomes the system of last resort for children and youth with complex special and/or mental health needs when families experience breakdown and struggle to access timely, appropriate services. This has required agencies to develop interim and emergency placement options when existing capacity is scarce, placing extraordinary pressure on the system and driving significant, unplanned costs. At the same time, there has been a substantial reduction in available foster homes locally and across Ontario, underscoring the need for a modernized, innovative approach to recruiting, onboarding, and supporting kin and foster caregivers.

These pressures are exacerbated by an outdated child welfare funding model that no longer reflects the true costs or complexity of delivering services in communities such as Nipissing and Parry Sound. The current formula does not adequately account for rising placement, staffing, and operating costs, nor for increased demand related to mental health, developmental, and specialized supports. As a result, many agencies, including PARNIPCAS, are managing persistent structural deficits, and the funding framework is effectively generating the fiscal outcomes now being observed across the province.

Alongside fulfilling its mandated child welfare responsibilities, the Society has devoted considerable effort to participating in an operational review and a third-party, sector-wide review of financial and service delivery practices. This work has required intensive staff and leadership involvement, but also represents an important opportunity to strengthen accountability, sustainability, and service quality in the years ahead.



Data Highlights

During the reporting year, the Society received 2,183 referrals, of which 1,102 proceeded to investigation. A total of 73 investigations were transferred to ongoing services, resulting in 230 families being served through ongoing protection and family services at year end. On average, ongoing protection/family service files remain open for approximately 1.5 to 2 years, reflecting the complexity of needs and the time required to support sustainable change.

The three most common primary investigation types were: physical force and/or maltreatment, caregiver with a problem, and child exposure to partner violence. With respect to out-of-home care, 127 children were placed with kin, 13 were in customary care arrangements, 130 children were in the Society's care, 12 youth were supported through Voluntary Youth Services Agreements, 43 young people aged 18–23 were engaged in the Ready, Set, Go program, and 4 children were in adoption placements. At year end, the Society had 99 approved caregiving providers, including kin, customary care, and foster care homes.

Multi-Service Programs and Evidence-Based Practice

In addition to mandated child protection services, the Society is a multi-service organization delivering a range of prevention, early intervention, and community-based programs funded by federal and provincial partners. These include programs funded by the Public Health Agency of Canada (such as the Canada Prenatal Nutrition Program and the Community Action Program for Children), youth justice service funded by the Ministry of Children, Community and Social Services, and programs such as Infant and Child Development, Community Capacity Building, and Child and Family Intervention.

Across these programs, the Society offers a broad array of evidence-based, trauma-informed, inclusive, and person-centered services. Service approaches and groups include, Circle of Security, Mothers in Mind, Zones of Regulation, and attachment-focused parenting programs. These interventions are designed to strengthen caregiver capacity, enhance attachment and emotional regulation, and build resilience in children, youth, and families, complementing the Society's protection mandate and supporting better long-term outcomes. In the coming year, the Society will introduce the Caring Dads program, a 17-week evidence-based intervention designed to help fathers improve their relationships with their children and address issues of violence and neglect.

The Community Support Team (CST) provides intensive, community-based services to youth on probation in the districts of Nipissing, Parry Sound, and Muskoka, with a focus on building life skills and reducing the risk of reoffending. CST workers are trained in approaches such as CBT, DBT, emotion regulation, gender identity, sexual behaviour, social skills, and substance use, allowing them to support youth with complex needs. CST has continued to receive new referrals, expand its training through Laurier University, and work toward a trauma certificate grounded in current research and evidence-informed practice. Youth feedback remains positive and available statistics demonstrate that many youth who successfully completed the program did not reoffend. CST also offers mental health and skill development groups in Parry Sound and at Elmwood in North Bay with growing participation, and will continue to prioritize advanced training, collaboration with community partners, and strong working relationships with probation services in 2026.

Service Framework: Signs of Safety

In 2020, the Society adopted Signs of Safety as its core child welfare practice framework, launching a multi-year transformation of how services are delivered with children, youth, families, and caregivers. The approach is strengths-based, collaborative, and solution-focused, emphasizing clear assessment of danger and harm, existing safety and strengths, and future safety planning developed together with families and their networks.

Implementation efforts to date have included staff training, coaching, and the integration of Signs of Safety tools into assessment, planning, and documentation processes across service areas. The framework is supporting more meaningful engagement with children, youth, families, and community partners, clearer understanding of risk and safety, and more transparent decision-making. Over the next several years, the Society will continue to embed Signs of Safety into supervision, quality assurance, and service delivery, with an emphasis on consistent practice, measurable outcomes, and alignment with equity, reconciliation, and family-centred service goals.

