



Child Youth and Family Services Coalition of Simcoe County

2018-2021 STRATEGIC PLAN

**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 2018-2021 STRATEGIC PLAN

Vision:

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

Mission:

To maximize the capacity, effectiveness and cultural uniqueness of the child, youth and family service 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.

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

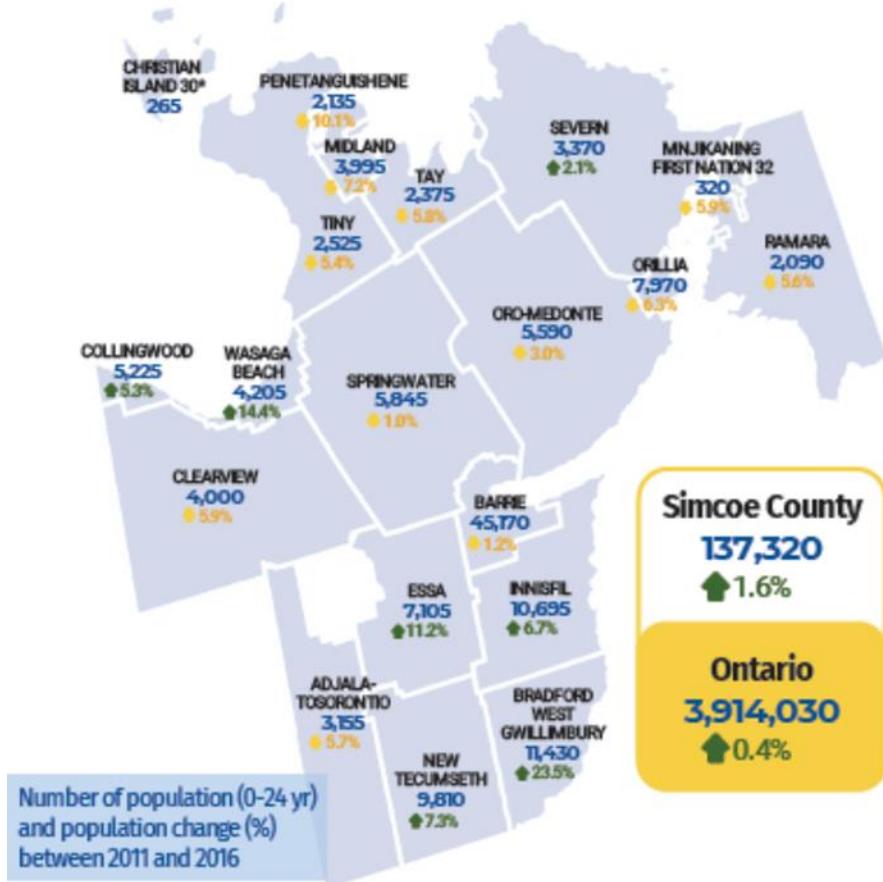
Profile of Children, Youth and Families in Simcoe County

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



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

Released: October 2018

Children and Youth (0-24 yr)



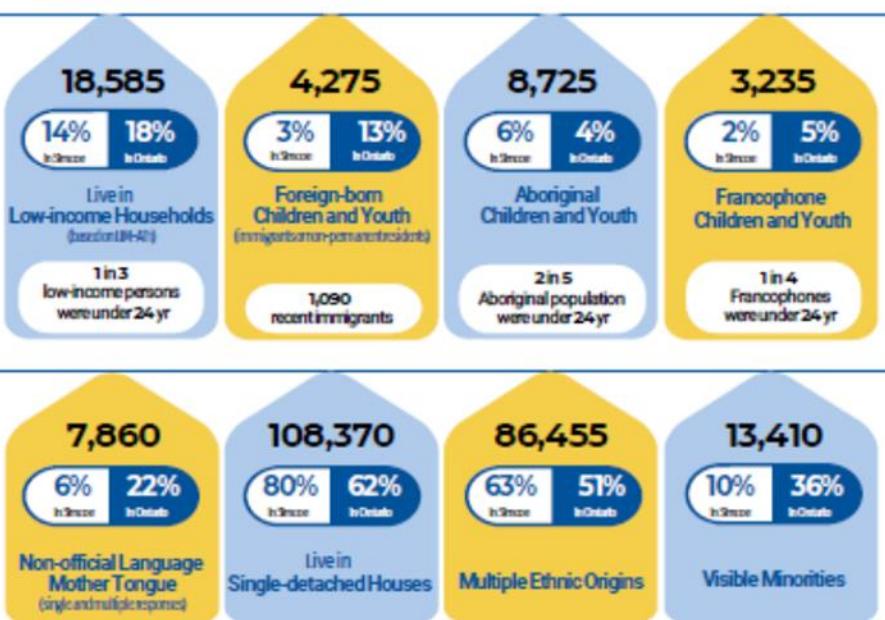
In Simcoe County,
28.6% of total population
are children and youth.

