

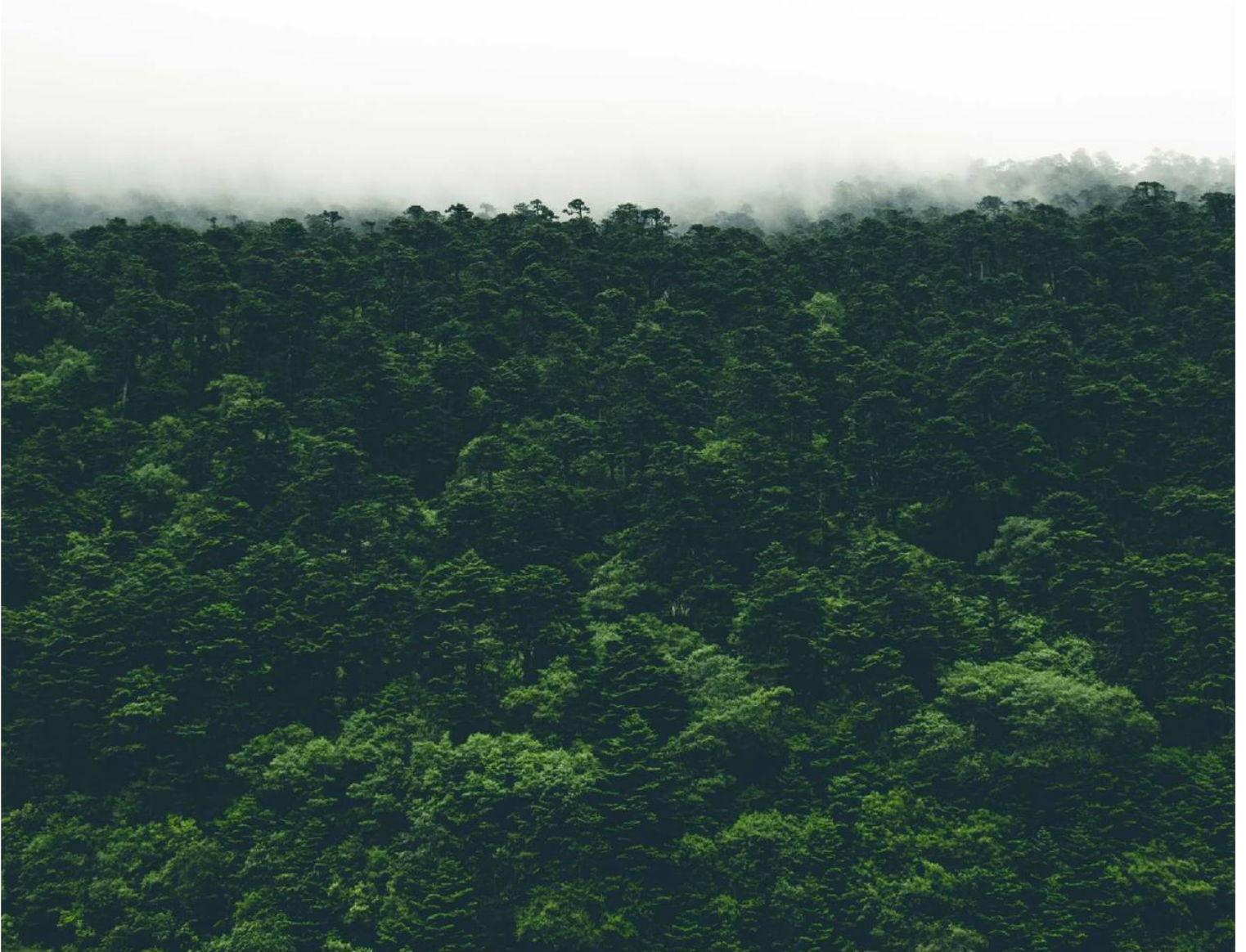


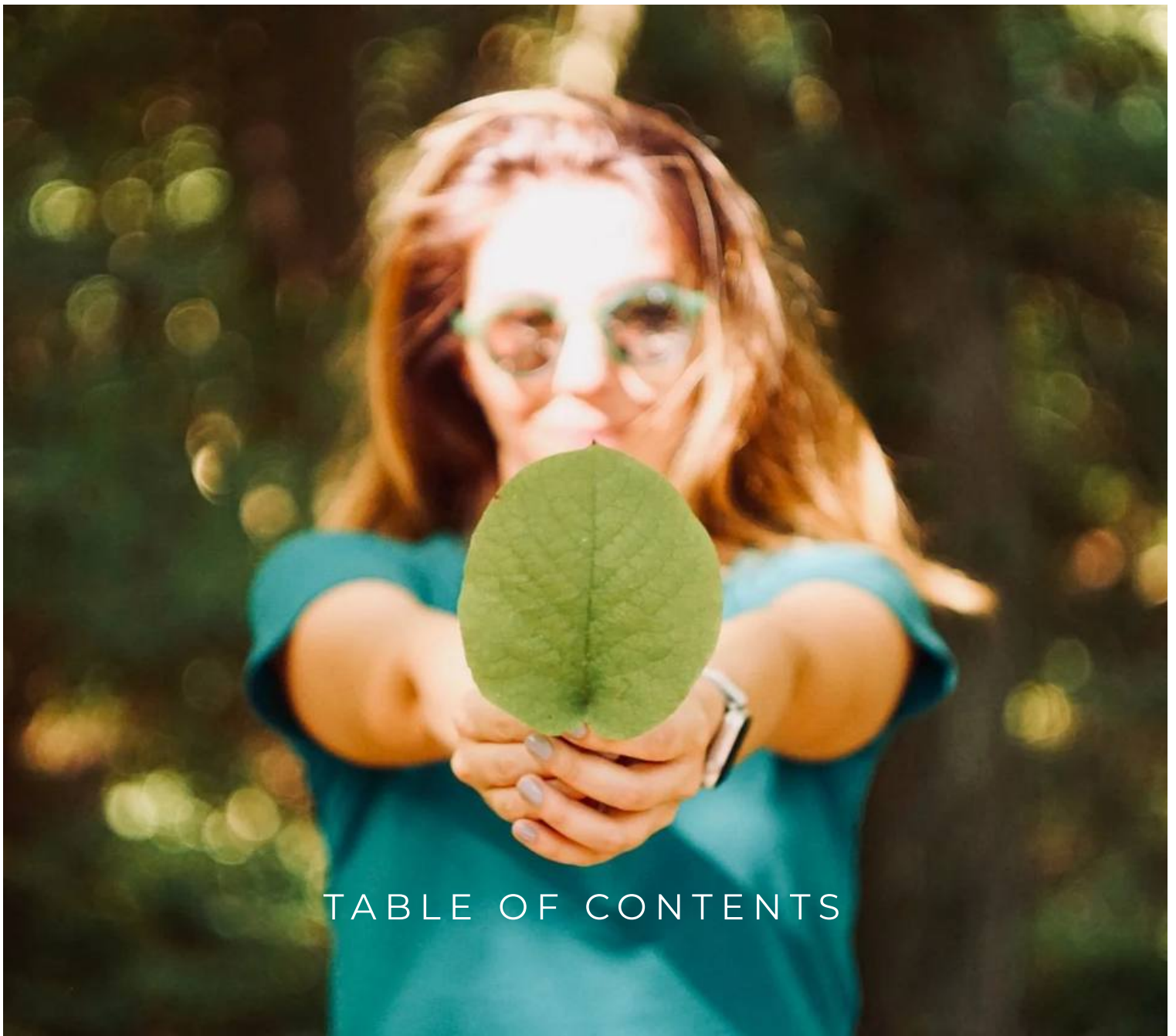
Children's Aid Society  
La Société d'aide à l'enfance  
NIPISSING & PARRY SOUND

# Strategic Plan

**Growing Stronger Together**

2026 - 2029





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# A MESSAGE FROM OUR BOARD CHAIR



PARNIPCAS continues to operate in an increasingly complex environment, shaped by evolving needs among children and families, growing social and economic pressures, and increasing expectations for accountability, transparency, and measurable outcomes. Across the sector, children's aid societies are also operating within significant system pressures, including placement constraints, limited system capacity, and evolving legislative and regulatory requirements.

Taken together, these realities call for steady focus, thoughtful adaptation, and a sustained commitment to strengthening how services are delivered in a changing environment.

This Strategic Plan sets a clear direction for the years ahead, grounded in strengthening our workforce and organizational culture, advancing innovative and sustainable operations, and ensuring service delivery remains responsive and adaptable to community needs. It also reinforces our commitment to diversity, equity, and inclusion, deepens partnerships that enhance collective impact, and maintains strong, accountable governance.