Risks, Challenges and Responses

The Society continues to operate in a context of significant social and economic strain. Rising rates of mental health concerns, food insecurity, lack of appropriate and affordable housing, and families living below the poverty line all contribute to stress and instability for children, youth, and caregivers. Increasing homelessness, substance use, overdoses, and unmet primary health-care needs further compound risk and create additional pressure on the child welfare and broader human services systems.

In response, the Society is actively engaged in collaborative community planning tables, including Community Safety and Wellness Planning Table, Child and Youth Planning Table, Nipissing Addictions and Mental Health Systems Table and the Health and Social Services Network of Parry Sound. Through these collaborations, the Society works creatively with health, education, justice, housing and community agencies to improve service coordination, reduce gaps and support earlier more integrated responses to families.

Elmwood

Elmwood has become one of the most inspiring examples of collaborative, youth-focused work under one roof, transforming an original vision of a consolidated Children's Aid Society office site into a vibrant community hub designed by and for young people. Originally imagined as a single administrative location to replace three separate North Bay offices, the project shifted during COVID as the needs of youth and families took precedence over traditional office space, and a generous donation enabled the Society to renovate a section of the former school specifically for youth programming and support.

Today, Elmwood brings together an impressive range of services and partners in a single, welcoming space. Two established ECPP classrooms operate in partnership with the Near North District School Board, alongside a Nurse Practitioner's office in partnership with VON, a volunteer-run boutique, a youth pantry, weekly mental health groups for young people involved with CAS and those waiting for services at partner agencies, and EarlyON programming that supports the Society's early intervention work with families. The Ontario Education Championship Team meets at Elmwood and uses the space to plan youth events, programs, and education and employment workshops, while Ready, Set, Go life-skills programming and Youth Advisory Committee activities, including training through the Ripple Effect mentorship model, are also hosted on site.

Elmwood's strength is rooted in the breadth and depth of its partnerships, including Big Brothers Big Sisters, the North Bay Indigenous Friendship Centre, the North Bay Parry Sound District Health Unit, the Municipality of North Bay, the Canadian Mental Health Association, the North Bay Regional Health Centre, Hands, the Crisis Centre, and others who use the space to connect youth with timely, coordinated supports. In addition, a partnership with Canadore College's research department is helping to develop key performance indicators to track youth participation, engagement, and outcomes, positioning Elmwood as both an innovative practice model and a learning site for the sector. None of this would be possible without the generosity of volunteers, service clubs, and philanthropists—such as the Rotary Club, United Way, CHAT for CHAD, and Steven Beauchamp—whose support has helped create a place where young people feel safe and welcome, have their basic needs met, and can see a hopeful path toward a brighter future.

The Elmwood facility is also a valued community asset beyond core CAS programming, with more than 33 bookings annually for basketball, summer camps, sporting events, support groups, catering, and other activities, many of which provide free access or reduced-cost opportunities for youth involved with the Society. This coming year, the community will focus on achieving Youth Wellness Hub Ontario designation, building on the fact that North Bay has already been identified as a priority site based on need and readiness; this designation would provide sustainable funding to solidify and grow the work already underway, and support efforts to prevent the rising rates of addiction, overdose, and youth homelessness visible in the community. The ministry, partners, and public alike can be proud of Elmwood as a powerful example of goodwill, innovation, and collaboration, grounded in a shared commitment to investing in some of the community's most vulnerable young people.

Sustainability

The Society remains firmly committed to financial sustainability and responsible stewardship of public resources. Over the past year, significant effort has been directed toward tightening financial controls, renegotiating or replacing higher-cost service contracts, updating financial policies and procedures, and strengthening internal controls to better track, monitor, and manage expenditures.

Looking ahead to 2025–2026, the Society will continue to pursue opportunities for shared services and operational efficiencies while protecting core services to children, youth, and families. Priorities include developing real-time organizational dashboards to support data-informed decision-making, extending partnerships to help offset non-child-welfare operational costs, and exploring new revenue streams where appropriate and consistent with the Society's mandate and values.

