



Child Youth and Family Services Coalition of Simcoe County

STRATEGIC PLAN 2018-2021

AN ALLIANCE OF ORGANIZATIONS THAT CARE ABOUT THE LIVES
OF CHILDREN, YOUTH AND FAMILIES IN THE COUNTY OF SIMCOE



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PLAN ON A PAGE

CHILD YOUTH AND FAMILY SERVICES COALITION OF SIMCOE COUNTY

STRATEGIC PLAN 2018-2021



STRATEGIC DIRECTIONS

- 1** Foster **representation and equity** by understanding and supporting the communities we serve



- 2** Advocate for service **system change** by forming a powerful voice

- 3** Advance **collective action** to improve experiences for children, youth and families



- 4** Build on the knowledge of individuals and organizations to strengthen **community wisdom**



This strategic plan for 2018-2021 is our roadmap for how we will build on our history, our existing strengths and our values so we move forward for the betterment of the children, youth and families in Simcoe County. This plan is for all of us.



One of the ways in which the work of the Coalition has helped children, youth and families lies in its structure. The worktables that have developed out of the Coalition (e.g. Compass Co-Management, Crisis Steering Committee, Autism Spectrum Disorder Reference Group, Triple P Implementation Table) provide a forum to bring sectors together to plan and work.

A simple example is the Compass Co-Management Table where we brought together all those who provided services in schools along with the two English school boards. We developed a chart, reviewed which schools had providers coming in to their schools and which did not. There was no rhyme or reason for the distribution. We developed a goal to ensure equity and reviewed the chart and ensured every high school in Simcoe County had an agency coming in to provide mental health services to students. This was achieved easily and quickly. We replicated this work with elementary schools.

The result? Every student in the two English board schools has equitable access to a mental health service provider. That should result in better outcomes for children and youth.

Coalition Member

STARTING WITH THE CHILD: Who do we do this for?

Simcoe County Children and Youth Charter March 26, 2009

All children and youth have fundamental rights and freedoms. They deserve respect and support to realize their rights and full potential. Because children and youth are the future of our community, it is in our interest to ensure that they all have the opportunity to grow into healthy, independent and contributing members of our society. Everyone in the community has a role to play in their growth and development. We have a joint responsibility to ensure that children and youth are protected and safe from exploitation and neglect. Children and youth must have access to a fair share of our community's resources.

The Simcoe County Coalition of Child, Youth and Family Services invites government and all sectors of our community to join in ensuring all children and youth enjoy life-long good health and well-being through the provision of:

- ✓ Nutritious food and safe water
- ✓ A safe, affordable and comfortable place to live
- ✓ Protection from neglect, abuse, violence and exploitation
- ✓ A diverse and inclusive community
- ✓ Respect and attention for the voices of children and youth
- ✓ Love and support from caring adults in their community
- ✓ The opportunity to learn and exercise the beliefs of their family's culture, including language, traditions and religion/spirituality
- ✓ Access to quality, inclusive child care and/or early education programs
- ✓ Safe places to play in their community
- ✓ Access to affordable, inclusive recreational activities
- ✓ Quality, inclusive, universal education system
- ✓ Governments that recognize the importance of children's needs
- ✓ Access to quality health care, mental health treatment, social programs and services that are timely, safe and effective
- ✓ Services that are delivered in the context of their family, culture, community and school.

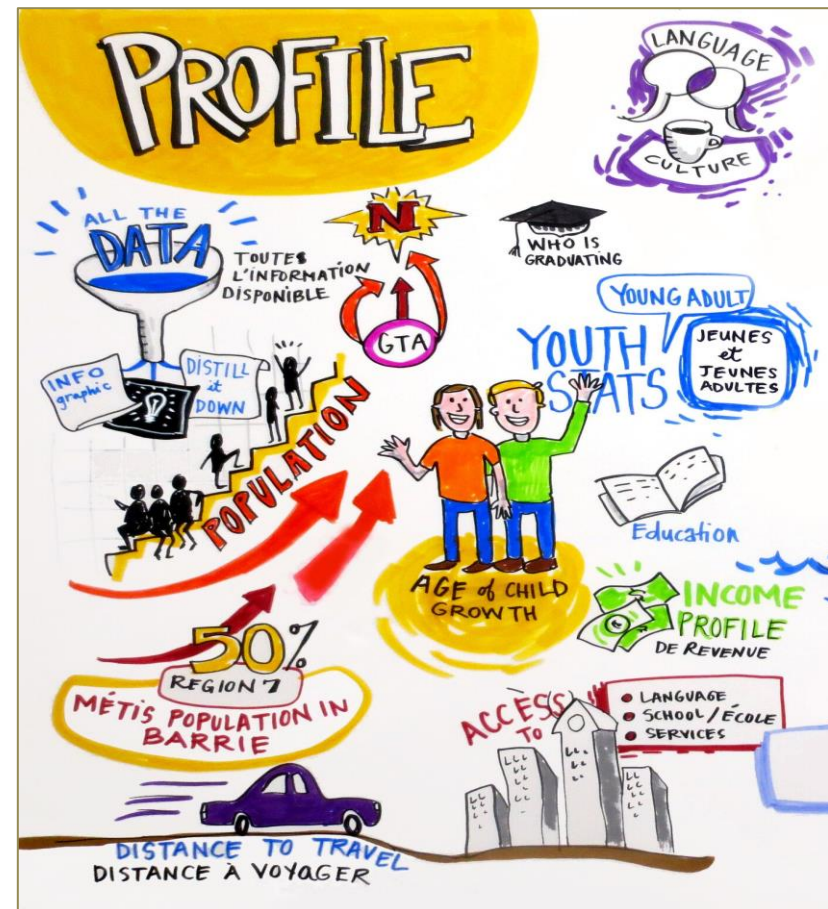


These rights apply to all children and youth without discrimination due to race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, family status or ability.

