

Strategic Directions Plan

Final Report

Success By 6 Peel

February 2005



Prepared by
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Attachments

- Attachment #1: Planning Forum's May 2004 Vision
- Attachment #2: Stakeholder Consultations Summary



Strategic Planning Process Overview

Success By 6 Peel

Success By 6 Peel is a unique community collaborative committed to enhancing positive child development in the early years from 0 to 6 years. Success By 6 is hosted by the United Way and led by a group of leaders and managers of organizations and agencies serving children 0 to 6 years who are committed to working collaboratively to improve outcomes for children in these early years. It includes representatives from all sectors: recreation, library, education, business, child care, health, neighbourhood, settlement and social service as well as municipal, regional and provincial governments.

Success By 6 Peel is building on the work and momentum of the Success By 6 coalition, which laid the foundation for the program over the past eight years. It is entering a new phase of development, and work is being completed to create a supportive infrastructure with a broad-based Council of Champions, a Management Committee, and a Community Advisory Committee with appropriate staff support.

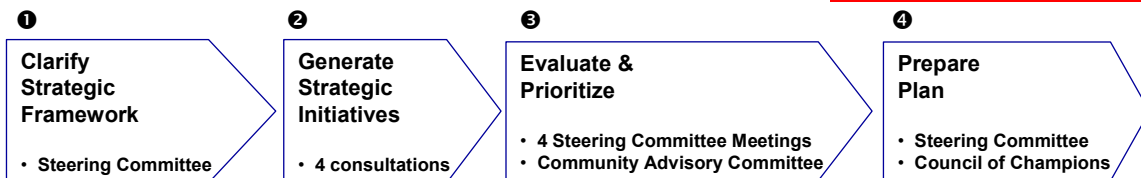
The Planning Process

The strategic planning process, displayed below, provided an opportunity for stakeholders to participate in the development of a road map for Success By 6 Peel for the next three to five years.

- A Strategic Plan Steering Committee guided the planning process.
- The Berkeley Consulting Group facilitated the process, which featured a number of opportunities for stakeholders to participate and share their ideas and input.

Success By 6 Peel Strategic Plan Steering Committee

1. Linda Berkowitz, Manager, Early Years Programs, Peel Children's Centre
2. Elena DiBattista, Program Director
3. Paul Favaro, Director, Evaluation and Accountability, Peel Board of Education
4. Jim Grieve, Director, Peel District Board of Education
5. John Huether, Community Volunteer
6. Lorna Montgomery, Clinical Director of Peel Infant Development, Trillium Health Centre
7. Wendy Perry, Community Volunteer
8. Loretta Rowan, Supervisor, Region of Peel Health
9. David Szwarc, Commissioner, Region of Peel Social Services
10. Cynthia Toniolo, Manager, Brampton Library
11. Jane van Berkel, Executive Director, Child Development Resource Connection Peel
12. Paul Zarnke, Executive Director, Peel Children's Aid Society



Framework for Strategic 'Systems' Thinking

The Steering Committee met with the consultants early in the process to clarify the strategic framework and to review the proposed consultation approach. The Success By 6 Planning Forum's vision statements guided the framework discussion.

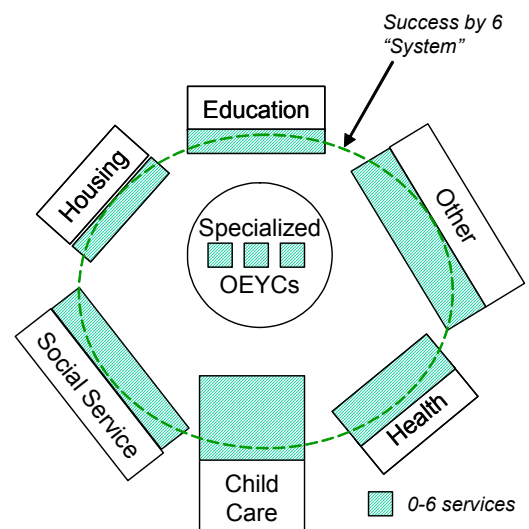
The vision for the Success By 6 project is "In Peel, all children will thrive."

