

2025-2026

Annual REPORT



BRUCE GREY
CHILD &
FAMILY
SERVICES





EXECUTIVE DIRECTOR'S REPORT

Julie Lipsett
Executive Director


The 2025–26 fiscal year at Bruce Grey Child and Family Services (BGCFS) was marked by continued stabilization, advances in board development, and a strong commitment to collaboration across our sector and community. Guided by our mission to support the well-being and belonging of children and youth through equitable services and meaningful partnerships, the organization remained focused on delivering responsive and sustainable services.

Over the past year, the Board of Directors demonstrated a strong commitment to governance excellence through the successful completion of The New Group (TNG) Governance Certification Program. This collective investment in governance has strengthened oversight, enhanced role clarity, and further positioned the organization to navigate increasingly complex sector expectations with confidence and accountability.

The organization also achieved a significant milestone through the successful completion of collective bargaining. This outcome reflects the dedication and professionalism of both management and our CUPE partners, and reinforces a shared commitment to stability, respect, and the continued delivery of high-quality services to children, youth, and families.

In November 2025, BGCFS supported the transition of child welfare services to Saugeen First Nation, marking an important step in the ongoing journey toward Indigenous service sovereignty. This transition represents a commitment to self-determination and culturally grounded service delivery, and we remain dedicated to supporting respectful partnerships moving forward.

Strategic progress continued across the pillars of our 2024–2029 Strategic Plan, with ongoing work to embed equity, strengthen service delivery, and advance community-based approaches. The organization remains focused on achieving the priorities identified within the plan, with steady progress reflecting a coordinated effort across governance, leadership, and operational teams.



Operationally, the organization maintained a strong focus on performance measurement and quality improvement. This included ongoing measuring and monitoring of the Standards Quality Improvement Plan (SQIP), alongside the continued oversight of Foster Care Licensing requirements and Children in Extended Society Care (CESC) reviews. These processes support compliance with provincial standards, strengthen service delivery, and reinforce a culture of continuous improvement and accountability.

From a financial perspective, the organization presented a balanced budget, reflecting prudent fiscal management, shared accountability, and ongoing attention to sustainability in a constrained funding environment. This achievement is a testament to the disciplined decision-making and careful planning demonstrated across all levels of the organization.

I would like to extend my sincere appreciation to Selwyn “Buck” Hicks for his leadership and dedication during his tenure as Chair of the Board of Directors. His commitment to strengthening governance, supporting strategic direction, and guiding the organization through periods of change has been invaluable. I would like to welcome Chris Wren as the incoming chair for the upcoming two years.

I would also like to thank the Board of Directors for their continued leadership, thoughtful oversight, and ongoing commitment to BGCFS. Your willingness to contribute your time, expertise, and diverse perspectives continues to shape the direction and strength of this organization.

In addition, I extend my gratitude to the senior team and leadership team for their continued focus on strategic execution, risk management, and service excellence. Your collective leadership ensures that decisions are grounded, informed, and aligned with our organizational priorities.

Finally, I would like to recognize the dedication of our staff, foster parents, and volunteers. Your consistent commitment to supporting children, youth, and families is at the heart of everything we do, and your contributions are deeply valued.

Thank you for your continued support of Bruce Grey Child and Family Services.



Julie Lipsett
Executive Director



Selwyn 'Buck' Hicks
Board Chair

Board Chair Report

The 2025–26 year has been one of continued complexity and transformation across the child welfare sector. Legislative, regulatory, and financial pressures have required organizations to adapt while maintaining a clear focus on the needs of children, youth, and families.

Over the past year, the sector has experienced increased oversight and evolving expectations through initiatives such as Bill 188 and Bill 33, which have introduced enhanced compliance, transparency, and accountability requirements for Children's Aid Societies. In parallel, broader public sector changes—including Bill 194, Public Sector Accounting Standards, and broader public sector procurement requirements—have further strengthened expectations related to governance, information management, and fiscal responsibility. Together with ongoing requirements under Regulation 155/18 and related frameworks, these changes continue to shape how organizations operate and how Boards fulfill their oversight role.

Within this context, Bruce Grey Child and Family Services has remained actively engaged in supporting sector-wide initiatives. This includes participation in the provincial audit related to the 1965 Agreement, ongoing engagement with the Workforce Data Collection Survey, and continued alignment with changes impacting Purchased Child Services (PCE). These efforts reflect the organization's commitment to transparency, accountability, and continuous improvement, while also contributing to the broader evolution of the child welfare system.