THE COUNTY OF SIMCOE: Setting the Context

Profile of Children, Youth and Families in Simcoe County

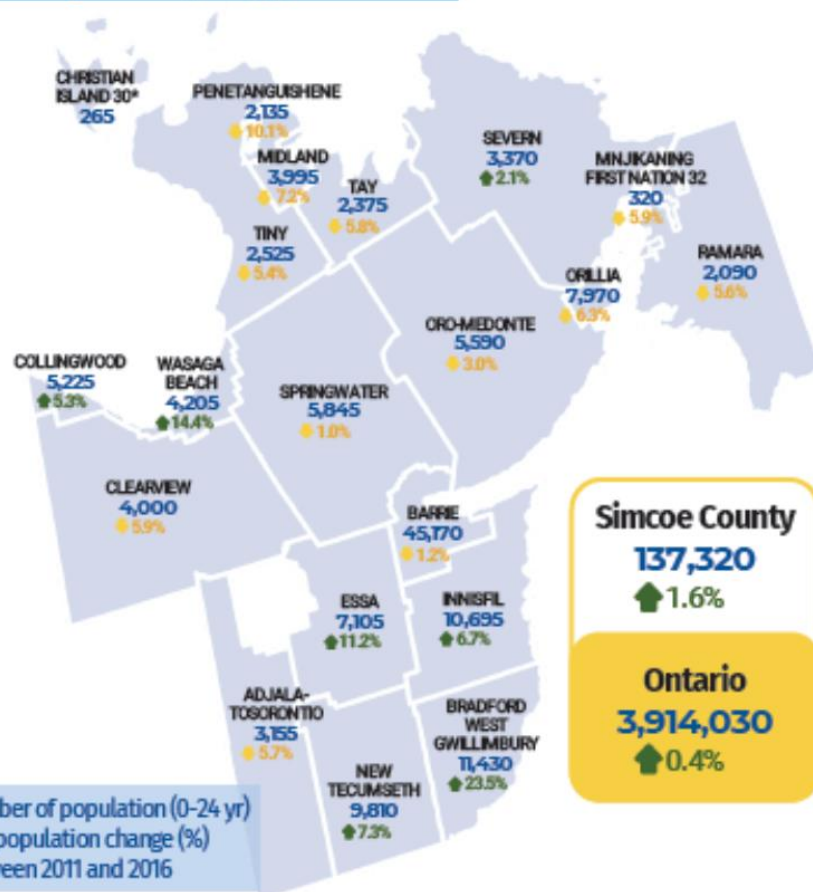
1. In 2016, there were 137,320 children and youth (0-24 years old) in Simcoe County. 28% of the total population
2. Child and youth population has grown by 1.6% comparable to the National Average. Largest growth of 8.1% in ages 5-9 years old
3. 66.5% of children (age 0-14 years old) live in 2 parent intact families
4. Aboriginal populations are a young population. 39.7% are 24 years of age or younger and growing in numbers
5. Languages other than English and French are becoming more common
6. 43.8% of 20-24 year old people are still in school
7. In 2015, there were 18,585 children and youth (13.7% of the total population under the age of 25) living in low-income
8. Lowest income areas are Christian Island, Rama First Nations, Midland and Orillia



Child, Youth and Family 2018 Profile in Simcoe County



Population (0-24 yr), 2011-2016

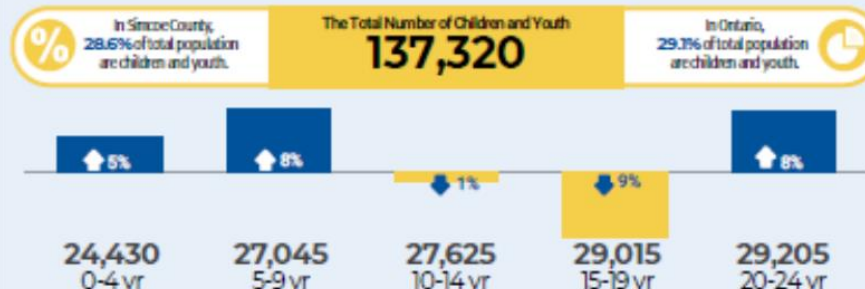


Number of population (0-24 yr) and population change (%) between 2011 and 2016

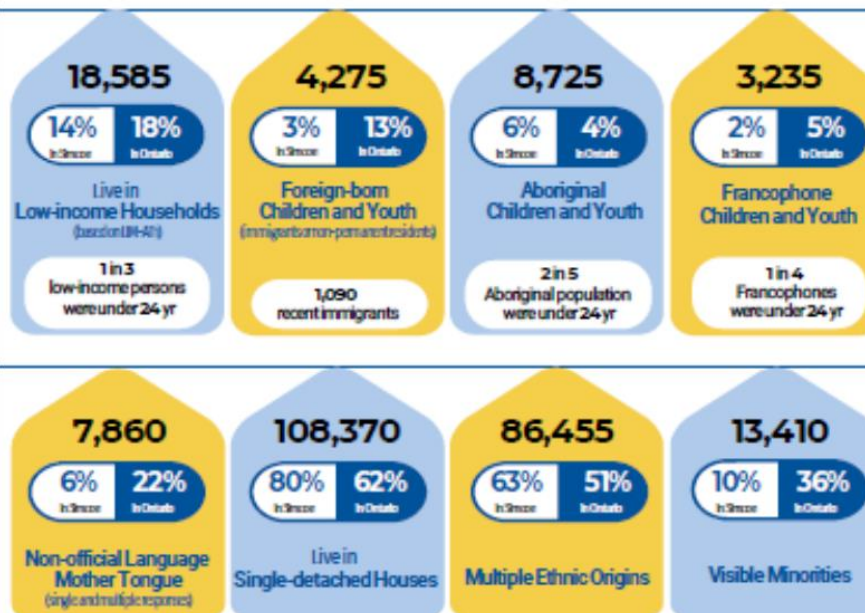
* Data by age category for Christian Island 30 is not available in 2011 Census.

Released: October 2018

Children and Youth (0-24 yr)



Key Points (0-24 yr)



1. Statistics Canada has revised the methodology used to calculate annual after-tax Low Income Measure (LHM-AI) for the 2016 Census.

The 5 Most Common (0-24 yr)



Mother Tongues (Non-official Languages)

Spanish
Russian
Portuguese
Mandarin
Polish



Places of Birth for Immigrants

United Kingdom
Philippines
United States
China
India

Highlights by Age Category

0-5 Yr Children live in low-income households. **16%** in Simcoe **20%** in Ontario

5-9 Yr Children speak English most often at home. **97%** in Simcoe **88%** in Ontario

10-14 Yr Children live in a lone-parent family. **24%** in Simcoe **39%** in Ontario

15-19 Yr Children are English-French bilinguals. **10%** in Simcoe **17%** in Ontario

20-24 Yr Youth had successfully completed a high school qualification. **90%** in Simcoe **93%** in Ontario

0-14 Yr Children that live in lone-parent families have increased between 2011 and 2016.

12% with a single dad **7%** with a single mom

0-14 Yr The proportion of children who live in lone-parent families/stepfamilies/without parents increased by age.

26% 0-4 yr **35%** 5-9 yr **39%** 10-14 yr

0-24 Yr Francophone children and youth increased by **18%** from 2011 to 2016.

0-24 Yr Aboriginal children and youth increased by **67%** from 2006 to 2016.

1. Statistics Canada has revised the methodology used to calculate annual after-tax Low Income Measure (LIM-A) for the 2016 Census.

2. Including single and multiple responses of 'English only' and 'English and other language' spoken most often at home.

Families in Simcoe County



Increased by **7.7%** between 2011 and 2016

The Total Number of Census Families

140,900

Average family size was **2.9** persons



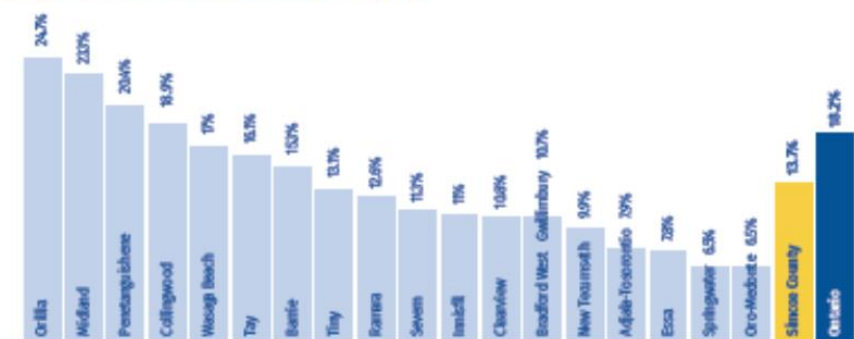
Families and Median Income

Lone-parent families	23,130 10%	\$53,413 10%
Couple families without children	58,640 10%	\$79,170 7%
Couple families with children	59,125 4%	\$113,259 10%

Number of Census Families, 2011 and 2016

Median Household Total Income (before tax) by Census Family Structure, 2005 and 2015

Low-income Rates (0-24 yr)



Prevalence of Low Income (0-24 yr) based on LIM-A

*Unless otherwise specified, data refers to private households only.

