



Our Strategic Plan

2021 - 2024



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Executive Summary



This report describes the Strategic Planning process for the Child Youth and Family Services Coalition of Simcoe County and the Strategic Directions which emerged through this process.

The directions are forward-looking and are set for a three-year planning horizon. These Strategic Directions are critical to the policy setting and decision-making of the Coalition and ensures that the Coalition, its Executive Committee, Working Groups and its staff have clear guidelines to focus their energy.

Recognizing the ongoing change and transformation within several child and youth sectors, it is timely that the Coalition has embraced four new Strategic Directions.

These Strategic Directions reinforce the Coalition's commitment to providing quality services and supports to people throughout Simcoe County.

Introduction



The Child, Youth and Family Services Coalition (Coalition) of Simcoe County is a countywide alliance of organizations providing services to children, youth and their families in Simcoe County. We strive to maximize the capacity, effectiveness and cultural uniqueness of the child, youth and family services system through collective efforts.

Formed in 1999, the Coalition evolved from a commitment by children's service providers to find ways to establish a streamlined, unified planning process that would lead to improved outcomes for children. This vision quickly expanded into a strategic, collaborative and integrated planning infrastructure, allowing members to work both together and independently to meet the shared vision of improving the present and future well-being of children, youth, and families.





MISSION

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

VISION

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

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.

Strategic Planning Activities



"Planning is bringing the future into the present so you can do something about it now." ~ Alan Lakein

WHO WE ENGAGED

Coalition Members

Past & Present Chairs

Staff

Executive Committee

HOW WE ENGAGED

6 Focus groups (4 English, 1 French, 1 Indigenous)

6 Interviews/frequent check-ins with Chair and Co-Chair

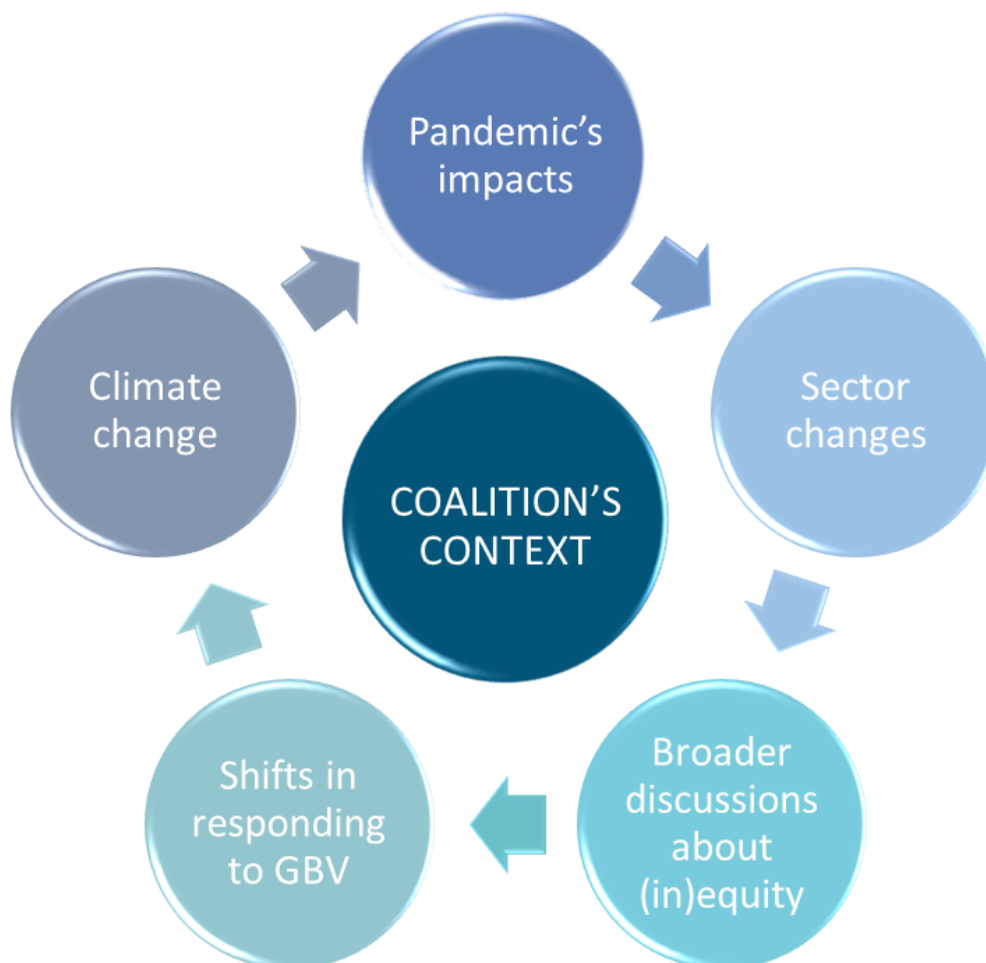
Held frequent discussions with Coalition staff