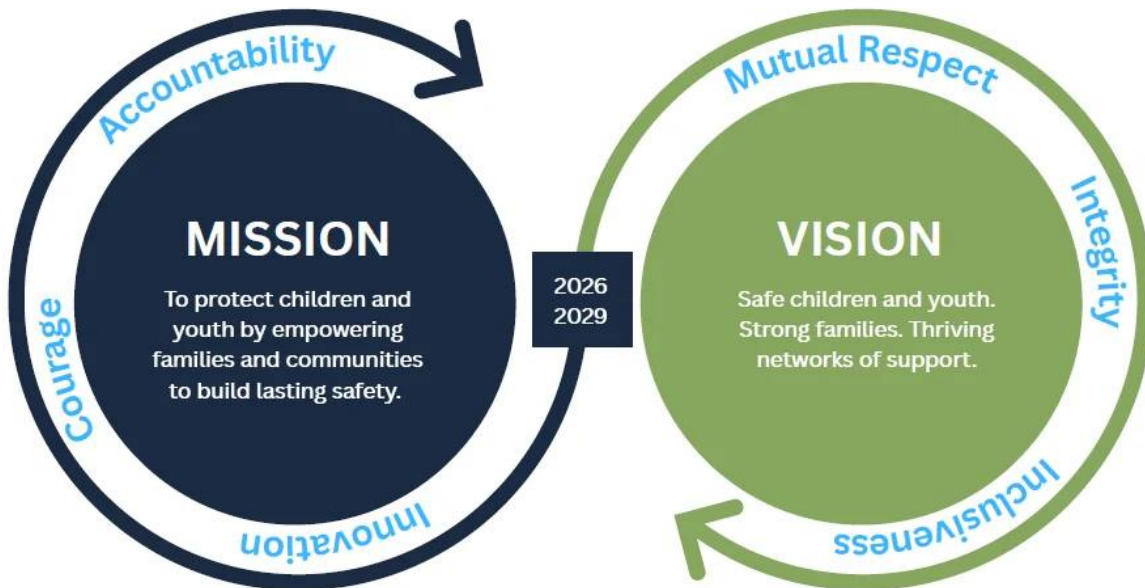
On behalf of the Board of Directors, we extend our appreciation to staff, leadership, and community partners whose dedication makes this work possible. Together, we remain focused on delivering safe, high-quality, and child-centred services across the District of Nipissing and Parry Sound.

**Kim Kanmacher**  
Board Chair

# OUR MISSION, VISION & VALUES

Our Mission, Vision and Values define what drives our work and how we show up in practice. They reflect our purpose, our direction, and the principles that guide our decisions and relationships across the organization.

Together, they are brought to life through everyday practice, decision-making, and relationships across PARNIPCAS. Together, they keep our work aligned, purposeful, and focused on meaningful outcomes for children, youth, and families.



# STRATEGIC PILLARS & ENABLERS

The Strategic Plan is organized into a set of interconnected Strategic Pillars and Enablers that define PARNIPCAS's long-term priorities that together define how PARNIPCAS will achieve its long-term vision.

## Resilient Workforce & Thriving Culture

Builds a healthy, supported, and high-performing workforce by strengthening wellness, leadership development, succession planning, and performance management. Embeds a strong organizational culture, promotes healthy workloads, and ensures staff are equipped, engaged, and supported to deliver high-quality services.

Advances operational excellence and long-term sustainability through modernization, efficiency, and data-informed decision-making. Focuses on optimizing financial and operational systems, leveraging AI and technology, strengthening infrastructure, and expanding shared services to improve overall agency effectiveness.

## Innovative Sustainable Operations

## Adaptable Service Delivery

Ensures services are responsive, efficient, and aligned with evolving community needs and system expectations. Strengthens service pathways, expands alternative care and placement options, enhances continuous quality improvement, and uses client feedback and performance data to drive ongoing service improvements.

Advances equitable, culturally responsive, and anti-oppressive practice across all areas of the organization. Embeds DEI, Indigenous reconciliation, and AOP principles into policies, programs, partnerships, and service delivery to ensure inclusive, accountable, and culturally safe outcomes.

## Continued Commitment to Diversity, Equity & Inclusion

## Growing Partnerships and Impact

Strengthens collaborative, community-based partnerships to enhance service integration and collective impact. Focuses on shared care models, integrated youth services, coordinated planning with partners, and structured mechanisms to measure, evaluate, and continuously improve partnership effectiveness.

Ensures strong alignment, oversight, and accountability through clear governance structures and performance monitoring. Supports strategic plan implementation and Board reporting through dashboards, governance cycles, and tracking of progress, risks, and outcomes.

## Strategic & Accountable Governance

# TURNING STRATEGY INTO IMPACT

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This Strategic Plan reflects the realities of the child welfare system and sets a clear direction for PARNIPCAS. It is designed not only to guide priorities, but to turn strategy into measurable impact for children, youth, families, staff, and community partners.

Delivering on this plan will require strong collaboration across the Board, leadership, staff, and partners. Through shared accountability and continuous learning, we will ensure that strategy is translated into results that improve outcomes for children and families, strengthen the workforce, and enhance system performance.

To support this, PARNIPCAS will track a focused set of key performance indicators that prioritize outcomes over activity. These measures will be monitored through a dashboard to ensure transparency, accountability, and informed decision-making.