The Board has remained focused on ensuring that governance structures, policies, and oversight practices are responsive to this changing environment. This has included strengthening governance practices, enhancing Board education, and supporting management in navigating ongoing regulatory and operational change. The Board's work continues to be grounded in responsible stewardship and a commitment to positioning BGCFS to meet both current and emerging demands.

As my term as Chair comes to a close, I would like to express my sincere appreciation to my fellow Directors for their dedication, professionalism, and thoughtful leadership. The strength of this Board lies in its collective commitment to governance excellence and its willingness to engage in complex and, at times, challenging discussions in support of the organization.



I would also like to thank Julie Lipsett and the senior leadership team for their continued leadership and partnership. Their ability to navigate an increasingly complex system while maintaining a focus on service excellence has been critical to the organization's success.

Finally, I extend my gratitude to the staff, foster parents, and volunteers of BGCFS. Your work supporting children, youth, and families is the foundation of this organization, and your commitment does not go unnoticed.

It has been a privilege to serve as Chair of the Board of Directors, and I remain confident in the organization's ability to continue to lead with purpose and integrity.

Selwyn 'Buck' Hicks
Board Chair



BOARD OF DIRECTORS

Craig Ambrose

Melissa Clancy

Ellen Dirstein

Alison Fernandes

Rosanne Gallinger

Deepikaa Gupta

Selwyn 'Buck' Hicks, Board Chair

Dr. George Sanz, Treasurer

John Tamming

Naomi Vodden

Wendy Woods

Christopher Wren, Chair Elect

SENIOR MANAGEMENT TEAM

Julie Lipsett, Executive Director

Anne Bester, Director of Service

Rebecca Raynsford, Director of Service

Chad Zimmerman, Director of Business Administration

STATISTICS

BRUCE GREY CHILD AND FAMILY SERVICES



AS OF MARCH 31, 2026 WE HAD:



FISCAL APRIL 1 2025 - MARCH 31 2026



CHILD WELFARE FINANCIALS

for the fiscal year of April 1, 2025 to March 31, 2026



BRUCE GREY
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Statement of Revenue and Expenses Child Welfare

	For the year ended March 31/26	For the year ended March 31/25
Revenue		
Province of Ontario	\$ 22,039,848	\$ 21,785,442
Other revenue	900,651	840,126
	\$ 22,940,499	\$ 22,625,568
Expenses		
Salaries	11,282,770	11,341,993
Benefits	3,405,966	3,526,120
Travel	787,240	914,398
Training	84,196	104,149
Occupancy costs	633,869	595,107
Professional services - Non Client	372,864	405,508
Program	2,347	10,989
Boarding payments	3,838,825	3,113,801
Professional services - Client	42,797	143,323
Client Personal Needs	360,988	408,883
Health and Medical	108,085	112,905
Financial Assistance	175,498	128,879
Adoption Subsidy	799,540	848,678
Promotion and Publicity	27,526	37,066
Office Administration	104,550	112,247
Miscellaneous	392,114	362,518
Technology	473,783	410,461
	\$ 22,892,958	\$ 22,577,025
Excess of revenue over expenses for the year	\$ 47,541	\$ 48,543



GET TO KNOW US!

SPONSORED SWIMS

Friday, July 17th
2:00pm to 4:00pm

MILDMAY CARRICK COMPLEX

24 Vincent St, Mildmay

Sponsored Swim between
2:30pm to 4:00pm

Friday, July 24th
2:00pm to 4:00pm

DUNDALK POOL

250 Owen Sound Street, Dundalk

Sponsored Swim between
2:30pm to 4:00pm

JOIN US!

FOR AN AFTERNOON OF BUBBLES, SWIMMING AND FUN!

ALSO, LEARN HOW YOU CAN SUPPORT YOUR COMMUNITY



BY BECOMING A FOSTER PARENT OR VOLUNTEER.

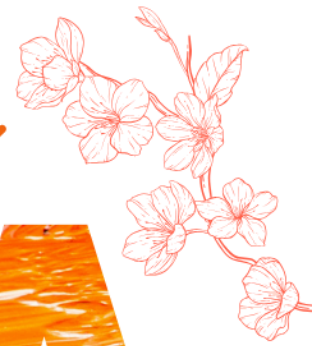


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GALA

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CHILD & FAMILY SERVICES



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October 24th, 2026

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<https://art-of-caring-gala.raiselysite.com>



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