



Coalition Strategic Plan

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

Guiding Principles The Coalition is not an organization in itself but rather a multi-sectoral collaborative structure to enable its member organizations to work better together on mutual goals with 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 & 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.

Role of the Coalition The Coalition exists to help coordinate the work of its members, to identify areas for realignment, and to create an integrated, effective service delivery system for children youth and families in Simcoe County. It establishes a limited number of focused goals that receive the majority of proactive Coalition resources for a 2-3 year period and expects its members will assist in these efforts within their own organizations where possible. The Coalition acts as a planning forum for new funding, and in the event of closing or start up of programs. The Coalition also reviews existing programs and identifies areas for realignment of resources for more effective future outcomes.

Strategic Planning Process This is a proposed 2-3 year strategic plan to guide Coalition work. Based on input at the May 26 2008 Planning Day, there are three areas that have been identified as top priority areas for the Coalition over this period:

3 Top Priority Goal Areas

- Basic Needs under the Positive Child and Youth Development outcome area;
- Access to Adequate Resources under Strong Nurturing Families; and
- A Strong Sense of Belonging/Inclusiveness of all Members under Caring Communities and Systems.

The 3 Priority Goal Areas provide a way for the Coalition to focus its major creative energy for a specific time period on a limited number of areas, to develop succinct Goals with Indicators and Measures that support each Goal, and to help guide allocation of resources (staff, funding). These priority areas would be likely subjects for additional funding proposals, possible new partnerships, and may help in the review of areas for realignment. Action Steps and Indicators will be refined and tasks delegated with timelines as the plan develops. Measures will be determined and added in the far right column once systems are in place to collect the data.

Existing Coalition Initiatives (see Additional Goals) Work is already underway and will continue in other areas mentioned in the plan. The Coalition's Planning Table manages these projects to ensure alignment with the Strategic Plan. Gradually the Additional Goals will be better defined and Indicators developed for each one, based on input from member organizations. If funding and partnership opportunities present themselves, the Coalition may consider activities in these areas.

Uses of the Plan The Planning Table will assess current Coalition projects against the plan, showing how they align with each of the Goals. Gaps and duplication will be identified during this assessment and recommendations for re-alignment of resources may be made to Coalition Council. In addition, the Planning Table will guide the development of additional priority area projects to the point of implementation. At that time the Coalition Coordinator will continue to monitor project progress and ensure reporting to Council. Projects in implementation phase may also be asked to present directly to the Council for updating purposes. A way should be devised for determining when a project is no longer "a Coalition project" but has moved to the status of an on-going program.

New project proposals will be assessed during this period for their potential alignment with Coalition Goals. Top priority will be given to those proposals with the closest alignment. Once adopted, this plan will reflect the basic priorities of the Coalition for the 2-3 year period, but is subject to annual review and revision.

The Strategic Plan will help the Coalition Council determine annual budgets, direct and monitor staff, and develop funding strategies. It should help shape the work of the Planning Table, suggest priority areas for the work of the Infrastructure Table and Secretariat, and create a framework for the Coalition Council which will be instrumental in developing and revising the plan.