Met on an ongoing basis throughout the Planning process

Understanding the Current Context



As part of the planning process, the consultants undertook a scan of the external environment. A pictorial overview of the Environmental Scan is presented below and includes two major themes: that the Coalition is significantly affected by multiple service sector transformations, all within an equity-seeking lens. Other environmental factors include operating during a pandemic; climate change and seeing significant systemic changes along with major health system changes, particularly the introduction of Ontario Health Teams (OHT).



SWOT Analysis & Themes



- Many outstanding strengths
- Members have strong support for the benefits of the Coalition
- Strong commitment to children, youth and families
- The whole is greater than the sum of the parts

Strengths

- Need better orientation & onboarding process
- Equity, poverty and social determinants of health need to be a focus/Do more on Truth & Reconciliation
- Improve website
- Think creatively about bringing in small, grassroots and other agencies

Weaknesses

- Identify our value proposition
- Advocacy should be elevated more
- Awareness campaign as part of 20th year

Opportunities

- Uncertainty
- Recovery
- Austerity

Threats



Strategic Directions



Address Inequities and Injustices through Collective Action



Strengthen Coalition Infrastructure



Increase Coalition's capacity to be data-informed and data-driven



Play an Advocacy Role in Addressing System Change



Strategic Directions



1 ADDRESS INEQUITIES AND INJUSTICES THROUGH COLLECTIVE ACTION

PRIORITIES

- 1a. Strengthen Coalition members' Equity, Diversity and Inclusion (EDI) approach
- 1b. Take action to better support Indigenous, Black, newcomer, immigrant, refugee and non-status children, youth and families.
- 1c. Develop tools, providing education/resources for members to bring back to their own organizations as well as improving the Coalition's own lens in its decision-making, member recruitment, advocacy

MILESTONES

YEAR 1

Sector-specific current state analysis completed

Action Plans developed, along with review schedule

Equity framework better integrated with Coalition's broader data work

YEAR 2

Capacity-building (awareness, knowledge, practice) on equity a recommended requirement for Coalition members

Annual Report includes updates on Action Plans

YEAR 3

Coalition website updated to reflect pathways to support and services for Indigenous, Black, newcomer, immigrant, refugee and non-status children, youth and families

Equity Framework fully integrated and implemented into Coalition's work



Strategic Directions



2 STRENGTHEN COALITION INFRASTRUCTURE

PRIORITIES

- 2a. Highlight the Coalition's strengths and tell the Coalition's story with clarity
- 2b. Increase/diversify Coalition membership in the County and improve onboarding processes
- 2c. Streamline Coalition's structure to advance meaningful dialogue and action

MILESTONES

YEAR 1

New communication materials developed and disseminated

Social media strategy developed, with metrics

Coalition website updated to reflect current work

Gaps within the Coalition (e.g. sector, population-focus) identified

Strategies for reducing barriers to new members developed (e.g. review sliding scale, membership fee structure)

Orientation guide for new members developed

Review of Coalition structure conducted

Process map tracking how information is shared across the Coalition

YEAR 2

Coalition website redesigned for better navigation by community members, partners and members

Guidance for Coalition members to better hear and appreciate voices of those with lived experience developed

Mentorship program for new members piloted

Updated aspects of Coalition structure (e.g. meeting frequency, information shared) piloted

YEAR 3

New format, structure and approach to Annual Report developed

Evaluation of new initiatives (sliding scale, orientation guide, lived experience integration, mentorship) conducted

Proposed restructure aligned with qualities of high-functioning integrated organizations

Strategic Directions



3 INCREASE COALITION'S CAPACITY TO BE DATA-INFORMED AND DATA-DRIVEN

PRIORITIES

- 3a. Update Coalition's Data Dashboard
- 3b. Develop Strategy for cross-organizational data sharing by sector
- 3c. Implement framework for monitoring/evaluating Coalition's impacts

MILESTONES

YEAR 1

Data Dashboard team restructured to include Quality Improvement or Data staff from Coalition members