The framework for identifying Strategic Objectives and initiatives, which work towards that vision, involves three key elements:

1. The Broad Definition of Child Outcomes. Early in the process, the Committee identified some preliminary measures of what Success By 6 means in outcome terms.

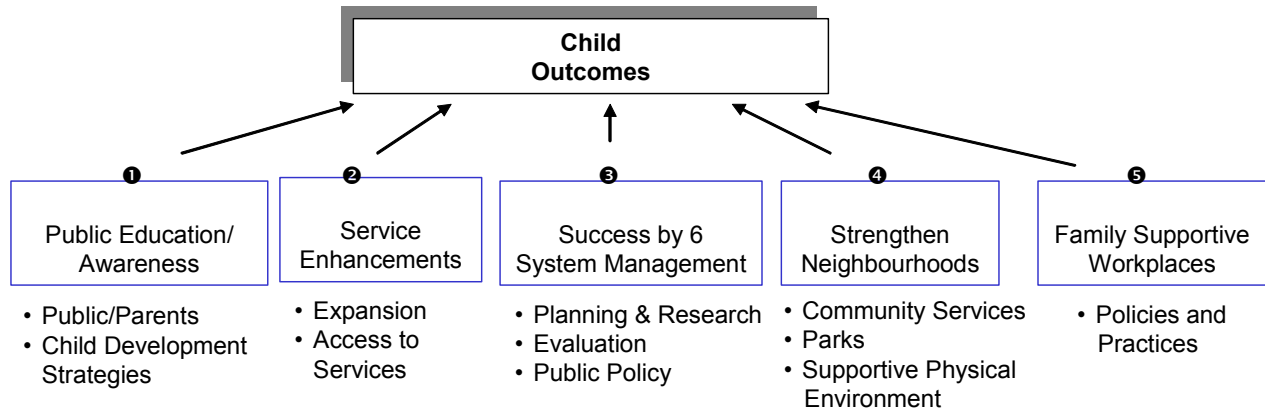
2. The 'System' Serving Children 0-6 is Not Distinct. In fact, it is a part of many other service systems and contexts. The diagram here tries to depict this reality.

- Ontario Early Years Centres are clearly specialized and focused on children under six years. Parts of the health and education systems are also dedicated to this age group. However, much of the other identified service systems like housing, social services, and local services are not.
- Similarly, environmental contexts such as workplace, neighbourhoods, and so on, are settings that can contribute to or detract from outcomes for children 0-6. These settings are not focused on this target group alone.



3. Strategic Areas That Could Contribute to Child Outcomes. A number of broad areas were defined as a basis for thinking about strategic initiatives for Success By 6. This is pictured on the following page.





Stakeholder Consultations

Input, advice and ideas were gathered through four stakeholder consultations in November 2004. In total, over 105 individuals from a range of organizations serving children and families in Peel participated in sessions. The purpose of the consultation sessions was to:

- Broaden awareness of and participation in the Success By 6 Strategic Plan project and the new stage of Success By 6 Peel.
- Develop a list of 'strategic' initiatives that contribute to Success By 6 outcomes; provide direction for effort over a 2 to 3 year period; and, can realistically be started in 2005.

The five strategic topic areas identified in the graphic above were used to focus workshop discussions.

Working in groups, participants chose an area of interest and were asked to identify initiatives/actions that Success By 6 could include in its strategic plan. In addition, they were asked to present in plenary a brief description, including the purpose, what is involved, who leads the initiative and the target age group of their top one or two priorities. Participants were able to contribute to two group discussions during the consultation workshops.

Stakeholders who participated in the process enriched the planning effort. They were engaged and excited by the Success By 6 initiative and were interested in contributing to early child development with their ideas.