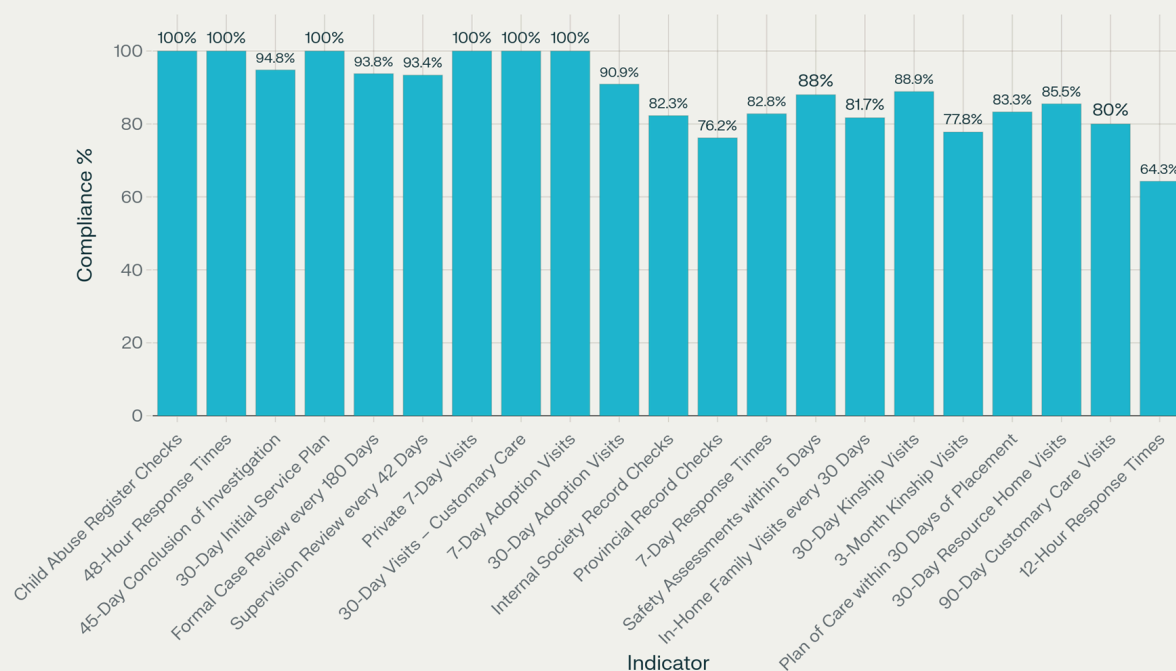


Performance Measurement

CASNPS recognizes the critical importance of measuring performance and outcomes for children, youth, and families, and regularly monitors results against the operational plan and sector standards to ensure alignment with its strategic goals. In collaboration with provincial partners, including the Ontario Association of Children's Aid Societies and the Ministry of Children, Community and Social Services, the Society contributes to the development and use of indicators that track safety, permanency, and well-being, such as recurrence of child protection concerns, days of care by placement type, time to permanency, and the quality of caregiver-youth relationships. The most recently published provincial performance indicator results are from 2019–2020, while a renewed set of indicators is being developed by the Ministry to reflect evolving priorities and needs in child welfare practice.

The Society also closely tracks compliance with Child Protection Standards, where it has achieved high performance in several key areas as of June 30, 2025, including child abuse register checks, response times, completion of investigations, service planning, and visiting expectations, while identifying specific response-time standards as ongoing priorities for improvement. To support continuous quality improvement, CASNPS uses a range of internal tools, including the Service and Quality Improvement Plan (SQIP), foster care licensing reviews, and reviews for children and youth in extended society care. The SQIP is completed twice annually and combines quantitative data analysis with targeted action plans to address any gaps in practice or compliance.

PARNIPCAS Compliance Results



Budget Versus Forecast

The Society's 2024–2025 audited financial statements and 2025–2026 approved budget provide the basis for analyzing financial performance and variances between actual and forecasted results. This analysis allows the Board and Ministry to monitor financial trends, assess sustainability, and ensure that resources are aligned with service demands and strategic priorities.

For the prior fiscal year, overall expenditures exceeded original forecasts primarily due to increased boarding-related costs, including higher per diem rates, more intensive and specialized placements, and greater reliance on temporary and emergency arrangements when suitable family-based options were unavailable. These pressures reflect broader provincial trends in placement availability and complexity of needs, and they continue to be a key driver of financial risk for the Society.

In 2025–2026, the Society will closely monitor boarding expenditures and related service pressures while implementing strategies to mitigate cost growth, such as strengthening kinship and community-based care options, enhancing recruitment and support of caregivers, and pursuing collaborative solutions with sector partners.

THE CHILDREN'S AID SOCIETY OF THE DISTRICT OF NIPISSING AND PARRY SOUND

Schedule of Program Revenue and Expenses - Ministry of Children, Community and Social Services (Unaudited)

