



**CAS SDG: Strategic Action Plan - April 2024 to March 31, 2025**

**Strategic Priority 1: Truth and Reconciliation, anti-oppression and anti-racism practices are embedded within our organization**

**Outcomes:**

- a. Our organizational culture, Board of Directors, employees and resource families are inclusive and reflect and value diversity.
- b. Through our values and practices, we influence attitudes and ultimately the referrals we receive so they are based on child safety, not judgment or bias — countering the over-representation of Indigenous, racialized and other marginalized groups.
- c. We have prioritized the advancement of the Ontario Association of Children’s Aid Societies’ commitments for Truth and Reconciliation and equity in child welfare.
- d. Our services and connections respect the culture, traditions, race and social identity of each child, youth and family we serve.
- e. Our connections with First Nations, Inuit and Métis representatives, families, communities and cultures support the distinct identities and cultures of Indigenous children and families we’re involved with.
- f. We provide French-language services at all levels of our organization.

**Note:** Detailed work plans are in place for Truth and Reconciliation, Equity, Diversity and Inclusivity and French Language Services.

<b>Initiatives</b>	<b>Actions</b>	<b>Measures of success</b>	<b>Senior Lead</b>	<b>Review October 2024</b>	<b>Review March 2025</b>
1. Commit to courageous leadership	<ul style="list-style-type: none"> <li>a. Lead conversations within teams as per the planning of the EDI committee</li> <li>b. When courageous conversations occur if disproportionalities/disparities are addressed, shared learning takes place within management</li> </ul>			<p>Two aggression incidents (clients towards staff) that occurred and were managed during this reporting period will be brought forward to management for learning and conversation</p> <p>Articles sent from our EDI committee to all staff generate conversations at team meetings for learning and insight</p>	




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	c. César attends senior management and management meetings as well as acts as an advisor to the Board			Monthly sessions with staff on specific topics starting in October until December and based on feedback with the potential to continue from January to March. Topics for October- December include the one year anniversary of the war between Palestine and Israel, the identity of children for placement matching, and socio-economics during the holiday season.	
2. Establish an EDI community table	Co-lead the development of the community action plan.			IDEA coalition table formed and underway with Rachel and Angie on the organizing committee. Nathalie Fouquette and Nova Cook were invited to join some of the sub-committees.	
3. Develop an Indigenous services model	a. Develop Jordan's Principle Program b. Develop Post Majority Care process			This work was underway with a new hire in the position of Jordan's Principle Worker. This position is now vacant and the work was shifted to the Cultural Practitioner role on a temporary basis  With the recent vote for settlement by First Nation chiefs, we are not sure of the impact on Post Majority Care and	



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				as such we are waiting to hear back if this financial support will still exist.	
4. Commitment to maintain the work of the EDI Committee	a. Yearly work plan is presented to the Board on a bi-annual basis			Workplan will be revised at November meeting	
5. Commitment to maintain the work of the Land Action Committee	a. Yearly work plan is presented to the Board on a bi-annual basis			 Indigenous%20Practice%20Lead%20-%20I	
6. Engaged in the protocol development reflecting the act respecting FNIM Children, Youth and Families	a. Respect all First Nations protocols developed. b. Creating a transfer process with ACFS for families who reside in SDG who meet the status and membership criteria as Mohawks of Akwesasne			Due to MCA staffing changes, we continue to manage this work. There is currently no plan to transfer these cases although conversations will continue to take place.  A new Grand Chief was elected early this fall. A meeting with him will need to be organized to better understand his vision which could have an impact on the planning for transfer.	
7. Eligible children, youth and families are identified to receive French Language Services on first contact at the front door.	a. Participate in the French Language Provincial Compliance process b. Build a succession plan for the internal FLS Committee c. Update the FLS workplan	Maintaining gains from past year in ensuring that eligible families, children and youth receive	Julie	Meeting with the Ministry on Oct. 28, 2024.  A new supervisor has joined the committee, and we are looking at a second one to replace retirees.	



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		Services in French		The 2024-2025 workplan is completed with several actions to meet this objective.	



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**Strategic Priority 2: Strengthen and preserve families**

**Outcomes:**

- a. Families are engaged effectively, receive tailored support and experience minimal disruption.
- b. Children and youth are rarely removed from their homes and, when that is required, are away for limited periods of time and maintain family connections.
- c. Families are confident seeking support to keep children and youth safe at home.
- d. Our partners understand their roles and assume shared responsibility for strengthening and preserving families based on the principles of the child welfare redesign.
- e. Our partners work together to ensure timely access to services; address critical gaps in services; and intervene early to keep children and youth with their families.