1. The income data used for the 2016 Census is based on income information collected in 2015.

The 2018 Child, Youth and Family Profile Full Report and more 2016 Census Reports are available for download at <http://www.simcoe.ca/communitydata>

Source: Statistics Canada, 2006, 2011 and 2016 Census of Population.

Although there is a need for information from various areas (mental health, autism, social determinants of health, vital signs, health units, EDI [combined with service stats], the justice system, special needs, health data), this profile starts our journey to better understanding our community.

What we know so far is that from birth, children need supports to grow up healthy. From school age, children are struggling more with mental health and resiliency concerns. When young people start to transition from being a youth to a young adult, services start to drop off and/or the transfer of services is difficult. When children need help, it is also an indicator that the family does too. Our Coalition members, as service providers, continue to see increased demand for services.

Uniqueness of Simcoe County

The southern region of Simcoe County stretches across the northern boundary of the Greater Toronto Area (GTA), whereas the northern region is less connected to the GTA. The region as a whole is a combination of rural geography and two larger urban centres (Barrie and Orillia); therefore many providers service a mixed urban and rural population.

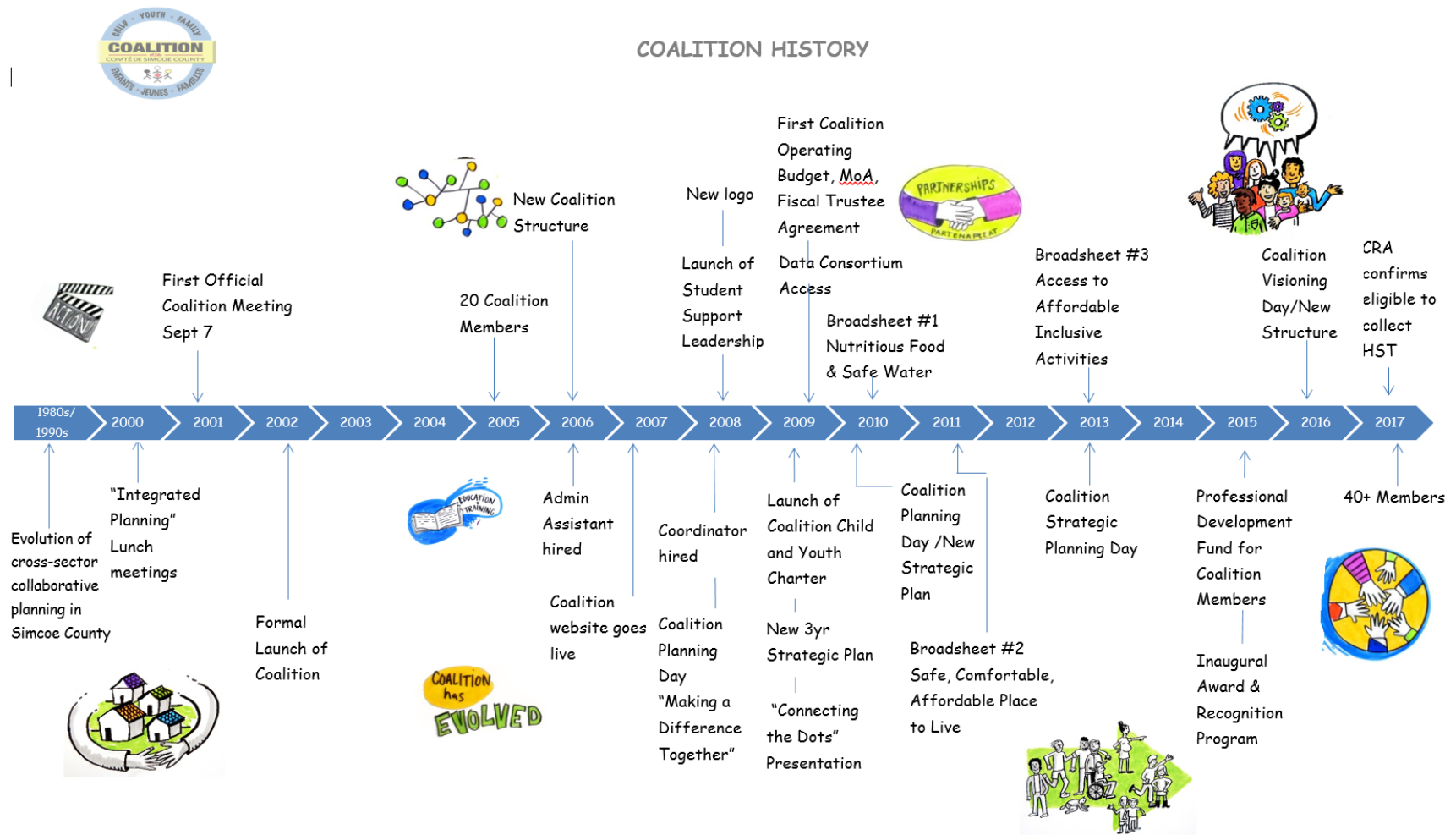
Simcoe County includes three First Nations Communities, and both Barrie and Orillia have a large number of First Nation and Métis residents living in urban settings. The provider community strives to have a strong relationship with Indigenous communities and organizations in urban settings and across the county.

In some areas, the Francophone population is greater than 10%. The Town of Penetanguishene and the Townships of Tiny and Essa are designated under the French Language Services Act, which guarantees the right to services in French from provincial government offices and designated agencies.



STRATEGIC CONTEXT: Why do we exist?

History of the Coalition



Role of the Coalition

The Coalition exists to help coordinate the work of its members, to identify areas for alignment, and to create an integrated, effective service delivery system for children, youth and families in Simcoe County. The Coalition acts as a planning forum for new funding, reviews existing programs and identifies areas for realignment of resources for more effective future outcomes.

History of Success with Collaboration

Simcoe County has a strong history of innovative and inclusive partnerships and collaborations. The Coalition is one such example – it was established in 1999 by the community of service providers looking for ways to streamline and unify planning processes that would contribute to improved outcomes for children and youth of Simcoe County. Since that time it has grown to 40+ members, and has evolved into a strategic, collaborative and integrated planning infrastructure that “allows service providers to work both together and independently to meet the shared vision of improving the present and future wellbeing of Simcoe County’s children, youth and families”.