OUTCOME	3 TOP PRIORITY GOALS	ACTION STEPS & INDICATORS
<p>Positive Child and Youth Development— enable healthy & successful development of children & youth throughout their transitions to life, school, adolescence & adulthood by providing:</p>	<p>1) Basic Needs (Proposed Definition from Basic Needs Task Group: Basic Needs are stable and appropriate housing, nutritious food, clean water, and other primary needs such as clothing, transportation, utilities, health care and education. To address someone’s basic needs, there must be freedom from violence, sufficient resources to pay for these needs, a supportive social network, and the personal resourcefulness and skills to effectively access and use the resources available. Being unable to meet basic needs creates poverty; meeting these needs leads to self sufficiency.) Draft Basic Needs Goals <u>The Coalition will help ensure all children and youth in SC have their basic needs met by supporting its members in the following ways:</u> 1) Helping Coalition members gain greater understanding of aspects of poverty in SC as reflected in community data, relevant studies, statistics and personal stories 2) Facilitate the sharing of best practices (program models, policies and service delivery approaches) that support client access to resources that meet their basic needs 3) Explore other groups in the area that are involved in poverty reduction leveraging their strengths and developing relationships as appropriate to ensure maximum impact on poverty, identify duplication and gaps</p>	<ol style="list-style-type: none"> Data: create a page on the website that links to useful sources of data; survey CYFS members for their data needs; identify members with analysts on staff who might help others acquire skills; hold Data Day spring 09 that highlights sources of data, identifies skills needed to use it effectively & offers training (# agencies that complete survey re. their needs for data, # that use the CYFS data page to navigate to various sources of data, # that attend Data Day, # that evaluate DD favourably) Best practices: create space on CYFS website for sharing best practices re. clients’ basic needs, use BNTG to collect innovative examples from their agency and one other agency; draft a CYFS Children’s Rights Charter (# agencies with policies and practices that specifically address basic needs as part of or the major thrust of their programs -- e.g. offer transportation, utility assistance, child care, emergency food or shelter, clothing, financial assistance; # agencies whose boards sign on to the Charter; whether Simcoe County Council endorses Charter) Other anti-poverty organizations: reach out to e.g. United Way, Barrie Community Health Centre, North Simcoe Muskoka LHIN, Alliance to End Homelessness, Health Unit etc. to determine how we can help each other serve children, youth and families better (# agencies that take an active role with the Coalition; # collaborative groups where Coalition staff or co chairs participate actively; # agencies identified that advocate or have connections to provincial or federal poverty reduction/advocacy organizations; enhanced understanding of how other organizations measure success (e.g. EDI, Social Determinants of Health, Canadian Index of Wellbeing, Developmental Assets, Healthy Schools)
<p>Strong, Nurturing Families—Promote strong nurturing families that provide for healthy development of children & youth through:</p>	<p>2) Access to Adequate Resources <u>Ensure families have smooth access to services resulting from coordinated access points, streamlined assessment, team-based service delivery, and the identification of barriers to access</u> (e.g. waiting lists, transportation, physical access, childcare, fees etc.)</p>	<p>1) Help create coordinated access points with comparable standards, shared resources where appropriate, and clear understanding of how to help clients navigate different service pathways -identify major access point providers and compare characteristics (e.g. # of calls, kinds of inquiries, reports and documentation, standards based service) -explore value of sharing some resources (e.g. database of</p>

	<p>NOTE: recommend to identify all the components of a coordinated service system for children youth and families but to focus in 2009 on strengthening the initial access into the system by creating a coordinated system of access points.</p>	<p>services, after hours coverage, multi lingual response, training materials) -explore interest in developing common standards and protocols for effective information and referral into the service delivery system -explore opportunities for joint training -identify more minor access point providers and begin to determine their needs -develop a series of navigation maps that can help access point providers understand and communicate the service pathways for children youth and families -identify places in the interface between access point providers and service providers where enhanced communication, training or protocol development are needed (# major access points identified and described, # resource sharing agreements developed, # access points with shared standards and protocols, # joint training events, # minor access points identified, # navigation maps developed and shared with # access point providers, # protocols, training and communication pieces developed to help with interface with service providers. 2. Help ensure streamlined assessments 3. Encourage team-based service delivery 4. Identify and begin to help alleviate barriers to access</p>
<p>Caring Communities & Systems— Foster community conditions for optimal child & youth development by promoting</p>	<p>3) Strong Sense of Belonging/Inclusiveness of all Members <u>Ensure that Coalition projects and practices benefit from the diversity of Simcoe County through:</u></p> <ol style="list-style-type: none"> 1. Encouraging inclusion of Francophone and Aboriginal populations in Coalition work by enhancing mainstream organizations' understanding of & sensitivity to Francophone & Aboriginal communities 2. Encouraging inclusion by helping to enhance capacity in Francophone and Aboriginal organizations 3. Reflecting changing Simcoe County demographics in Coalition planning and identifying minority groups that may need special attention. 	<ol style="list-style-type: none"> 1. Create an inventory of best practices in mainstream organizations that are Coalition members, using existing data where possible (# organizations w/policies & resources devoted to Francophone, Aboriginal and minority needs;# service providers able to work in French; # service providers who have taken Native Way training; # participants in cultural sensitivity or anti-oppression training;# organization boards w/policy statements re diversity, hiring & budgets to support;# providers co-delivering programs w/Francophone & Aboriginal providers;# Francophones & Aboriginals in leadership positions in mainstream organizations;# Francophones & Aboriginals actively involved in new & enhanced Coalition programs; # agencies that ensure appropriate Francophone and Aboriginal representation prior to project implementation via Planning Table;# initiatives that involve diverse groups in a co-planning setting, not through separate streams of funding/planning) 2. Identify additional capacity requirements among Francophone and Aboriginal organizations that might be met by Coalition projects (# Francophone and Aboriginal