New indicators for Coalition's Dashboard identified

Feasibility of compiling members' annual data explored

Evaluation framework for effective Coalition developed

YEAR 2

Data Dashboard embedded into Coalition's collective work

Platform or process for data-sharing (by sector) developed

Pilot tracking and monitoring Coalition's impacts

YEAR 3

Coalition's Data Dashboard reported on publicly, and seen as a core planning tool

Coalition discussions and decisions informed by data-sharing

Impact of Coalition shared in Annual Report



Strategic Directions



4 PLAY AN ADVOCACY ROLE IN ADDRESSING SYSTEM CHANGE

PRIORITIES

- 4a. Demonstrate leadership through key partnerships & strategic connections
- 4b. Develop network linkages (network of networks approach)
- 4c. Be proactive in engaging with system transformation & emerging needs
- 4d. Work collaboratively to share best/emerging practices and community-focused approaches across Coalition membership

MILESTONES

YEAR 1

Existing work partnering and collaborating leveraged

Formal pathway for information sharing between networks and planning tables developed

Process and practice guide on advocacy developed

Mechanism developed for emerging needs & changes to be brought to the Coalition in a timely manner

Platform/method for sharing information about members' programs and services reviewed

YEAR 2

Sector-by-sector mapping to identify new partnerships conducted

Occasional cross-network discussions for action planning

Coalition hosts sector-specific planning discussions that integrate service providers, government and funders, as well as community members

Mechanism for bringing leading practices and community-focused approaches refined

YEAR 3

Annual Reporting on key partnerships and connections

Greater integration developed across networks (including between Simcoe and Muskoka)

Policy analysis and government relations approach integrated into Coalition's work

Streamlined referral pathways (that allows for opportunities for system change) identified

Appendix A



THE COUNTY OF SIMCOE: DEMOGRAPHICS Profile of Children, Youth and Families in Simcoe County

Key Points from the 2018 Child, Youth and Family Profile – Simcoe County

According to 2016 Census, Simcoe County had 137,320 children and youth aged 0 to 24. Children and youth represent 28.6% of the total population.

From 2011 to 2016, the number of children and youth increased by 2,110 or 1.6%.

Among the 78,945 children aged 0 to 14 years, 20.4% were living with a single parent, and 12% were part of a stepfamily.

In 2015, the low-income rate for children and youth was 13.7%, compared to 11.4% for the total population.

In Simcoe County, 99.8% of children and youth could speak either English or French or both.

In Simcoe County, 3,235 children and youth were identified as Francophone, representing 23.7% of all-age Francophone population.

Over the decade, the number of foreign-born immigrants aged 24 years old or younger increased by 2.4% in Simcoe County, from 3,530 in 2006 to 3,615 in 2016.

In 2016, Simcoe County had 8,725 Aboriginal children and youth, account for 39.7% of the all-age Aboriginal population.

Among the 28,840 youth aged 20 to 24 years, 89.9% had successfully completed a high school qualification, which rose by 27.1% since 2006.

In Simcoe County, the median household total income (before tax) was \$76,489 in 2015, an increase of 3.7% from 2005.

In 2015, the median household total income of a couple with children was \$113,259.

Couples without children had a median household income of \$79,170.

The median household total income of lone-parent family was \$53,413.

Please Note: Indigenous identity, immigrants and francophone data may still be slightly underrepresented due to unevenly distributed response rates among municipalities.

Appendix B



POPULATION ESTIMATES

Low Income, Aboriginal, Francophone, Immigrant

Extrapolation calculations for populations of interest using 2016 Census prevalence rates and population estimates of July 1 2020 for Simcoe County

Variable of Interest	% out of the total Simcoe County pop. Based on 2016 Census (prevalence rate)	2020 Simcoe County total population estimate from Statistics Canada	Estimated population number (Extrapolation based on 2016 Census prevalence rates)
Population in Low Income	11.40%	538,192	61,354
Aboriginal population aged 0 to 24	1.90%	538,192	9,967
Francophone pop. aged 0 to 24	0.70%	538,192	3,630
Immigrant population	13.10%	538,192	70,396

Please use the numbers provided in the table below with caution and as rough estimates. This is because prevalence rates from the 2016 Census, for each of the variables of interest, were extrapolated to the 2020 Simcoe County estimates provided by Statistics Canada. These extrapolation calculations may not yield accurate data as certain sub populations may grow faster than others and immigration trends and patterns may change, affecting prevalence rates.

Source: Statistics Canada. Table 17-10-0139-01 Population estimates, July 1, by census division, 2016 boundaries.



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