



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

Business Plan

2026 - 2027



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Introduction

This document represents the 2025–2026 Business Plan for the Children’s Aid Society of the District of Nipissing and Parry Sound (PARNIPCAS). It sets out the agency’s legislated mandate, strategic priorities, and key operational activities for the coming year, along with the performance indicators used to measure progress and accountability. Grounded in the newly implemented Strategic Plan, this document outlines how PARNIPCAS will continue to strengthen child protection services and improve outcomes for children, youth, and families across the Districts of Nipissing and Parry Sound through collaborative, strengths-based, and safety-focused practice.

Our Mandate

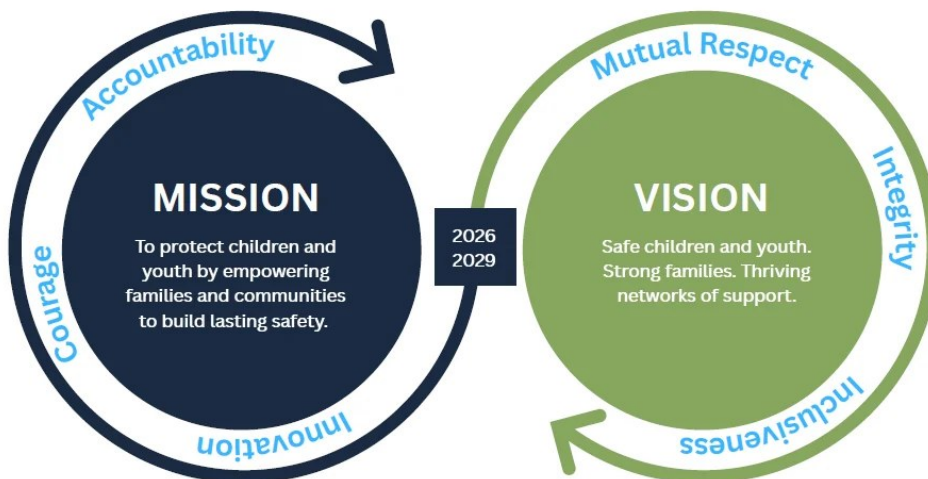
The Children’s Aid Society of the District of Nipissing and Parry Sound (PARNIPCAS) is an independently governed agency responsible for delivering essential, legislated services to safeguard children and support families under the Child, Youth and Family Services Act (CYFSA). The Society’s core responsibilities 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

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

Our Focus for the Year Ahead

PILLAR 1

Resilience Workforce & Thriving Culture

Builds a healthy, supported, and high-performing workforce to deliver high-quality services.

Key Initiatives



Wellness Framework

Implement a comprehensive wellness framework to support employee wellbeing and resilience.



Feedback & Retention

Strengthen feedback mechanisms to improve employee engagement, satisfaction and retention.



Learning & Development

Foster continuous learning and leadership development to build capability and succession.



Performance Management

Strengthen performance management practices to drive clarity, accountability, and growth.



Workload Balance

Maintain health workload distribution to support wellbeing, productivity and sustainable impact.

Our Plan

Impact & Indicators

- Engaged, supported employees
- Stronger culture and resilience
- Improved performance and retention
- Better outcomes for people we serve

PILLAR 2

Innovative Sustainable Operations

Building modern, efficient, and sustainable operations through innovation, technology, and data-informed decision-making.

Key Initiatives



Digital Modernization

Modernize business processes and operational systems through digital transformation, automation, and technology solutions that improve efficiency and service delivery.



AI & Innovation

Leverage artificial intelligence and emerging technologies to streamline administrative processes, improve productivity, and support informed decision-making.



Financial Sustainability

Strengthen financial planning, resource management, and long-term sustainability to maximize organizational value and ensure responsible stewardship.



Data & Performance

Enhance data collection, reporting, and analytics to provide timely insights, monitor organizational performance, and support evidence-informed decisions.



Infrastructure & Shared Services

Invest in modern infrastructure, cybersecurity, and collaborative shared service opportunities that improve operational effectiveness and organizational resilience.

Our Plan

Impact & Indicators

- Modern, efficient operations
- Data Informed Decisions
- Financial Sustainability
- Innovation and Collaboration
- Improved Service Delivery

PILLAR 3

Adaptable Service Delivery

Delivering responsive, high-quality services that evolve with the needs of children, youth, families, and our communities.

Key Initiatives



Responsive Pathways



Alternative Care & Placement Options



Continuous Quality Improvement



Client Experience & Feedback



Performance & Outcomes

Our Plan

Strengthen service pathways to improve timely access, coordination, and continuity of care for children, youth, and families.

Expand and diversify placement and care options to better meet the unique needs of children, youth, and families while improving placement stability.

Implement quality improvement initiatives that strengthen service delivery, promote accountability, and support evidence-informed practice.

Enhance opportunities for children, youth, families, caregivers, and partners to provide meaningful feedback that informs service improvements.

Use performance data, outcome measures, and service trends to evaluate effectiveness and drive continuous improvement.

