

Business Plan

2024 - 2025



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



Introduction

The Children's Aid Society of the District of Nipissing and Parry Sound (PARNIPCAS) is an independently governed, multi-service agency committed to protecting children and supporting families across the Nipissing and Parry Sound district. Guided by the principle that children belong at home and families belong together, the Society's primary mandate is to ensure that all children have a safe, stable, and nurturing environment in which to grow and thrive.

PARNIPCAS operates under the Child, Youth and Family Services Act (CYFSA), investigating concerns for children under 16, as well as children and youth under its care or supervision, and taking necessary action to safeguard their well-being. The Society works alongside families to prevent situations that may place children at risk and provides care and supervision when children cannot safely remain at home. In such cases, placements with extended family, kin, or familiar caregivers are prioritized, with foster care and other alternatives used when necessary.

Services are delivered in accordance with legislative requirements, including timelines, accountability measures, culturally appropriate approaches for Indigenous children and families, and French-language services. Through collaboration with families, community partners, and concerned citizens, PARNIPCAS fosters safe, supportive environments that strengthen families, preserve connections, and promote positive outcomes for children and youth.

The Nipissing & Parry Sound district is spread across a vast geographical area, leading to a mix of small towns, rural communities, and Indigenous communities.

Geographical Area: 26,388 Square Kilometers

4.9 Person Per Square Kilometers (Nipissing)

4.5 Person Per Square Kilometers (Parry Sound)



Services & Programs

PARNIPCAS is a multi-service agency delivering a comprehensive range of programs to protect children and support families across the Nipissing and Parry Sound districts. Core services include child protection intake, investigation, and ongoing assessment when concerns arise that a child may be at risk of harm. The Society works closely with families to identify risks, develop safety plans, and connect them with resources that reduce the need for court involvement or out-of-home placements.

Beyond legislated protection services, PARNIPCAS provides early intervention and voluntary family support programs, including the Community Action Program for Children (CAPC), MotherCare (Canada Prenatal Nutrition Program), and Infant and Child Development Services, to address challenges before risks escalate, strengthen parenting capacity, and maintain safe and stable home environments.

The Society also delivers youth justice services through its Community Support Team, a community-based program that provides counselling and support to young people on probation within the Districts of Nipissing, Parry Sound, and Muskoka, with a focus on life skills development, reducing risk, and supporting positive change in the community.

When children cannot safely remain at home, PARNIPCAS offers a continuum of care options—including foster care, kinship care, customary care, and group care—while prioritizing stability and permanency through reunification, kin placements, or adoption. The Society also supports youth in care and those transitioning to adulthood with life skills development, education and employment supports, housing assistance, and comprehensive transition planning, in alignment with provincial expectations for continued care and support for youth.

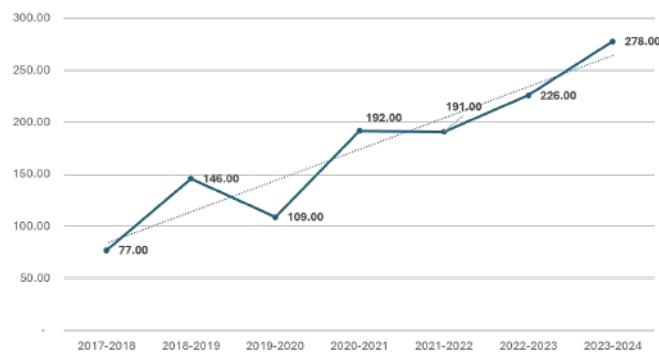
All programs are delivered through a culturally safe, inclusive, and trauma-informed approach, with particular attention to the needs of Indigenous children, youth, and families. Collaboration with First Nations ensures that services are culturally grounded, accessible, and responsive to the distinct needs and rights of Indigenous children, youth, families, and communities.



