



**Children's
Aid Society**
THUNDER BAY DISTRICT



**Operational
Excellence**



**People &
Culture**



Partnerships

2025/26 ANNUAL REPORT

(800) 465-3905

thunderbaycas.ca

It is my honour and privilege to serve as the Chair of the Board of Directors for The Children's Aid Society of the District of Thunder Bay. On behalf of the Board, I am proud to present our Annual Report which highlights a year of steadfast commitment, resilience and meaningful collaboration in service of children, youth and families across our district.

Reflecting on the past year, I am deeply inspired by the dedication of our agency. Our work is guided by the fundamental belief that every child deserves a safe, nurturing environment to grow, thrive and reach their full potential. Achieving this vision requires a collective effort, and this year has beautifully demonstrated the strength of our community partnerships, the passion of our staff, and the unwavering support of our resource families and volunteers.

As a Board, our focus remains on strong governance, strategic oversight and ensuring the fiscal responsibility necessary to sustain high-quality services. We have worked diligently to support leadership and staff as they navigate evolving provincial landscape changes while keeping the voices and well-being of the children and families we serve at the absolute centre of every decision. We continue to prioritize culturally safe practices and equity-seeking initiatives, recognizing the diverse and unique needs of the communities we are privileged to support throughout Thunder Bay and the district.

I want to extend my heartfelt gratitude to my fellow Board members for volunteering their time, expertise and wisdom. Your strategic leadership is invaluable. To our Executive Director, leadership team and the entire staff of TBCAS, thank you for your tireless dedication, professionalism and the compassion you bring to your roles every single day. You are the heartbeat of this organization.

Finally, to our community partners, resource parents, and supporters: thank you for walking alongside us. Together, we are building a safer, stronger and more supportive community where children and families can truly flourish.

Miigwetch, thank you, and merci,

Rima Mounayer
Board Chair

MISSION

**A future that embraces thriving children and youth,
empowered families and strong communities.**



Over the past year our services have remained unwavering in its commitment to ensuring safety, well-being and protection of children and youth. Guided by our Strategic Plan our staff have continued to provide responsive, strength based and family centred services while navigating increasingly complex needs and challenges.

The work is both demanding and deeply meaningful and everyday our workers, leaders, support staff and partners demonstrate dedication, compassion and professionalism supporting children, youth and families.

Throughout the year, our efforts have been guided by the themes of our Strategic Plan. The themes have helped focus our work on strengthening our operations and service quality, people and culture and partnerships.

We recognized the importance of positive outcomes for children, youth and families through collaboration and working along side our partners. We continue to build a network of support along side of families, community leaders, service providers and partner organizations.

Thank you to the staff and partnerships for their dedication and care. We appreciate the compassion and care to make meaningful differences for children and youth.

As we move forward, we remain committed to the mission, vision and values of the organization, ensuring children and youth are safe, families are supported and communities are strengthened.

Meegwetch,
Carmela Hardy
Executive Director

VISION

To protect families and communities by ensuring the safety and well-being of children and youth to reach their full potential.





Operational Excellence

Establish a service delivery model that equitably meets the diverse needs of children, youth, families and communities

General Inquiries

Referrals Received

People who Requested Access to their File

ALTERNATIVE CARE SERVICES (as at March 31)

Finalized Adoptions
(during the fiscal year)

1

Children in
Kinship Service
Placements

21

Children in
Kin in Care
Placements

42

Homes

46 Resource
18 Kin in Care
7 Adoption



CHILD PROTECTION SERVICES

825 Investigations
Completed

74 % of Families we Serve,
Children are at Home

175 Families
Receiving Ongoing Service
(as of March 31)

CHILDREN'S SERVICES (as of March 31)

78 Children in Care Under 18

67 Youth Age 18 and Over
Receiving Service

CHILDREN'S DEVELOPMENTAL SERVICES

Year 2025
55 Families Served

Currently
32 Families Served



Partnerships

Promote inclusivity, responsiveness and the well-being of all those we serve through collaboration and comprehensive support

Christmas Wish 2025


Dilico
Anishinabek Family Care

 Children's
Aid Society
THUNDER BAY DISTRICT

Together, we can make even more wishes come true.