Steering Committee and Community Advisory Committee Identifies Themes and Initiatives

A number of potential strategic initiatives were identified for each of the Success By 6 strategic objectives. The consultants facilitated discussions of the Steering Committee and one of the Community Advisory Committee to identify themes arising from the stakeholder consultations, and to agree on the priorities to be included for early action by Success By 6 Peel.

The Criteria Framework for Prioritizing the Strategic Directions for 2005/2006

The Steering Committee used a process to focus the 'agenda' or workload of the "Collaborative" over the next two years. The process led to the creation of a set of strategic initiatives that met the following elements:

- **Reflects Priorities including:**
 - **First Things First** — some initiatives simply need to be completed first, in terms of sequencing, before making progress in other areas.
 - **High Impact** — the degree to which the initiative furthers the accomplishment of the Strategic Objective and potentially directly affects the Outcomes.
 - **Short-term Results** — the extent to which the initiative produces visible results in the near term (within 1 or 2 years).
 - **Meets Five Principles** of: addressing unmet needs, being consistent with child development policies and best practices, being collaborative among organizations, involving multi-cultural organizations, and strengthening communities.
- **Is a Balanced Basket of Initiatives (Portfolio) in relation to the following:**
 - Short term results as well as first steps to longer term, high impact initiatives.
 - Capacity building 'process-oriented' projects as well as service improvement and direct parent/child impact projects.
 - Builds on existing projects and services as well as defines new areas.
 - Overall resource availability — projects requiring additional funds or use of available member resources or projects which can attract self-funding.
- **Demonstrates an Appropriate Role for the 'Collaborative'**

Success By 6 Peel can play different roles for each initiative depending on its importance and the appropriateness of the Collaborative's role in relation to its members. The choices considered by the Committee included the following:

 - Direct leadership of action — just do it!
 - Commission a member to lead it.



- Lead effort to obtain funding and do it, if funded.
- Support members in their efforts.
- Hold and respond ad hoc as circumstances change.

This document represents the results of those discussions and presents a pathway for the Success By 6 Peel Collaborative going forward over 2005 and 2006.



Strategic Framework for Success By 6

Strategic Vision and Framework May 2004

In May 2004, the Success By 6 Planning Forum finalized a strategic framework for the collaborative including statements of Vision, Mission, Values. These remain relevant. The Vision and Mission are repeated below and the other pieces of the strategic framework are included in Attachment #1: Planning Forum's May 2004 Vision.

Vision

In Peel, all children will thrive!

Mission

In Peel, the community works together to support parents and caregivers to ensure that all children from birth to age six have the opportunity to fulfill their potential.

Broad Outcomes of the Vision

The Success By 6 Vision is an outcome statement — “In Peel, all children will thrive.”

This statement defines the overarching outcome of the effort. One of the critical initiatives in this plan concerns developing a Report Card on Child Outcomes. This initiative will serve to create more precise measures of the outcome of Success By 6 Peel, which can be used as measures to assess and evaluate progress towards the Success By 6 vision.

As part of the process, the following aspects of the outcome will need to be considered.

- Improve the developmental health of children
- More children needing service, getting service
- Equity of outcomes
- Change perceptions of the value of children
- Change or increase awareness of factors of child development