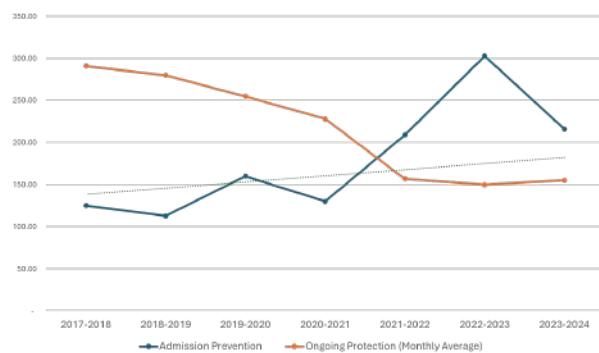
LOGO

The increase in Community Link referrals and admission prevention reflects how inflation and worsening social determinants of health are destabilizing more families in our community. Rising costs of groceries, housing, and transportation, combined with long wait lists and barriers to accessing timely medical and mental health care, are intensifying stress and eroding family resilience. As more caregivers struggle to meet basic needs, the demand for early intervention and community-based supports continues to rise, underscoring the importance of strengthening our prevention-focused services and partnerships to help families stabilize before concerns escalate to the point of admission or protection involvement.

Community Links



Ongoing vs. Admission Prevention



Strategic Objectives

PARNIPCAS' Strategic Goals and Objectives for 2024–2025 are anchored in the organizational priorities outlined in the Strategic Plan, which provides a roadmap for strengthening services, supporting the workforce, and enhancing outcomes for children, youth, and families. These goals are designed with an understanding of evolving service demands, complex family needs, and systemic pressures, ensuring that strategies are both ambitious and grounded in operational realities.

The Society's strategic priorities—Prioritizing a Healthy Workplace Culture, Actioning Truth and Reconciliation, Cultivating the Vision of Modern Service Systems, Driving Targeted and Strategic Communications, and Leading with Excellence and Innovation—will guide how PARNIPCAS advances its mandate and modernizes practice over the 2024–2025 fiscal year. Together, these priorities create a cohesive path forward: building a supportive and resilient organizational culture; deepening relationships with Indigenous communities through meaningful reconciliation; transforming the service model to reflect modern, evidence-informed approaches; strengthening communications that engage and inform stakeholders; and fostering innovation and excellence across all areas of service.

The following Strategic Goals and Objectives will translate these priorities into actionable commitments that will guide PARNIPCAS in delivering responsive, inclusive, high-quality services while navigating the challenges and realities of the child protection landscape in the year ahead.



Organization Realities & Key Transitions

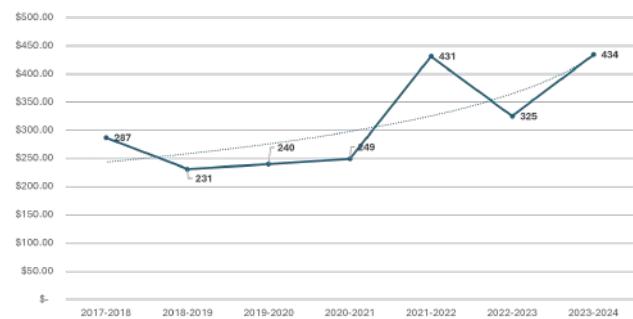
The 2024–2025 fiscal year will present important opportunities for the Society to build on its longstanding role in service, innovation, and community impact.

In spring 2024, Executive Director Gisèle Hébert will formally announce her retirement, with a planned retirement date at the end of June 2024, following 39 years of dedicated service. During this period, the Board of Directors will oversee a planned leadership transition in which Nancy Lafrance Rich will assume the role of Interim Executive Director effective July 1, 2024. This transition will focus on ensuring continuity of leadership, renewing strategic focus, strengthening workforce stability, and preserving the institutional knowledge that has been central to the Society's success.

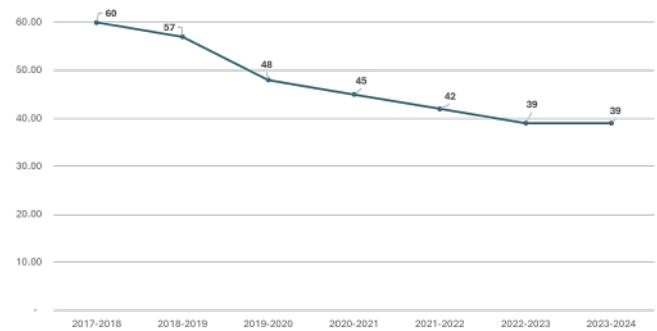
On March 31, 2024, Arbour House will cease operations as a prototype and will no longer operate once base funding from the Ministry of Children, Community and Social Services (MCCSS) comes to an end. Over 2024–2025, the Society will continue to respond to the provincial placement crisis for youth with complex needs—marked by limited placement options and increasing costs—by engaging with the Ministry and community partners to explore potential future uses of the Arbour House facility and to design sustainable, trauma-informed responses for northern youth. Following the sale of the Parry Sound Church Street location, the branch office will move to a new location at 28 James in the downtown area, where the Society will continue to operate and provide services within the community of Parry Sound.