The Children's Aid Society of the District of Thunder Bay joined Dilico Anishinabek Family Care for the 2025 Christmas Wish Campaign so even more children and youth in our community could experience the joy of the season.

**Together, 1, 200
Wish Bags were
filled!**

R-Carmela Hardy, Executive Director TBCAS L-Natalie Paavola, CEO Dilico



People & Culture

Build supportive staff relationships where staff are engaged, supported and provide excellent service delivery to produce exceptional results

20 Years of Service

Stu Cutler (& his pal Chewy)



Ontario Service Medal Awards Recipient

3373.24 Total
Volunteer Hours

110
Active
Volunteers

118
Backpacks
Assembled

16,208
Kilometers
Driven

15 Years of Services

Sharon Dempsey (left)



Citizens of Exceptional Achievement-
City of Thunder Bay

Amanda Gibson



Ontario Service Medal Awards Recipient

10 Years of Service & Ontario Service Medal Awards Recipients

Lois
Stella



Bill
Bragnalo



dedicated fundraiser thanks christmas fund bc children's hospital helped the best
genuine because of you awesome work helping
supporting the community food bank inspiring wonderful work
graciously st. john ambulance heart and soul coaches work greatest people
passion improve teachers students help merci beaucoup
caring place spca success time world
community thank you
great example senior homes saving lives a million thanks
contribute extracurricular activities special volunteers
thankful greatly appreciated better

Gail
Poliszczak



Christine
Galati



Staff Recognition

Years of Service to June 2026

35 Years

Jackie Dubois

25 Years

Katie Burton

Chantal Morrison

20 Years

Susie Marrelli

Heather Turcotte

15 Years

Tania Cleland

10 Years

Marley Joblin

Hailey Whitelock

5 Years

Shawna King

Dana Leeder

Lexx Ojala

Shelby Rooney

Meiying Zheng



BOARD OF DIRECTORS

VALUES

Safety & Accountability
Equity, Diversity & Inclusion
Collaboration
Unity & Understanding
Respect & Integrity
Excellence & Innovation

Rima Mounayer, Chair
Brad Gottfred, Vice-Chair
Rebecca Gillies, Treasurer
Lise Haman, Governance Lead

Yasmin Agyemang, Director
Tomi Akinyede, Director
Pauline Gemmell, Director
Katherine Steele, Director
Geetika Verma, Director

Combined Balance Sheet
as at March 31, 2026

	<u>2026</u>	<u>2025</u>
Assets		
Cash	-	386,419
Accounts Receivable	455,470	226,942
Prepaid Expenses	55,644	58,566
Capital Assets, net	686,353	744,569
	<u>1,197,467</u>	<u>1,416,496</u>
Liabilities and Net Assets		
Bank Indebtednes	107,993	-
Accounts Payable	1,970,909	1,760,322
Due to Province of Ontario	859,146	745,380
Unexpended Program Funds	573,683	568,904
Deferred Capital Contributions, net	70,886	74,432
	<u>3,582,617</u>	<u>3,149,038</u>
Unrestricted Net Assets	(3,180,496)	(2,579,238)
Non-Statutory Fund	179,879	176,558
Invested in Capital Assets	615,467	670,138
	<u>1,197,467</u>	<u>1,416,496</u>

Combined Statement of Operations
as at March 31, 2026

Operating Revenue		
Province of Ontario	15,776,568	16,414,109
Other	930,557	1,051,831
	<u>16,707,125</u>	<u>17,465,940</u>
Operating Expenditures		
Salaries & Benefits	11,460,846	10,834,084
Direct Client	6,964,178	7,078,235
Service Support	1,526,272	1,505,706
	<u>19,951,296</u>	<u>19,418,025</u>
Operating Deficit for the Year	(3,244,171)	(1,952,085)
Less: Emergency One-Time Funding	2,591,563	-
Deficit for the Year	<u>(652,608)</u>	<u>(1,952,085)</u>
Comprised of:		
Non-Statutory Fund Surplus	3,321	17,936
Current Year Child Welfare Deficit	-2,625,950	-1,970,021
Settlement of Prior Year Deficit	1,970,021	0

Note: The above financial information is summarized from statements audited by Doane Grant Thornton LLP. The Auditor's Report and Financial Statements for the year March 31, 2026 are available on the Agency website.

**The Children's Aid Society of the
District of Thunder Bay
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