Examples of how the Coalition has been successful include:

Planning Networks:

Best Start

COMPASS

Children’s Treatment Network (CTN)

Coalition Designed Programs:

Supporting Parent and Teen Success

Triple P

WrapAround



Autism Spectrum Disorder Reference Group
Children's Mental Health Hospital Task Group
Dual Diagnosis
LEAP/Young Parent Advisory
Simcoe County Youth Justice Advisory Group
Lead Training – Administered by Georgian College with a Coalition Steering Committee



"It is critical that we understand each of our roles to support children, youth and families as best we can and how our roles flow together to make collective impact in the community we live and serve"

Coalition Member



Evolution to Integration



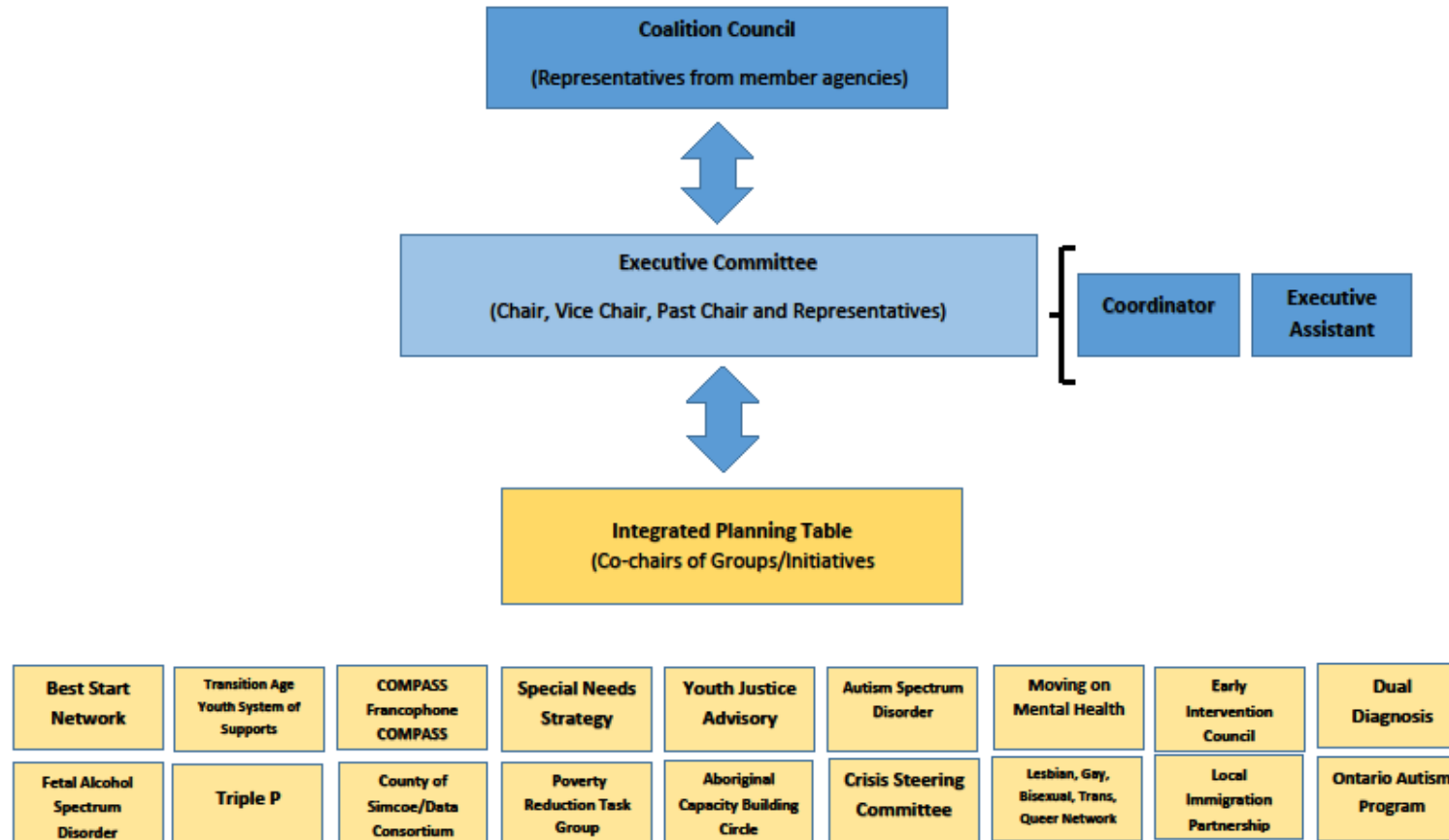
["Defining Integration: A Best Start Working Paper,"](http://hamiltonbeststart.ca/wp-content/uploads/2014/02/Defining-Integration.pdf) the Ontario Ministry of Children and Youth Services, July 2011 <http://hamiltonbeststart.ca/wp-content/uploads/2014/02/Defining-Integration.pdf>
(Adapted from Building on the Foundation –Moving Forward: Addendum to the Implementation Planning Guidelines for Best Start Networks – System Integration. Ministry of Children and Youth Services, November 2006)

The Coalition is moving towards more integrated approaches.

Governance Structure



Child, Youth and Family Services Coalition of Simcoe County Structure



VISION AND MISSION: Where are we going?

Vision

All children, youth and families thriving in a strong, nurturing community



Mission

To maximize the capacity, effectiveness and cultural uniqueness of the child, youth and family services system through collective efforts.



Values

Integrity: We demonstrate honesty, transparency and fairness in everything we do as a Coalition.

Respect: We treat each other with mutual consideration and sensitivity, recognizing the importance of diversity and inclusion.

Innovation: We seek new approaches, capitalize on opportunities and amplify the impact of initiatives

Collaboration: We work together through our Values to accomplish our Vision and Mission.



Guiding Principles

The Coalition is not an organization in itself, but rather a multi-sectorial collaborative structure designed to enable its member organizations to work better together on mutual goals for children, youth and families. We believe that as service providers engaged in integrated service delivery:

- we have a shared responsibility for all children, youth and families
- our work should be in the best interests of, and build on the existing strengths of our clients
- we should develop integrated strategies for children, youth and families with multiple needs
- it is important that our work involves, whenever possible, the active participation of our clients in the planning, development, implementation and evaluation of programs (child, youth, family engagement)
- our service delivery practices should be evidence-based and reflect the demographic characteristics (ethnic, linguistic, socio-economic by geography) of Simcoe County.

What is happening to our youth?

Debbie is a 17 year old mother who has a 6 month old baby. They live with her mother but Debbie has been told that she has to move out soon. Debbie has only 15 high school credits but is not currently in school and has no job. What is she to do?

She has some anger management issues and conflicts with her peers.

Being a visible minority in a rural setting has made it even more difficult to fit in.

How can the local services help her? What could the Coalition do?



STRATEGIC DIRECTIONS: How will we succeed?

Strategic Directions

1. Foster **representation and equity** by understanding and supporting the communities we serve
2. Advocate for service **system change** by forming a powerful voice
3. Advance **collective action** to improve experiences for children, youth and families
4. Build on the knowledge of individuals and organizations to strengthen **community wisdom**



PRIORITIES: How will we know when we get there?

Direction: Foster **representation and equity** by understanding and supporting the communities we serve

Priorities

1. Advance cultural competencies/sensitivity as populations change in our region
2. Ensure voices are heard
3. Strengthen membership engagement and representation

Direction: Advocate for service **system change** by forming a powerful voice

Priorities

1. Identification of key community concerns
2. Ensure appropriate resources for social services in our community
3. Increase awareness of Coalition value proposition

Direction: Advance **collective action** to improve experiences for children, youth and families

Priorities

1. Develop cross-sectional opportunities for solving issues
2. Focus on prevention work
3. Increase Coalition advancement and sustainability

Direction: Build on the knowledge of individuals and organizations to strengthen **community wisdom**

Priorities

1. Profile emerging patterns to project service needs in future
2. Identification of key performance indicators as a Coalition (impact)
3. Advance the Coalition's knowledge portal

Karen is a social worker from Simcoe County. She will never forget the importance of family. At her work, she has often seen the family left in the waiting room while the child or youth is attended to. She learned early in her career that families are the first responders and long-term care providers. They also need supports to ensure they maintain their strength to help their loved ones.