		<p>organizations that have adequate resources to participate in Coalition activities; # additional needs where a Coalition member could be a useful partner and bring \$ or in kind resources; # new initiatives undertaken among Coalition members in response to identified needs)</p> <p>3. Identify minority groups in Simcoe County whose needs may not be currently met and bring forward to next planning cycle for consideration (# of significant or growing ethnic minorities in the County)</p>
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OUTCOME	ADDITIONAL GOALS (to be further developed)	INDICATORS (suggested May 26, to be further developed)
Positive Child and Youth Development —enable healthy & successful development of children & youth throughout their transitions to life, school, adolescence & adulthood	a) Freedom from violence, abuse, neglect <ul style="list-style-type: none"> ➤ prevent involvement w/ youth justice system ➤ mental health & addictions 	➤ # youths/1000 involved in criminal justice system; decrease/increase in recreational inter-mural activities;# agencies & staff trained & knowledgeable on spotting signs of family or other violence & finding appropriate help;# agencies & staff who understand violence against women
	b) Actively engage whenever possible children youth & families in planning, implementation & evaluation of programs	➤ # of programs that include active participation of clients in planning, implementation & evaluation;# of programs w/clients on boards, committees, planning advisory groups or as volunteers; Youth Engagement survey
Strong, Nurturing Families —Promote strong nurturing families that provide for healthy development of children & youth through:	a) Nurturing by consistent, caring, competent parents and caregivers	➤ # of children living at home with parent(s);How often moving from parent to parent;# of children being parented in institutions;# of inclusive parenting programs that include reciprocal mentoring;# families engaged in Triple P & other parenting education programs;# parents reporting improvement in skills, knowledge, behavioural change; Enhanced literacy levels among parents; # parenting requests through 211, Health Connections
	b) Supportive relationships	➤ # service plans that include informal supports for families
	c) Knowledge, skill, ability to create effective parent-child interactions	➤ # parents who report behavioural change
Caring Communities & Systems —Foster community conditions for optimal child & youth development by promoting:	a) Systems that collaborate in development of comprehensive continuum of care based on effective practices See Top Priority Goal # 2 above	Indicators moved to Top Priority Goal # 2 above
	b) Inter-agency accountability for goals & benchmarks	
	c) Respect for land & environment	➤ # organizations w/green plans or policies supporting environment, or programs for clients on environmental issues;# green bins & composters; Reduction in paper & disposable water bottles;# teleconferences as opposed to travel to meetings;# carpooling, active transportation
Lifelong, Optimal Learning Capacity —Build capacity for educational success & lifelong learning through:	a) Ensuring individual learning needs are met	➤ Developmental Assets approach; Grade 1 tests; Drop out rates; # students going to post secondary education
	b) Primary prevention & early intervention for school readiness	➤ Early Development Instrument (EDI) used to assess school readiness; Reduced wait lists for early intervention services; Increased understanding by service providers of importance of early intervention & school readiness
	c) Safe & supportive learning environments in the community	➤ # children & youth staying in same school for full school year
	d) Supporting family's role as child's first teacher	