The Total Number of Children and Youth
137,320

In Ontario,
29.3% of total population
are children and youth.



Key Points (0-24 yr)



1. Statistics Canada has revised the methodology used to calculate annual after-tax Low Income Measure (LNU-K7) for the 2016 Census.

The 5 Most Common (0-24 yr)



5 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 households¹. **16%** In Simcoe **20%** 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

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

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

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

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

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

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

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%

Couple families without children

58,640 ↑ 10%

Couple families with children

59,125 ↑ 4%

\$53,413 ↑ 10%

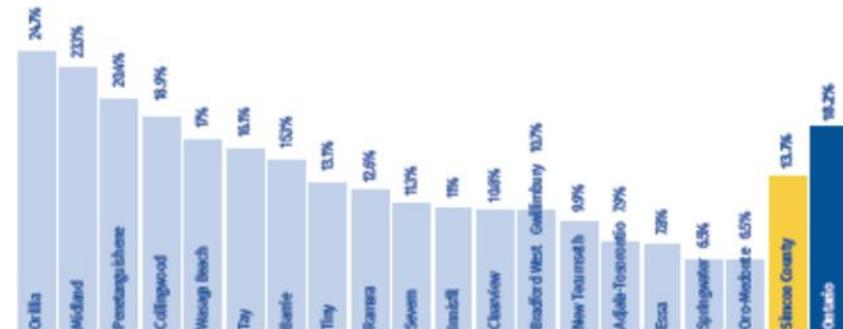
\$79,170 ↑ 7%

\$113,259 ↑ 10%

Number of Census Families, 2011 and 2016

Median Household Total Income(before tax) by Census Family Structure, 2005 and 2016

Low-income Rates (0-24 yr)



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

¹Unless 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>.

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

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

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

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

1980s/1990s: Evolution of cross-sector collaborative planning in Simcoe County

2000: “Integrated Planning” lunch meetings

2001: First official Coalition meeting, Sept. 7

2002: Formal launch of Coalition

2005: 20 Coalition members

2006: New Coalition structure, Admin Assistant hired

2007: Coalition website goes live

2008: Coordinator hired, Launch of Student Support Leadership, Coalition planning day (Making a Difference Together), new logo

2009: First Coalition operating budget, MoA and Fiscal Trustee Agreement, Data Consortium access, Launch of Coalition Child and Youth Charter, New 3 year Strategic Plan, “Connecting the Dots” presentation

2010: Broadsheet #1 – Nutritious Food and Safe Water, Coalition planning day and new strategic plan

2011: Broadsheet #2 – Safe, Comfortable, Affordable Place to Live

2013: Coalition Strategic Planning Day, Broadsheet #3 – Access to Affordable Inclusive Activities

2015: Professional Development Fund for Coalition members, Inaugural Award and Recognition Program