What Capacities Will We Need?

Organizational Capacity

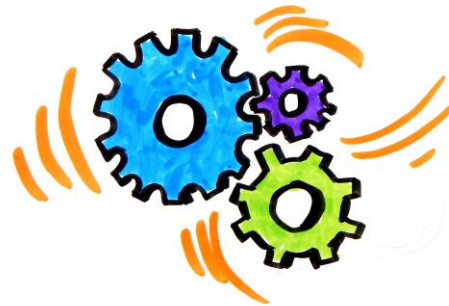
- Sustainable resources
- Relevant membership makeup
- Backbone support
- Clarity of members' roles and responsibilities
- Community impact



IMPACT: What will success look like in 3 years?

Measure of Success

- Increase number of integrated services and partnerships
- Improvements in navigating system
- Increase in shared resources
- Reduction in duplication of services
- Improvements in equity and representation
- Addition of child and youth programs and services
- Improvements of supports for families



CONCLUSION: Where will this plan lead us?

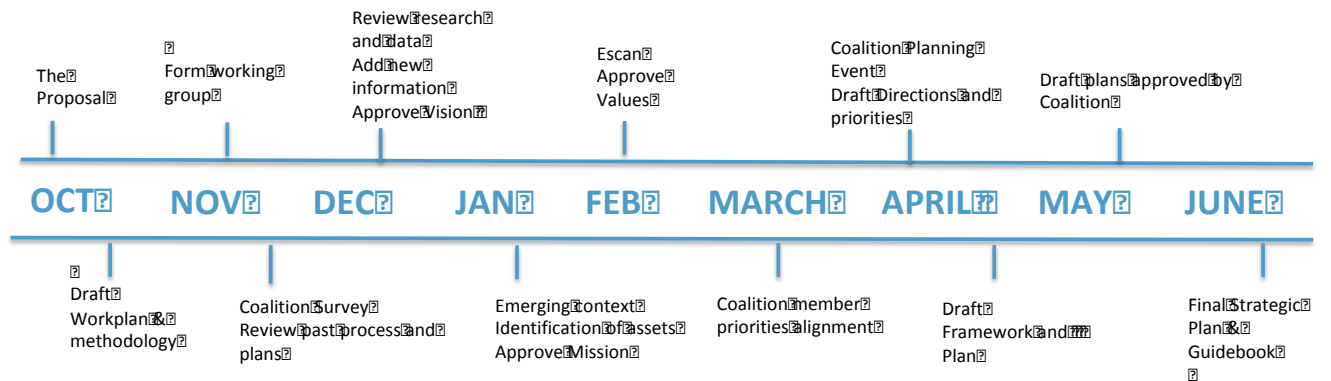
At the end of our planning cycle (2021), the Coalition will have been in operation for over 23 years. While a lot has changed, the vision of “All Children, Youth and Families thriving in a strong nurturing community” will still be needed. Through capacity, effectiveness and cultural inclusivity, the Coalition will impact service system change through collective impact. Stronger integration and partnerships, along with an advanced data and strategic focus, will ensure that the CYFS Coalition will continue to offer sustainable value to the County of Simcoe.

APPENDICES

Strategic Planning Process



Draft WORKPLAN Strategic Planning Process



SCOPING

Outcome: Final Workplan and working group

RESEARCH & REFRESH

Outcome: Membership survey, Emerging Context & Organizing Principles

UPDATE DATA

Outcome: Refreshed ESCAN and approved Vision, Mission and Values

SETTING PRIORITIES

Outcome: Initial Framework, priorities, and Planning Day

PLAN DEVELOPMENT

Outcome: A Vibrant Plan & Guidebook

Updated April 2018

Strategic Analysis Data

External Factors:



	Political (Legislation)	Environmental	Social	Technical
Child Welfare	<ul style="list-style-type: none"> • funding • MCYS change in CYF Service Act protection information network • legislative changes • election effect on funding model • Indigenous well-being agencies (return to jurisdiction) • French Language Services • new proposal for child care • amalgamation/shared services • anti-racism directorate/equity focus 	<ul style="list-style-type: none"> • available fresh food • rural/urban transportation • data sharing across sectors • outcome focused • equity focused 	<ul style="list-style-type: none"> • lack of housing • scarcity of foster homes • lack of treatment resources • demographic changes ie. immigration • educational outcomes (kids of care) • addiction, mental health • Indigenous, overrepresentation of other groups (one vision/one voice) • racialized communities • serving Francophone community as a cultural group • agency diversity reflective of community 	<ul style="list-style-type: none"> • CPIN implementation • privacy • data collection/management • racial data • virtual services • shared services/back office support
Poverty	<ul style="list-style-type: none"> • some of the same as Child Welfare • basic Income 	<ul style="list-style-type: none"> • rural transportation • higher alcohol/drug consumption 	<ul style="list-style-type: none"> • housing • unemployment rates 	<ul style="list-style-type: none"> • lack of data re poverty (will have

	Political (Legislation)	Environmental	Social	Technical
	<ul style="list-style-type: none"> • minimum wage increase • living wage • poverty reduction • housing first strategy • pharmacare program for children • new proposed daycare legislation • modernization of social assistance 	<ul style="list-style-type: none"> • (addiction) in Simcoe County • food security • housing • Youth Trustee Program – Elizabeth Fry • employment opportunities • lack of high-paid opportunities 	<ul style="list-style-type: none"> • ODSP funding not meeting needs of all in certain high rent areas • funding programs for extra curriculum • addiction and mental health 	<ul style="list-style-type: none"> • a homeless count soon) • B148 impact on agency budget • SMDHU low impact maps and data • County 10 year Housing Plan
Mental Health & Wellness	<ul style="list-style-type: none"> • transformation of children's mental health is a provincial priority, New Path is lead agency for MOMH for Simcoe County • increase in mental health funding by at least 2 political parties • NDP proposed a Ministry of Mental Health • FASD funding • federal government committed 1.9 billion for 5 years • CAPC for Simcoe County • lots of funding re mental health • crisis response for mental health 	<ul style="list-style-type: none"> • crisis beds at RVH • 18+ mental health • 16 plan for addiction • Simcoe County service falls under 2 LHINs • John Howard Society new walk in clinic • family and service provide partnership • increase private services to meet public service needs 	<ul style="list-style-type: none"> • lack of services • good work being done i.e. Bell Let's Talk • opportunity to intervene in early years, focus on training support • development of resiliency in early years 	<ul style="list-style-type: none"> • driving towards developmental indicators • shared data/records, • Single Point of Access, i.e. service delivery access re technology • outcome-driven evidence • technology mediated services

	Political (Legislation)	Environmental	Social	Technical
	<ul style="list-style-type: none"> new funding model province looking at equity across services 			
Health	<ul style="list-style-type: none"> Pharmacare local Public Health Unit - new delivery mandate integration of CCACs to LHINs integration of FLS border issues with LHINS MOHLTC patient-based funding, a part of health system funding reform development of Indigenous healthcare teams 	<ul style="list-style-type: none"> Eat Right Ontario has been cut Lack of health care practitioners for regular care 	<ul style="list-style-type: none"> nurturing relationships FLS accessibility cultural partnership 	<ul style="list-style-type: none"> Telehealth Health Card record sharing across sectors
Safety	<ul style="list-style-type: none"> response to opioid crisis (naloxone kits) development of a comprehensive youth policy framework to provide direction on youth programming legalization of marijuana/Cannabis Act Provincial charges 	<ul style="list-style-type: none"> opioid crisis violence and gangs school safety: library located downtown violence impacting environmental perception of accessibility 	<ul style="list-style-type: none"> increase knowledge and education about opioid crisis and how to address the respond legalization of marijuana human trafficking housing conditions police work include social workers in library system to support 	