Five Strategic Objectives

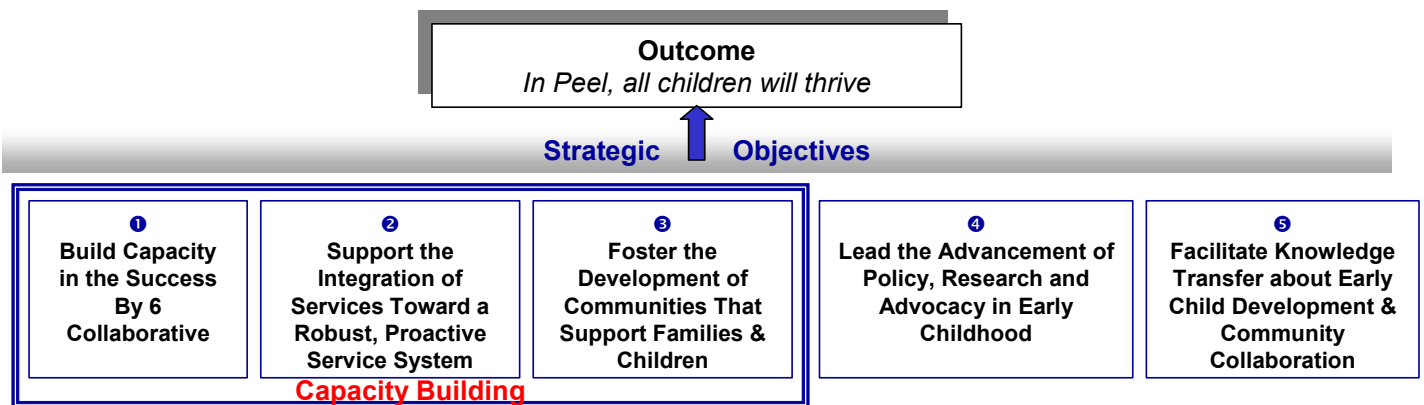
Feedback from the consultation workshops, as well as a 'reality' check, confirmed that Success By 6 needs to prioritize and focus on specific objectives over the next 3-5 years, in order to have an impact on child development outcomes. Success By 6 is 'developing' in an environment of rapid, constant and continued growth in population and diversity, with further and ongoing change predicted for the future. These external changes reinforce the needs for more services, more effective and efficient use of resources, as well as a need for community building to support healthy child development.

Success By 6 does not have the capacity to undertake multiple initiatives simultaneously. On the other hand, it needs to demonstrate success to sustain commitment and participation from the community and service leaders. The challenge is to balance resources, ideas and timing.

Success By 6 Peel will focus on five strategic objectives (shown below) for the next three to five years.

The first three strategic objectives fit under a common theme of Capacity Building. This recognizes that the Success By 6 Peel system is in its early stages and needs to focus both on building community to ensure healthy child development, and building system capacity. The fourth strategic objective reflects a Success By 6 focus on leadership in collaborative research, policy and advocacy related to early child development. Strategic Objective #5 relates to a leadership role in knowledge transfer in terms of educating people about healthy child development and community collaboration.

It is important to note that the strategic objectives are interlinked — together they contribute to the success of Success By 6 Peel. Positive and lasting results depend on reinforcing action in all five of the strategic objective areas.



Strategic Objectives and Initiatives

This section describes the strategic objectives in more detail and provides an outline of the strategic initiatives that will contribute to their accomplishment.

Strategic Objective #1: Build Capacity in the Success By 6 Collaborative

Description

This first strategic objective fits under the general theme of Capacity Building. This objective concerns developing the organizational capacity of the 'Collaborative' itself so that it can serve the overall Vision.

Success By 6 is a partnership of a wide range of leaders and service providers. It will undertake some projects that are 'Success By 6' projects; however much of its work, and indeed its ultimate success, will relate to its ability to facilitate, engage and support others to accomplish program and system change.

This strategic objective reflects the need to develop capacity in the broad Success By 6 system — to involve the diverse range of stakeholders in the Region; to support education and development; and, to define a collaboration model for Success By 6 that learns from past experience and reflects the diversity and scope of the initiative.

Measure of Success

The success of this strategic objective can be measured by assessing the following:

- Members report that they are clear and understand Success By 6's roles, processes rules of engagement, and expectations for partners and staff.
- Broad-based in terms of the number and diversity of stakeholders actively involved in Success By 6.
- Broad awareness and support for Success By 6 by stakeholders and decision-makers in Peel.



Strategic Initiatives

In order to accomplish this, the following strategic initiatives are possible over the next 5 years.