2016: Coalition visioning day and new structure

2017: CRA confirms eligible to collect HST, 40+ members

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

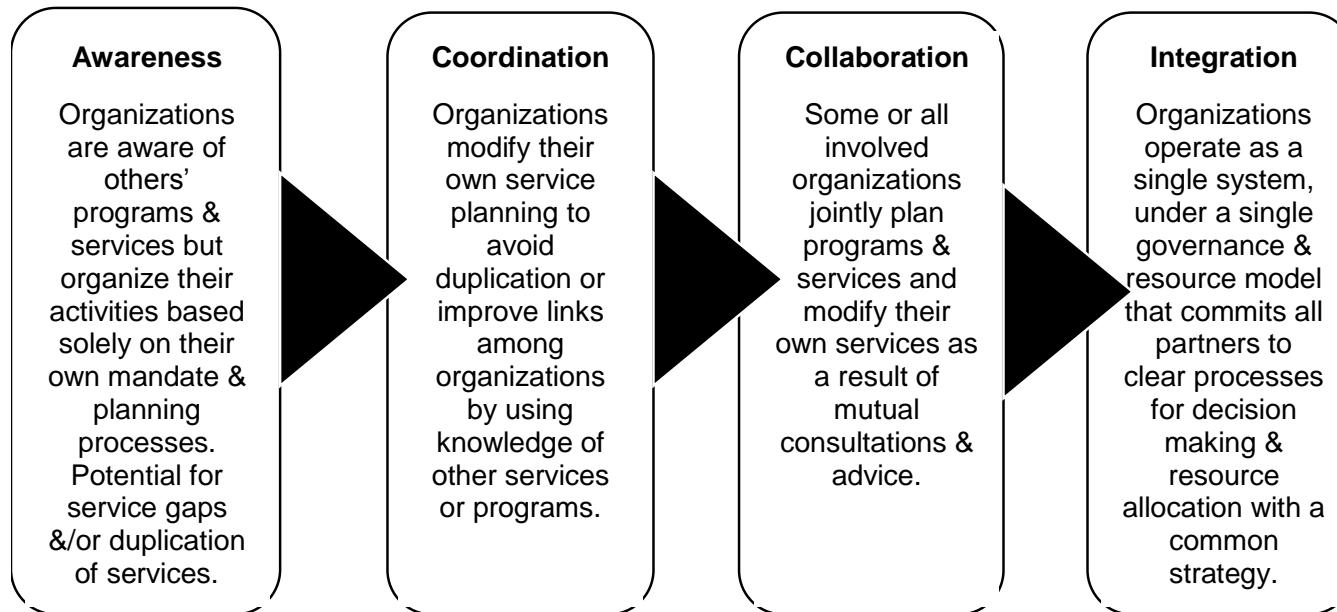
Simcoe County Youth Justice Advisory Group

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", 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

The Coalition is made up of three groups: Coalition Council (representatives from member agencies), Executive Committee (Chair, Vice Chair, Past Chair and representatives) and Integrated Planning table (co-chairs of groups/initiatives). These three groups have two-way communication in place between Council and the Executive Committee, and between Executive Committee and the Integrated Planning Table. A Coordinator and Executive Assistant are managed by the Executive Committee.

There are a number of groups/initiatives that are part of the Coalition, including: Aboriginal Capacity Building Circle, Autism Spectrum Disorder, Best Start Network, COMPASS/Francophone COMPASS, County of Simcoe/Data Consortium, Crisis Steering Committee, Dual Diagnosis, Early Intervention Council, Fetal Alcohol Spectrum Disorder, Lesbian, Gay, Bisexual, Trans, Queer Network, Local Immigration Partnership, Moving on Mental Health, Ontario Autism Program, Poverty Reduction Task Group, Special Needs Strategy, Transition Age Youth System of Supports, Triple P, Youth Justice Advisory

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?

1. Foster representation and equity by understanding and supporting the communities we serve
2. Advance collective action to improve experiences for children, youth and families
3. Advocate for service system change by forming a powerful voice
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: 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: 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: 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

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

The process spanned from October 2017 to June 2018, as follows (last updated April 2018):

October: proposal, draft workplan and methodology

November: form working group, Coalition survey, review past process and plans

December: Review research and data, add new information, approve Vision

January: Emerging context, identification of assets, approve Mission

February: e-scan, approve values

March: Coalition member priorities alignment

April: Coalition planning event, draft directions and priorities, draft framework and plan

May: Draft plans approved by Coalition

June: final Strategic Plan and guidebook

The process including the following components:

Scoping

Outcome: final workplan and working group

Research Refresh

Outcome: membership survey, emerging context and organizing principles

Update data

Outcome: refreshed e-scan and approved Vision, Mission and Values

Setting priorities

Outcome: initial framework, priorities and planning day

Plan development

Outcome: a vibrant plan and guidebook

Strategic Analysis Data

External Factors

Child Welfare

Political (legislation):

- 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

Environmental:

- available fresh food
- rural/urban transportation
- data sharing across sectors
- outcome focused
- equity focused

Social:

- 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

Technical:

- CPIN implementation
- privacy
- data collection/
- management
- racial data
- virtual services
- shared services/back office support

Poverty

Political (legislation):

- some of the same as Child Welfare
- basic Income
- minimum wage increase
- living wage
- poverty reduction
- housing first strategy
- pharmacare program for children
- new proposed daycare legislation
- modernization of social assistance

Environmental:

- rural transportation
- higher alcohol/drug consumption (addiction) in Simcoe County
- food security

- housing
- Youth Trustee Program – Elizabeth Fry
- employment opportunities
- lack of high-paid opportunities

Social:

- housing
- unemployment rates
- ODSP funding not meeting needs of all in certain high rent areas
- funding programs for extra curriculum
- addiction and mental health

Technical:

- lack of data re poverty (will have a homeless count soon)
- B148 impact on agency budget
- SMDHU low impact maps and data
- County 10-year Housing Plan

Mental health and wellness

Political (legislation):

- 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
- new funding model
- province looking at equity across services

Environmental:

- 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

Social:

- 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

Technical:

- driving towards developmental indicators
- shared data/records,
- Single Point of Access, i.e. service delivery access re technology
- outcome-driven evidence
- technology mediated services

Health

Political (legislation):

- 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

Environmental:

- Eat Right Ontario has been cut
- Lack of health care practitioners for regular care

Social:

- nurturing relationships
- FLS accessibility
- cultural partnership

Technical:

- Telehealth
- Health Card record sharing across sectors

Safety

Political (legislation):

- 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

Environmental:

- opioid crisis
- violence and gangs
- school safety: library located downtown
- violence impacting environmental perception of accessibility

Social:

- 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 individuals with various issues

Special Needs

Political (legislation):

- 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

Environmental:

- lack of housing/services/ employment opportunities
- consent clarification

Social:

- cultural inclusion
- partnership development

Technical:

- shared electronic records
- personal health information and opportunities to share with appropriate agencies
- consent (warm transfer)

Education

Political (legislation):

- 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

Environmental:

- school safety
- lack of growth in areas

Social:

- cultural inclusion
- partnership development

Technical:

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

The Barrie Area Native Advisory Circle - Aboriginal Capacity Building Circle

Priorities:

- 2009/10
- 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

Alignment:

- 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

Priorities:

- Ensure public safety and security
- Enhance community mobilization and engagement
- Develop and engage our people
- Promote organizational sustainability
- Deliver quality services

Alignment:

- Ensure public safety and security
- Enhance community mobilization and engagement
- Deliver quality services

Barrie Public Library

Priorities:

- 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

Alignment:

- Create an inspiring community presence
- Foster community-wide collaboration
- Provide a gateway to opportunity

Canadian Mental Health Association

Priorities:

- Advocate and develop proposals for where there are gaps in the system
- Community development and partnerships
- Organization infrastructure
- Human resources

Alignment:

- Advocate and develop proposals for where there are gaps in the system
- Community development and partnerships

Catholic Family Services of Simcoe County

Priorities:

- 2012-2016
- Client services
- Partnerships
- Talent
- Financial

- Internal Business Practices

Alignment:

- Client services
- Partnerships

Catulpa Community Support Services

Priorities:

- 2016-17
- Involved and satisfied clients
- Financial sustainability
- Strategic alliances within our community
- A strong and cohesive agency
- Prevention

Alignment:

- Involved and satisfied clients
- Strategic alliances within our community
- Prevention

Children's Treatment Network

Priorities:

- 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

Alignment:

- 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

211

Priorities:

- 2013-15
- 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

Alignment:

- 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

Priorities:

- Translated from Strategic Planning document 2016-2021
- 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

Alignment:

- Well-being
- Community
- Equity and inclusion
- Timely access to health, community and social services in French

Conseil scolaire Viamonde

Priorities:

- Translated from Vision Statement 2018 (website)
- A board and schools dedicated to students and providing training;
- 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;
- where staff will be equipped to actively participate in creating the optimal conditions for our collective success.