	Political (Legislation)	Environmental	Social	Technical
			individuals with various issues	
Special Needs	<ul style="list-style-type: none"> • Special Needs Strategy • investment in autism support - Ontario Autism Program • people with special needs • FASD funding • sustainability of services • “lean process” lacking • equitable funding model • Bill148: insufficient funds to cover bill 	<ul style="list-style-type: none"> • lack of housing/services/employment opportunities • consent clarification 	<ul style="list-style-type: none"> • awareness • aging population • lack of services • kids aging out • flexibility of services options/not as many options due to funding • family-centred care 	<ul style="list-style-type: none"> • shared electronic records • personal health information and opportunities to share with appropriate agencies • consent (warm transfer)
Education	<ul style="list-style-type: none"> • EarlyON (expansion re Francophone/Indigenous services & higher need families) • shift to EarlyON commitment at all schools • funding new projects • mental health, no base funding increase in 8 years 	<ul style="list-style-type: none"> • school safety • lack of growth in areas 	<ul style="list-style-type: none"> • cultural inclusion • partnership development 	<ul style="list-style-type: none"> • social determinants of health • learning skills and abilities

SWOT Analysis

- Strengths:** Website, resources, chaired/managed by community members, diversity of members, broad perspective, positive evolution
- Weaknesses:** Be more generative in its updates, no guiding authority, profile of partners
- Opportunities:** Be a part of employees' orientation, orientation video needs to be developed, more advocacy, how to engage children and families, could we be more diverse?
- Challenges:** Senior members more engaged than frontline staff

Internal Factors

Communication

- **Higher expectations from the Ministry and partners for the collection, analysis and use of data in planning, administration and accountability**
- **Closing the gap across regions in infrastructure, capacity and resources**
- **High expectations for quality information and evidence-based improvement in service delivery and outcomes**
- **Social media: service users are requesting to use social media/texting to communicate with their worker and agencies. Need for social media policies**
- **Clarity needed concerning communication roles for members**

Knowledge

- **Need for shared data base**
- **Update of website to be more of a portal for knowledge**
- **Profile and data sharing**
- **Who does what/profile of partners**
- **Need to capture the impact of the Coalition leadership on services to families**
- **Connections to actions; increase opportunities**

Governance

- **Re-organization of Coalition**
- **Insert key elements of Terms of References for each group**
- **Most members are doing Coalition work on side of desk**

Staffing

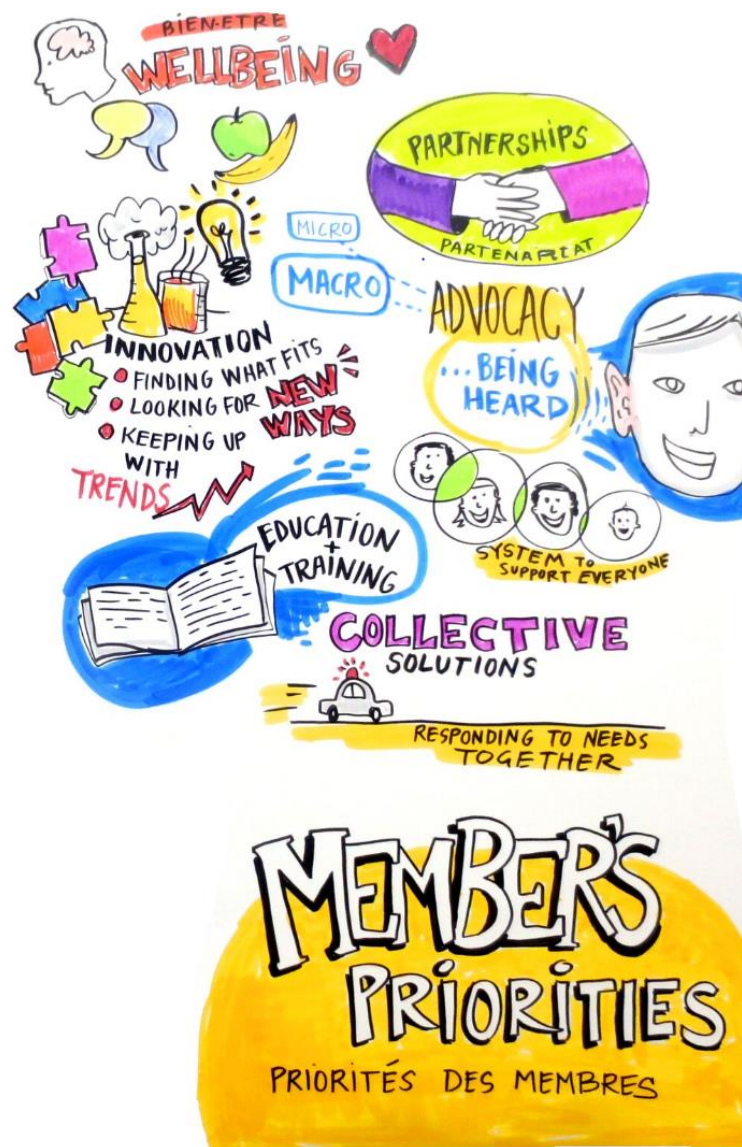
- **Two positions and key elements of job**
- **Use of volunteers for other positions and competition for time**
- **Succession/continuity/sustainability**
- **Is the staffing complement sufficient**

Evaluation

- **Shift from RBA to impact measurement and capturing learning**
- **Need clear definition of evaluation adopted by Coalition**
- **Measure outputs, outcomes and impacts**
- **Cost-benefit of membership**

Members' Priorities

The following chart reflects the scan of all Coalition members' strategic plans to highlight key priorities and how it aligns with the Coalition.



Organization	Priorities	Alignment with Coalition
The Barrie Area Native Advisory Circle - Aboriginal Capacity Building Circle	2009/10 <ul style="list-style-type: none"> Identify and establish the conditions for cultural competency and safety within agencies and organizations Promote on-going cooperation and resource development to meet Original People needs Develop protocols for consultations and issues as they affect Original Peoples and communities 	<ul style="list-style-type: none"> Identify and establish the conditions for cultural competency and safety within agencies and organizations Promote on-going cooperation and resource development to meet Original People needs Develop protocols for consultations and issues as they affect Original Peoples and communities
Barrie Police Services	<ul style="list-style-type: none"> Ensure public safety and security Enhance community mobilization and engagement Develop and engage our people Promote organizational sustainability Deliver quality services 	<ul style="list-style-type: none"> Ensure public safety and security Enhance community mobilization and engagement Deliver quality services
Barrie Public Library	<ul style="list-style-type: none"> Creating an inspiring community presence Provide a gateway to opportunity Foster community-wide collaboration Maximize technology for value and impact Promote a culture of inclusion 	<ul style="list-style-type: none"> Create an inspiring community presence Foster community-wide collaboration Provide a gateway to opportunity
Canadian Mental Health Association	<ul style="list-style-type: none"> Advocate and develop proposals for where there are gaps in the system Community development and partnerships Organization infrastructure Human resources 	<ul style="list-style-type: none"> Advocate and develop proposals for where there are gaps in the system Community development and partnerships