Initiatives	Actions	Measures of success	Senior Lead	Review – October 2024	Review – March 2025
1. Address the gaps in service for children with complex needs	a. With the help of Program Supervisor, rally community partners together to create a shared responsibility model to address the service gaps			<p>A lot of attention has been paid to relationship building with mental health partners and exploring the possibilities of working together to address the complex needs planning of children.</p> <p>Collaborative table – creating a table with key community partners for the planning of the most intensive/stuck situations to determine best planning, service gaps and to limit wait times for the needs to be addressed. Terms of Reference have been completed and a soft launch is underway.</p>	



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				<p>Laurencrest pilot funded project with MCCSS – direct referral for STRIVE program for families involved with CAS.</p> <p>Laurencrest Services – exploring the possibility of offering two unlicensed placements in the new year.</p> <p>Roberts Smart Centre – re-engaging in conversations with new leadership on how to work together for placement and services</p>	
<p>2. Continue learning from various provincial reports i.e. Ombudsman, Child Death Reviews, Operation reviews</p>	<p>a. Review the recommendations made from the various reports to help us develop and refine our processes</p>			<p>Reviewed Ombudsman report with supervisors and re-aligned supervisory coverage and looked at the number of departures.</p> <p>Reviewed a child death report with management and specifically with the adolescent team.</p> <p>Completion of the Child Protection Standards review with staff within the In Home department</p>	



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**Strategic Priority 3: Children and youth in care reach their full potential**

**Outcomes:**

- a. Children and youth in care celebrate their identities and connect to their cultures.
- b. More resource families are available to provide quality care and support for children and youth.
- c. Youth leaving care have relationships with their families and broader social networks.
- d. Youth graduate high school and complete the highest level of education needed to pursue their career goals.
- e. Youth leave care feeling empowered and confident about their futures.

Initiatives	Actions	Measures of success	Senior Lead	Review – October 2024	Review – March 2025
1. Outcome related results for our RSG program	<ul style="list-style-type: none"> <li>a. Identify how many youth have stable housing</li> <li>b. Identify how many youth have a pathway to graduation</li> <li>c. Present an annual portrait of the RSG program</li> </ul>			<p><b>a. Stable Housing for Youth</b>  <b>Out of 47 RSG youth:</b> 42 currently have stable housing, 4 are incarcerated, and 1 is without stable housing (currently couch-surfing).</p> <p><b>b. Pathways to Graduation</b>  <b>Education Enrollment:</b> 13 RSG youth are enrolled in post-secondary education, with one youth returning to high school for additional college preparation.</p> <p><b>Recent Graduations:</b> 3 youth graduated high school and are pursuing further education. One of</p>	



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				<p>those youth obtained their Ontario Secondary School Diploma (OSSD) while incarcerated, and 4 are actively working toward their OSSD.</p> <p><b>c. Annual Portrait of the RSG Program</b></p> <p><b>2024 Overview:</b></p> <p><b>Active RSG Agreements:</b> 47 agreements, with one youth exiting the program this month and no further exits expected this year.</p> <p><b>Demographics:</b> 11 First Nation youth, 1 Métis youth, and 4 youth who identify as non-Indigenous but are listed as Indigenous in CPIN records.</p> <p><b>Staff Composition:</b> The RSG department consists of 5 Child and Youth Family Workers (CYFWs) and 1 supervisor.</p> <p><b>RSG Meetings:</b> 51 RSG meetings were conducted between January and October 2024.</p> <p><b>2025 Projections:</b></p> <p><b>Expected Exits:</b> 17 youth are projected to exit the program.</p>	





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				<p><b>Upcoming Youth Transitions:</b> 4 current 17-year-olds are preparing for transitions, with 2 moving to RSG and 2 eligible for the Transitional Aged Youth (TAY) program.</p>	
<p>Foster Recruitment Strategy</p>	<ul style="list-style-type: none"> <li>a. Continue to host and attend community events with targeted diverse populations</li> <li>b. Create committee to develop a plan of action for recruitment</li> <li>c. Review our care model</li> </ul>			<p><b>a. Community Events for Foster Recruitment</b></p> <p><b>Cornwall PRIDE Festival (July 20, 2024):</b> Set up a booth to recruit foster parents and volunteer drivers, yielding over 20 interested individuals. Currently, three applicants are under review for fostering, with others considering.</p> <p><b>Cornwall Culture Fest (September 14, 2024):</b> Another successful recruitment event, with 20+ people expressing interest in fostering or volunteer driving. Initial meetings with these applicants have just begun.</p> <p>These two events have marked the most successful recruitment efforts in the past two years.</p> <p><b>b. Foster Recruitment Task Force</b></p> <p>The Foster Recruitment Task Force was created in June 2024, meeting</p>	-