Impact & Indicators

- Responsive, client-centred services
- Improved access and coordination
- Better quality and accountability
- Data-informed practice
- Better Outcomes

PILLAR 4

Continued Commitment to Diversity, Equity & Inclusion

Growing an equitable, culturally responsive, and anti-oppressive organization that embeds DEI, Indigenous reconciliation, and anti-oppressive practice (AOP) into all aspects of operations, partnerships, and service delivery.

Key Initiatives



Embedding Equity & Anti-Oppressive Practice



Advancing Indigenous Reconciliation & Cultural Safety



Strengthening Inclusive Services & Partnerships



Building Accountability & Organizational Learning

Our Plan

Integrate DEI and anti-oppressive principles across organizational policies, practices, and decision-making to strengthen inclusion, accessibility, and equitable outcomes.

Strengthen commitments to Indigenous reconciliation by enhancing culturally safe practices, building meaningful relationships, and incorporating Indigenous perspectives across services and operations.

Ensure services, programs, and partnerships are responsive to diverse identities and experiences while reducing barriers and promoting equitable access to support.

Develop organizational capacity through ongoing learning, data-informed practices, feedback, and accountability measures that advance equity-focused outcomes.

Impact & Indicators

- Inclusive and culturally safe services
- Reduced barriers and improved access
- Stronger community relationships
- Greater accountability and equity across the organization

PILLAR 5

Growing Partnerships & Impact

Strengthens community partnerships and integrated service models to improve coordination, shared care, and collective impact through collaboration, evaluation, and continuous improvement.

Key Initiatives



Building Collaborative Community Partnerships



Advancing Shared Care & Integrated Service Models



Strengthening Coordinated Planning & Service Integration



Measuring Partnership Effectiveness & Collective Impact

Our Plan

Strengthen relationships with community organizations, service providers, and system partners to support coordinated responses and shared outcomes.

Develop and enhance collaborative service models that improve continuity of care and create seamless supports for children, youth, and families.

Improve joint planning, communication, and service coordination with partners to enhance access, alignment, and responsiveness.

Establish processes to evaluate partnership outcomes, measure effectiveness, and identify opportunities for continuous improvement.

Impact & Indicators

- More connected and integrated services.
- Improved collaboration across community systems.
- Enhanced support pathways for children, youth, and families.
- Greater collective impact through shared accountability.

PILLAR 6

Strategic & Accountable Governance

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

Key Initiatives



Strengthening Governance Structures & Oversight



Advancing Strategic Plan Implementation & Monitoring



Advancing Strategic Plan Implementation & Monitoring



Strengthening Risk Management & Accountability

Our Plan

Continue reviewing and enhancing governance practices to support effective Board oversight, decision-making, and accountability.

Implement structured governance cycles and tracking mechanisms to monitor strategic priorities, milestones, and outcomes.

Develop dashboards and reporting tools that provide clear visibility into organizational performance, progress, and emerging trends.

Enhance processes for monitoring risks, measuring outcomes, and ensuring accountability for organizational commitments.

Impact & Indicators

- Clear alignment between strategy, operations, and governance.
- Improved oversight and informed decision-making.
- Greater transparency and accountability.
- Stronger ability to monitor progress, manage risks, and achieve outcomes.

Monitoring, Reporting & Evaluation

Our plan includes a structured approach to monitoring progress, measuring outcomes, and supporting continuous improvement through transparent reporting, performance tracking, and informed decision-making.



Monitor | Real-Time Progress Reporting

We will implement a Strategic Plan Dashboard as a centralized tool to monitor progress, track strategic priorities and milestones, identify risks and emerging issues, and support accountability and timely decision-making.



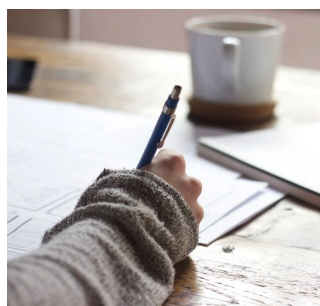
Report | Governance & Accountability

We will provide quarterly updates to the Board on the implementation of this Business Plan, ensuring visibility into progress, risks, challenges, and opportunities while supporting accountability and governance.



Evaluate | Measuring Outcomes & Impact

We will conduct an annual evaluation of our plan to assess progress against strategic priorities by reviewing performance measures, outcomes, trends, and feedback to determine effectiveness and identify opportunities for improvement.



Improve | Continuous Learning & Adaptation

We will leverage insights from monitoring, reporting, and evaluation to guide decision-making, strengthen organizational practices, and support continuous improvement, ensuring we remain responsive to changing needs and strategic priorities.

Closing Summary

Our 2026/27 Business Plan outlines our priorities for the year ahead and marks the first year of bringing our Strategic Plan to life. Aligned with our strategic pillars, it provides a clear roadmap for advancing key initiatives, delivering on our commitments, and achieving the outcomes that will continue to strengthen our organization.

Over the coming year, we will focus on putting our Strategic Plan into action by advancing the initiatives identified within each strategic pillar. This includes strengthening our workforce and organizational capacity, improving service delivery, enhancing partnerships, advancing equity and inclusion, and maintaining strong governance and accountability practices. These priorities will shape our work throughout 2026/27 and support our continued commitment to responsive, effective, and sustainable services for children, youth, families, and communities.