Organization	Priorities	Alignment with Coalition
Catholic Family Services of Simcoe County	2012-2016 <ul style="list-style-type: none"> • Client services • Partnerships • Talent • Financial • Internal Business Practices 	<ul style="list-style-type: none"> • Client services • Partnerships
Catulpa Community Support Services	<ul style="list-style-type: none"> • 2016-17 • Involved and satisfied clients • Financial sustainability • Strategic alliances within our community • A strong and cohesive agency • Prevention 	<ul style="list-style-type: none"> • Involved and satisfied clients • Strategic alliances within our community • Prevention
Child Advocacy Centre Simcoe/Muskoka		
Children's Treatment Network	<ul style="list-style-type: none"> • Work more effectively as a network • Build stronger partnerships and secure additional resources to realize the network's full potential • Lead ongoing innovation and continuous improvement in family-centered integrated care • Improve technologies, tools and processes that streamline network operations and communications • Improve access to information, services and support for families 	<ul style="list-style-type: none"> • Work more effectively as a network • Build stronger partnerships and secure additional resources to realize the network's full potential • Lead ongoing innovation and continuous improvement in family-centred integrated care • Improve technologies, tools and processes that streamline network operations and communications • Improve access to information, services and support for families

Organization	Priorities	Alignment with Coalition
211	<p>2013-15</p> <ul style="list-style-type: none"> Align service providers and key stakeholders within an integrated 211 provincial system that values community expertise and promote partnerships Build a strong 211 brand that is credible and trusted by Ontarians Invest in technologies that enable system integration and create new opportunities for partnerships and efficiencies Build a fully sustainable funding model that supports service delivery and expansion 	<ul style="list-style-type: none"> Align service providers and key stakeholders within an integrated 211 provincial system that values community expertise and promotes partnerships Invest in technologies that enable system integration and create new opportunities for partnerships and efficiencies
Conseil scolaire catholique MonAvenir	<p>Translated from Strategic Planning document 2016-2021</p> <ul style="list-style-type: none"> Learning and teaching: Students develop effective French-language communicator skills as defined in the Terms of Reference for Ontario Catholic School Students Faith, language and culture: Kindergarten to Grade 12 students build their Francophone Catholic identity through authentic learning opportunities and an engaging approach Growth: Increase of the retention rate of students between elementary and secondary levels Learning in the digital age: Each school has a common space that promotes learning in the digital age 	<ul style="list-style-type: none"> Well-being Community Equity and inclusion Timely access to health, community and social services in French
Conseil scolaire Viamonde	<p>Translated from Vision Statement 2018 (website)</p> <p>A board and schools dedicated to students and providing training:</p> <ul style="list-style-type: none"> influenced by ethically oriented educational values, commitment and effort, generosity and sharing, and respect for cultural diversity; where the learning processes and skills involved are of excellent quality and are likely to make students able to actualize their life project in a modern society; 	<ul style="list-style-type: none"> Well-being Community Equity and inclusion Timely access to health, community and social services in French Connecting with French-language services by our French community partners Best learning skills activities

Organization	Priorities	Alignment with Coalition
	<ul style="list-style-type: none"> where staff will be equipped to actively participate in creating the optimal conditions for our collective success. 	
County of Simcoe	2014-2024 <ul style="list-style-type: none"> Growth-related service delivery Strengthened Social, Health and Educational opportunities Economic and destination development Environmental sustainability A culture of workplace and operational excellences Responsive and effective governance 	<ul style="list-style-type: none"> Strengthened Social, Health and Educational opportunities Responsive and effective governance
CSC Chigamik CHC	2014 <ul style="list-style-type: none"> Decrease the burden of multiple chronic conditions Improve mental health outcomes Improve social support network and sense of belonging 	<ul style="list-style-type: none"> Improve mental health outcomes Improve social support network and sense of belonging
e3 Community Services	2018 <ul style="list-style-type: none"> Reshape E3 into an employer of choice Embrace innovative, inclusive and responsive service options Passionately pursue our mission (Educate, Enable, Empower) Revitalize organizational leadership Recommit to mission-driven enterprises 	<ul style="list-style-type: none"> Reshape E3 into an employer of choice Embrace innovative, inclusive and responsive service options Passionately pursue our mission (Educate, Enable, Empower) Revitalize organizational leadership Recommit to mission driven enterprises
Georgian College	2016-2021 <ul style="list-style-type: none"> Accelerated success Meaningful collaboration Inspired innovation Strong foundation 	<ul style="list-style-type: none"> Meaningful collaboration Inspired innovation Strong foundation

Organization	Priorities	Alignment with Coalition
Gilda Club of Simcoe Muskoka	<p>2014-2017</p> <ul style="list-style-type: none"> To have new members increase annually equivalent to 30% of new cancer diagnoses in Simcoe Muskoka. To have 100% of our members answer 'yes' to the following questions: <ul style="list-style-type: none"> *Will you recommend Gilda's Club to someone living with cancer? *Did the education, information and community here improve your life? Expenses will be in line with expected growth to maintain quality program. A reserve fund equivalent to 6 months operating expenses. 	<ul style="list-style-type: none"> Did the education, information and community here improve your life?
John Howard Society of Simcoe & Muskoka	<ul style="list-style-type: none"> JHSO will continue to be an influential agent in the creation of a more effective, just, and humane justice system; We will lead high-calibre, innovative research in the social and criminal justice sectors; We will continue to support and coordinate with our exceptional 19 local offices, as they deliver programs and services to individuals involved with or at risk of involvement with the criminal justice system. 	<ul style="list-style-type: none"> continue to be an influential agent in the creation of a more effective, just, and humane justice system; lead high-calibre, innovative research in the social and criminal justice sectors; deliver programs and services to individuals involved with or at risk of involvement with the criminal justice system.
Kerry's Place Autism Services	<p>2017-2020</p> <ul style="list-style-type: none"> Anticipate and respond to the changing needs of persons living with ASD so as to provide a comprehensive continuum of service and support Build on our stature within the ASD community and further strengthen our sector leadership 	<ul style="list-style-type: none"> Anticipate and respond to the changing needs of persons living with ASD so as to provide a comprehensive continuum of service and support Build a sustainable future for Kerry's Place through a focus

Organization	Priorities	Alignment with Coalition
	<ul style="list-style-type: none"> Enhance our capabilities so that our employees are both skilled and proud to work at Kerry's Place and our preferred future hires view us as an employer of choice Build a sustainable future for Kerry's Place through a focus on partnerships, communication, outreach and fund development 	on partnerships, communication, outreach and fund development
Kinark	<p>2014-2019</p> <ul style="list-style-type: none"> The best treatment provider for children and youth with complex needs A leader that shapes and strengthens the sector we serve An employer of choice within our sector A responsive and strong financial and IT infrastructure Quality is at the core of all our work 	<ul style="list-style-type: none"> The best treatment provider for children and youth with complex needs A leader that shapes and strengthens the sector we serve Quality is at the core of all our work
La Cle	<p>Translated from website 2018</p> <ul style="list-style-type: none"> Promote the active participation of community members Seeking the blossoming and harmonious development of the Francophone community Commit to maintaining and defending the rights of the Francophonie here and everywhere Improve the quality of life and the well-being of the Francophone community, while allowing them to fully live their language, their culture, their identity and their heritage 	<ul style="list-style-type: none"> An effective and proactive operating structure to ensure the accountability of the organization Establish innovative and creative practices to ensure the organization's profitability to the community Adhere to a democratic and transparent approach in its practices and approaches Ensure that any activity or initiative ensures inclusiveness and accessibility to all members, including the disadvantaged, the poor, the vulnerable and the disabled