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				<p>once before a summer pause. With high engagement from recent events, task force meetings will resume in November, focusing on new recruitment strategies.</p> <p>Additional efforts include regular social media posts, informational postcards at local restaurants, and an electronic agency sign, which remains the most effective recruitment method.</p> <p>The Benson Centre ice pad initiative was less successful than expected, while banners at garden centres across Cornwall and SDG raised awareness through the summer.</p> <p><b>c. Care Model Review</b></p> <p><b>New Resource Provider Support Model:</b> Implemented a transition model where the Resource and Adoption Worker, who conducted the initial assessment, supports new providers for the first year. Afterward, they move to Child &amp; Youth Resource teams, ensuring ongoing support for foster caregivers during their early years.</p>	



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Manage unlicensed placements	<ul style="list-style-type: none"> <li>a. Explore other licensed placement options</li> <li>b. Regular meetings with other community partner leaders</li> <li>c. Update Board every second month</li> </ul>			<p><b>a. Exploration of Licensed Placement Options</b></p> <p><b>Provider Relationship Building:</b> Continuous efforts are in place to strengthen and build relationships with licensed providers, focusing on collaborative approaches to expand placement options for youth.</p> <p><b>Laurencrest Services:</b> Active discussions are underway to introduce two unlicensed placements beginning in the new year. Invited both LLG and Valoris leadership to a planning meeting to introduce a collaborative model for agencies to share resource, supporting Laurencrest’s program development.</p> <p><b>b. Regular Meetings with Community Partner Leaders</b></p> <p><b>Leadership Connections:</b> Established connections at both management and senior management levels with key community partners to strengthen collaborative approach and efforts. While some gaps remain, ongoing</p>	-



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				<p>work is focused on expanding relationships with these partners.</p> <p>Successes with both Mental Health and Inspire: Positive outcomes have been achieved in supporting complex needs youth through strengthened relationships with Cornwall Community Hospital and Inspire.</p> <p><b>c. Bi-Monthly Board Updates</b></p> <p>The Board receives updates every two months on progress related to licensed placement exploration and regular updates on unlicensed placements.</p>	



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**Strategic Priority 4: Embrace change and innovate as we advance our mission**

**Outcomes:**

- a. Our service delivery model helps maintain continuity of relationships between our agency and children, youth and families as long as needed.
- b. As a learning organization, we offer our employees training and opportunities to enhance their skills and capacity.
- c. We provide support so our employees can maintain healthy work-life balances while also being responsive to the needs of children, youth and families.
- d. Our planning and decision-making are guided by the experiences of children, youth and families, and by qualitative and quantitative data.
- e. Our Board of Directors and senior leaders work to ensure we have the resources and capacity to fulfill our mission.

<b>Initiatives</b>	<b>Actions</b>	<b>Measures of success</b>	<b>Senior Lead</b>	<b>Review – October 2024</b>	<b>Review – March 2025</b>
1. Continue employee development.	<ul style="list-style-type: none"> <li>a. Review how we deliver New Worker Training</li> <li>b. Continue to develop a calendar of training opportunities</li> </ul>		Julie and Angie	The training calendar for September to December was completed	
2. Feedback Forum	<ul style="list-style-type: none"> <li>a. Create opportunities for youth and families to provide feedback on the service they receive</li> <li>b. Provide report bi-annually to the QA committee on PAC and YAC</li> </ul>			Feedback form for families who received protection services was revamped and now we will consider whether to send a feedback form to all those who ended their services with us  YAC reports to QA committee in January and PAC in April.	
3. Develop a Complaint Model	<ul style="list-style-type: none"> <li>a. Create a committee to create the model</li> </ul>			Deferred to spring 2025. Current complaint process in place	



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4. Support employees to maintain a healthy work/life balance while being responsive to the needs of children, youth and families.	a. Organize focus groups for feedback on how staff want to be recognized b. Create a strategy for staff to feel valued and recognized (digital signage throughout building)		Julie and Angie	Create questions and plan focus groups. Discussion on cost of digital signage. New Facebook campaign to celebrate our staff this fall.	