Alignment:

- 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

County of Simcoe

Priorities:

- 2014-2024
- 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

Alignment:

- Strengthened Social, Health and Educational opportunities
- Responsive and effective governance

CSC Chigamik CHC

Priorities:

- 2014
- Decrease the burden of multiple chronic conditions
- Improve mental health outcomes
- Improve social support network and sense of belonging

Alignment:

- Improve mental health outcomes
- Improve social support network and sense of belonging

e3 Community Services

Priorities:

- 2018
- 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

Alignment:

- 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

Priorities:

- 2016-2021
- Accelerated success

- Meaningful collaboration
- Inspired innovation
- Strong foundation

Alignment:

- Meaningful collaboration
- Inspired innovation
- Strong foundation

Gilda Club of Simcoe Muskoka

Priorities:

- 2014-2017
- 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:
 - *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.

Alignment:

- Did the education, information and community here improve your life?

John Howard Society of Simcoe & Muskoka

Priorities:

- 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.

Alignment:

- 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

Priorities:

- 2017-2020
- 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
- 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

Alignment:

- 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 on partnerships, communication, outreach and fund development

Kinark

Priorities:

- 2014-2019
- 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

Alignment:

- 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

Priorities:

- Translated from website 2018
- 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

Alignment:

- 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
- 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

Priorities:

- 2016-2020
- We value what matters to you
- We deliver excellent quality care-every patient, every time
- We are growing efficiently with our communities

Alignment:

- We deliver excellent quality care-every patient, every time We are growing efficiently with our communities

Morton Youth Services, Youth Justice Ontario

Priorities:

- 2016-2018
- 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

Alignment:

- 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

Priorities:

1. Partnerships:
 - 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:
 - 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
3. People:
 - 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

Priorities:

- 2013-2016
- 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)
- 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

Alignment:

- Build communities that support families
- Continue to enhance our multi-agency partnerships

Orillia Soldier's Memorial Hospital

Priorities:

- Transformed patient experience
- Inspired people and teamwork
- Technology information and innovation
- To be proactive in shaping health system change

Alignment:

- Inspired people and teamwork
- To be proactive in shaping health system change

RVH

Priorities:

- 2016 refresh
- Focus on my care
- Drive Clinical Excellence
- Value people
- Accelerate teaching and research

Alignment:

- Focus on my care
- Drive Clinical Excellence
- Value people

Season's Centre for Grieving Children

Priorities:

- 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

Alignment:

- Equity & Diversity
- Community collaboration to deliver enhanced service access
- Augment the safety and well-being for children, youth and families

Simcoe Community Services

Priorities:

2013-16

- 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

- To continually develop the organizational capacities to fulfill the mission

2017-2020

1. Achieving service excellence
2. Extending our community reach and connections
3. Building our capacities to serve

Alignment:

- An assessment of opportunities for organizational consolidation/integration with other not-for-profit organizations
- Partnership initiatives that have the potential to leverage and deliver enhanced services access, quality and resources

Simcoe County District School Board

Priorities:

- Excellence in teaching and learning
- Well-being
- Community
- Equity, diversity and inclusion

Alignment:

- Well-being
- Community
- Equity, diversity and inclusion

Simcoe Muskoka Family Connexions

Priorities:

- 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

Alignment:

- 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

Priorities:

- Moving people from poverty to possibility
- Building accessible and inclusive communities
- Helping kids be all they can be

Alignment:

- Moving people from poverty to possibility
- Building accessible and inclusive communities
- Helping kids be all they can be

Waypoint Mental Health Centre

Priorities:

- 2018
- We will collaborate with our patients in the provision of expert services that foster healing and inspire hope
- 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

Alignment:

- 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

YMCA of Simcoe Muskoka

Priorities:

- 2012-17
- 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

Alignment:

- 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