Together, these realities and transitions will require careful planning, strong change management, and ongoing engagement with staff, families, Indigenous partners, and community stakeholders, positioning PARNIPCAS to remain resilient and to continue delivering high-quality, child-centered services in a complex and evolving environment.

OPR Per Diems



Foster Homes



Cost of Care



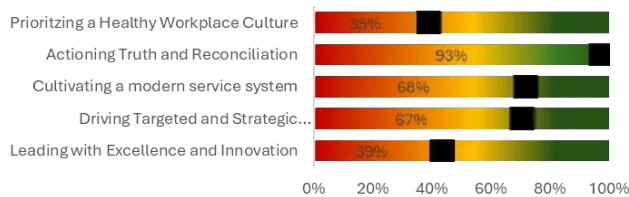
Performance & Accountability

PARNIPCAS will maintain a rigorous performance monitoring framework to ensure that its services effectively promote the safety, well-being, and permanency of children, youth, and families. Outcomes will be evaluated regularly against the operational plan and sector standards to ensure alignment with strategic priorities and legislative requirements.

Key performance indicators will be monitored through established quality assurance and reporting processes, with progress reviewed at regular intervals. Variance analysis and defined corrective actions will be used to address gaps, improve service delivery, and strengthen outcomes for children, youth, and families.

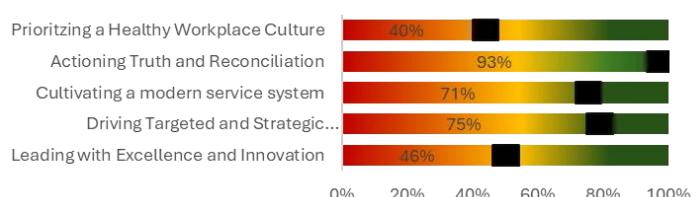
Q1 2023/2024 Baseline

(ref: Agency Workplan Updates)



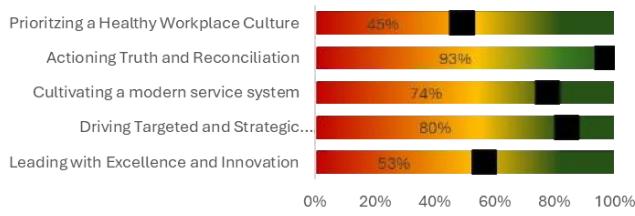
Q2 July-Sept 2023

(ref: Agency Workplan Updates)



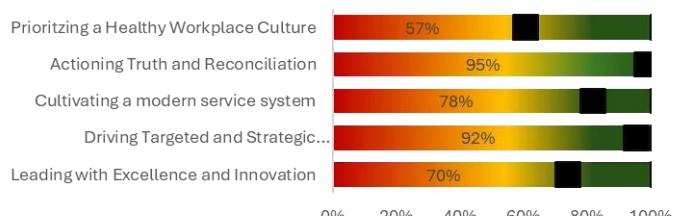
Q3 Oct-Dec 2023

(ref: Agency Workplan Updates)



Q4 Jan-Mar 2024

(ref: Agency Workplan Updates)



Financial Forecast

PARNIPCAS anticipates that expenditures for 2024–2025 will continue to be driven primarily by boarding costs and salaries, which represent the Society's largest financial pressures. Boarding costs are expected to remain elevated due to a province-wide placement crisis that has sharply reduced local and family-based care options and increased reliance on paid external and staff-model placements, which carry higher per diem rates and increased oversight requirements.

Adequate staffing will remain critical to supporting these placements, maintaining regulatory compliance, and ensuring the delivery of safe, high-quality services. To address ongoing financial pressures, PARNIPCAS will focus on maximizing kinship and family-based placements, aligning staffing levels with projected service demand, and repatriating youth to their communities whenever it is safe and appropriate. These efforts will be undertaken within the constraints of an outdated provincial funding framework that does not fully account for rising placement costs or the complexity of care required for youth with high needs.

Despite these challenges, the Society will remain committed to providing safe, stable, and high-quality care, while implementing strategies that balance fiscal responsibility with positive outcomes for children and youth

Funding vs. Expenditures