Year ended March 31, 2025, with comparative information for 2024

	Non-Residential and Residential Direct Cost of Services for Children in Care	Infant Development	Child and Family Intervention	Y.O.A. Community Support	Education Liaison	Community Capacity	Partner Facility Renewal	Ontario Child Benefit Equivalent Fund	E.C.M. - Kehoe Street Apartment Building	Total 2025	Total 2024
Revenue:											
Provincial grants - Operating	\$ 21,043,667	\$ 464,209	\$ 260,281	\$ 540,584	\$ 96,396	\$ 39,668	\$ 110,200	\$ -	\$ -	\$ 22,556,005	\$ 20,212,657
- Ontario Child Benefit Equivalent	-	-	-	-	-	-	-	79,149	-	79,149	148,258
Other grants	7,023	-	-	-	-	-	-	-	-	7,023	-
Other	257,254	-	-	-	-	-	-	-	-	257,254	299,142
Special allowances	552,182	-	-	-	-	-	-	-	-	552,182	429,277
Other Children's Aid Societies	131,792	-	-	-	-	-	-	-	-	131,792	628,560
Rental	16,395	-	-	-	-	-	-	-	-	16,395	15,647
	22,008,313	464,209	260,281	540,584	96,396	39,668	110,200	79,149	-	23,598,800	21,733,741
Expenses:											
Salaries and wages	10,704,196	267,607	13,131	317,690	71,797	34,446	-	-	-	11,408,867	11,241,706
Benefits	3,319,213	94,049	2,783	72,727	15,017	5,222	-	-	-	3,509,011	3,079,131
Travel	480,509	4,665	-	16,369	-	-	-	-	-	501,543	508,295
Training and recruitment	56,146	-	-	3,646	419	-	-	-	-	60,211	118,594
Boarding rate payments:											
- Foster care boarding home fees	1,827,036	-	-	-	-	-	-	-	-	1,827,036	1,394,784
- Outside paid foster care	1,573,136	-	-	-	-	-	-	-	-	1,573,136	980,440
- Outside paid institution fees	1,269,696	-	-	-	-	-	-	-	-	1,269,696	916,772
- Other care	86,640	-	-	-	-	-	-	-	-	86,640	387,205
- Adoption probation	1,200	-	-	-	-	-	-	-	-	1,200	-
Purchased services:											
- Non-client	322	-	-	-	-	-	-	-	-	322	148,729
Professional services:											
- Non-client	242,190	50,000	-	-	-	-	-	-	-	292,190	374,124
- Client	97,662	-	217,702	-	-	-	-	-	-	315,364	242,704
- Client legal	100,077	-	-	-	-	-	-	-	-	100,077	293,271
- Client's personal needs	1,165,724	165	-	269	-	-	-	18,654	93	1,184,905	501,001
- Technology	360,529	-	-	59,325	-	-	-	-	3,658	423,612	471,697
- Building occupancy	122,065	-	-	30	-	-	-	-	-	122,095	115,941
- Health and related costs	171,507	-	-	-	-	-	-	13	-	171,520	128,277
- Office administration	112,629	-	-	1,033	-	-	-	-	3,816	117,478	85,942
- Recreation	-	-	-	-	-	-	-	54,060	-	54,060	54,100
- Miscellaneous	25,557	200	-	-	-	-	-	-	-	25,757	29,530
- Membership fees	69,824	-	-	-	-	-	-	-	-	69,824	47,050
- Target Adoption Subsidies	591,080	-	-	-	-	-	-	1,035	-	592,115	538,367
- Utilities and telephone	177,668	-	-	13,000	-	-	-	-	9,059	199,727	218,880
- Facility renewal (recovery)	(230,149)	-	-	-	-	-	103,805	-	-	(126,344)	732
- Repairs and maintenance	147,184	-	-	933	-	-	-	-	24,060	172,177	426,151
- Promotion and publicity	7,999	-	-	-	-	-	-	-	-	7,999	19,678
- Admission prevention	90,531	-	-	-	-	-	-	-	-	90,531	51,467
- Food	-	-	-	-	-	-	-	-	-	-	13,394
- Insurance	410,225	-	-	-	-	-	-	-	-	410,225	291,693
- Education	-	-	-	-	-	-	-	3,779	-	3,779	2,419
	22,950,496	416,686	233,616	485,022	87,233	39,668	103,805	77,541	40,686	24,434,753	22,680,034
Excess (deficiency) of revenue over expenses before the undemoted	(942,183)	47,523	26,665	55,562	9,163	-	8,395	1,608	(40,686)	(835,953)	(946,293)
Repayment of long term debt	-	-	-	-	-	-	-	-	-	-	-
Allocation of central administration	144,713	(47,523)	(26,665)	(55,562)	(9,163)	-	-	-	-	5,800	18,800
Transfers (to) from programs	(40,686)	-	-	-	-	-	-	-	40,686	-	-
Transfers to deferred capital contributions	(219,036)	-	-	-	-	-	-	-	-	(219,036)	(1,098,608)
Subsidy funding return to Ministry	-	-	-	-	-	-	-	-	-	-	(21,435)
Excess (deficiency) of revenue over expenses	\$ (1,057,192)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,395	\$ 1,608	\$ -	\$ (1,049,189)	\$ (2,047,536)



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