Organization	Priorities	Alignment with Coalition
		<ul style="list-style-type: none"> • Create links in the community with all Francophones and other partners, in order to maximize the benefits and expertise of available resources, in collaboration with government authorities
Mackenzie Health	2016-2020 <ul style="list-style-type: none"> • We value what matters to you • We deliver excellent quality care-every patient, every time • We are growing efficiently with our communities 	<ul style="list-style-type: none"> • We deliver excellent quality care-every patient, every time • We are growing efficiently with our communities
Morton Youth Services Youth Justice Ontario	2016-2018 <ul style="list-style-type: none"> • Support and strengthen our member agencies • Promote our vision for the youth justice system • Provide a strong, informed and common voice for an effective and compassionate youth justice system • Promote and facilitate cross-sector collaboration to enhance the youth justice system • Advocate on behalf of the youth we serve and our member agencies 	<ul style="list-style-type: none"> • Provide a strong, informed and common voice for an effective and compassionate youth justice system • Promote and facilitate cross-sector collaboration to enhance the youth justice system • Advocate on behalf of the youth we serve and our member agencies
New Path	1. Partnerships: <ul style="list-style-type: none"> • Continue the development of Single Point of Access for children and youth in Simcoe County • Common data collection to support better outcomes in Simcoe County • Create an advocacy agenda to guide partnerships • Strengthen relationship with Primary Care providers and central LHIN 2. Programs:	

Organization	Priorities	Alignment with Coalition
	<ul style="list-style-type: none"> • Strengthen cultural and linguistic competency to meet diverse needs of children, youth and their families • Continue to align services to New Path's mission • As lead agency, align the service spectrum to ensure: equitable and timely access to appropriate services at right service location, smooth client transitions, full core service continuum <p>3. People:</p> <ul style="list-style-type: none"> • Develop a robust youth and family engagement strategy to inform client-centered service design and organizational planning • Invest in employee engagement and change management support • Attract and develop staff to meet the changing needs of children and youth and New Path services 	
EarlyON Child and Family Centre – Simcoe North	<p>2013-2016</p> <ul style="list-style-type: none"> • Build communities that support families • Develop a comprehensive and multilayered financial plan to ensure that current and future programs are supported fully and consistently • Position our organization as a leader in early learning and family support • Continue to enhance our website to provide the online information available to parents, care- givers and community partners • Continue to enhance our multi-agency partnerships • Support parents and caregivers transitioning to parenthood or childcare and foster enduring attachment and emotional relationships • Support parents and caregivers who are caring for a new baby or young children (full-time or part-time) 	<ul style="list-style-type: none"> • Build communities that support families • Continue to enhance our multi-agency partnerships

Organization	Priorities	Alignment with Coalition
	<ul style="list-style-type: none"> Enhance opportunities and improve access to early literacy, parenting education, quality child care, and quality early childhood education programs and services Reduce barriers for families attending our programs and services 	
Orillia Soldier's Memorial Hospital	<ul style="list-style-type: none"> Transformed patient experience Inspired people and teamwork Technology information and innovation To be proactive in shaping health system change 	<ul style="list-style-type: none"> Inspired people and teamwork To be proactive in shaping health system change
RVH	<ul style="list-style-type: none"> 2016 refresh Focus on my care Drive Clinical Excellence Value people Accelerate teaching and research 	<ul style="list-style-type: none"> Focus on my care Drive Clinical Excellence Value people
Season's Centre for Grieving Children	<ul style="list-style-type: none"> Diversify our peers support groups to include extended family members group Enhance our school program to support social workers, teachers and school communities by supporting their diverse needs – teacher support, grief education compatible with the school curriculum, classroom support Create and implement a Critical Incident Grief response team for children in our community Creation of an Education Institute in response to many community requests regarding development of a grief support Centre 	<ul style="list-style-type: none"> Equity & Diversity Community collaboration to deliver enhanced service access Augment the safety and well-being for children, youth and families
Simcoe Community services	<p>2013-16</p> <ul style="list-style-type: none"> To develop the future positioning strategy for Simcoe Community Services related to its organizational growth/preferred size, services and outcomes/impacts To undertake a marketing and branding initiative 	<ul style="list-style-type: none"> An assessment of opportunities for organizational consolidation/integration with other not-for-profit organizations

Organization	Priorities	Alignment with Coalition
	<ul style="list-style-type: none"> To continually develop the organizational capacities to fulfill the mission <p>2017-2020</p> <ol style="list-style-type: none"> Achieving service excellence Extending our community reach and connections Building our capacities to serve 	<ul style="list-style-type: none"> Partnership initiatives that have the potential to leverage and deliver enhanced services access, quality and resources
Simcoe County District School Board	<p>2017-18</p> <ul style="list-style-type: none"> Excellence in teaching and learning Well-being Community Equity, diversity and inclusion 	<ul style="list-style-type: none"> Well-being Community Equity, diversity and inclusion
Simcoe Muskoka Family Connexions	<ul style="list-style-type: none"> 2016-18 Enhance the safety, permanency, and well-being for children, youth and families Build a team that has the relationship, skills and support it needs to be engaged in their work and perform exceptionally Build capacity by ensuring staff have the tools and systems to deliver services effectively and efficiently Strengthen our relationship with our community partners, care provider, and other stakeholders 	<ul style="list-style-type: none"> Enhance the safety, permanency, and well-being for children, youth and families Strengthen our relationship with our community partners, care provider, and other stakeholders
United Way Simcoe Muskoka	<ul style="list-style-type: none"> Moving people from poverty to possibility Building accessible and inclusive communities Helping kids be all they can be 	<ul style="list-style-type: none"> Moving people from poverty to possibility Building accessible and inclusive communities Helping kids be all they can be
Waypoint Mental Health Centre	<p>2018</p> <ul style="list-style-type: none"> We will collaborate with our patients in the provision of expert services that foster healing and inspire hope 	<ul style="list-style-type: none"> We will be an effective partner, seeking out opportunities to improve care and services, build knowledge

Organization	Priorities	Alignment with Coalition
	<ul style="list-style-type: none"> • We will promote a safe, positive and innovative workplace where staff and volunteers are engaged and individuals and collective achievements are celebrated • We will foster a culture of accountability by leveraging best practices and informed decision-making • We will be an effective partner, seeking out opportunities to improve care and services, build knowledge and enhance systems capacity and sustainability • We will advance a research strategy to increase integration of research excellence with clinical services and improved clinical care 	<p>and enhance systems capacity and sustainability</p> <ul style="list-style-type: none"> • We will advance a research strategy to increase integration of research excellence with clinical services and improved clinical care
YMCA of Simcoe Muskoka	<p>2012-17</p> <ul style="list-style-type: none"> • Improve the quality of health for children, youth and families • Instill a sense of community belonging for all • Make certain that My Y is a community partner for life 	<ul style="list-style-type: none"> • Improve the quality of health for children, youth and families • Instill a sense of community belonging for all • Make certain that My Y is a community partner for life