1. Refine the Success By 6 Collaboration Model

Description

Success By 6 was born as a collaboration among many partners and has developed its 'organization' to evolve to a structured venture within the United Way umbrella. Success By 6 Peel needs to further develop its model of collaboration and partnership that reflects the principles of the initiative and that is grounded in the experience of its partners.

There has been some experience in the past year in terms of establishing new committee and management structures, reviewing models for service agreements among members, forming advisory committees to support other organizations, and so on. This forms a basis of experience upon which to build.

This model development and documentation of the roles and processes, including expectations of members, needs to continue especially over the next year of evolution.

Priorities for 2005/2006

- *Clarify the Collaborative Model* — clarifying how the collaborative works in terms of roles and processes is a priority for the Management Committee in 2005.

2. Actively Engage Multi-Cultural Organizations in Success By 6

Description

To be successful, Success By 6 must integrate the diverse service providers in Peel to work towards one shared child development goal. Multi-cultural, multi-lingual, and other organizations serving diverse communities must be involved in the Success By 6 initiative as leaders, through the Council of Champions, and through the Community Advisory Committee. Benefits are twofold — Success By 6 gains from the input and experience of the multi-cultural community, and the multi-cultural community gains awareness and capacity.



Priorities for 2005/2006

- *Recruit and Engage More Multi-cultural Organizations* — this is an immediate 2005 priority in terms of broadening the network to include multi-cultural organizations and ensuring a multi-cultural perspective is included on key projects and committees.
- 3. Increase Public, Stakeholder and Decision Maker Awareness and Knowledge of Success By 6 Peel.**

Description

Promote Success By 6 in Peel Region as an initiative that will contribute to healthy child development, and will facilitate the integration of resources and energies to achieve that goal to the range of stakeholders, communities and decision makers.

This includes marketing and communicating to all key audiences including service providers within member organizations; outside, key decision-makers and influential organizations in Peel; parents and parent organizations; and the general public.

Success By 6 has been developing the basics of a branding and communications program including a logo and visual identifier to promote understanding and awareness. This can be broadened to include branding the Region of Peel as a 'Success By 6 community'.

Priorities for 2005/2006

- *Prepare Communications Plan* — in 2005, Success By 6 should prepare an umbrella communications plan that defines and addresses its communications and brand awareness objectives.



Strategic Objective #2: Support the Integration of Services toward a Robust, Proactive Service System

Description

This strategic objective seeks to build the capacity of the service system while also fostering changes that produce a more effective and integrated service system, which directly impacts on child outcomes. The objective has three primary elements:

- Success By 6 will work to strengthen and expand the service system to better respond to growing demand and future population growth, and to better support the development of children 0-6 in Peel.
- Success By 6 will play either a planning and coordination role or influence planning organizations to ensure that any new funding and/or program initiatives are implemented in Peel in a way that supports system integration and service coordination, and contributes to improve child development outcomes.
- A more effective service system has well trained knowledgeable and capable staff. Therefore, efforts to enhance professional development, especially around service integration and early child development best practices, are important in achieving a better service system.

Measure of Success

The level of system integration will be difficult to measure effectively. For simplicity, we would suggest measuring the improvements made by direct initiatives or projects as the best proxy approach.

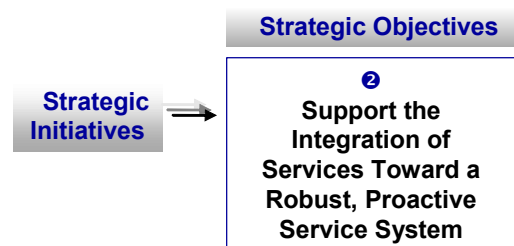
Strategic Initiatives

In order to accomplish this, the following strategic initiatives are possible over the next 5 years.

1. Collaborative Service System Projects

Description

A better (robust, integrated and proactive) service system happens because of dedicated collaboration among service provider organizations working on specific service issues to improve service to families and children. There are many potential topics and efforts.



- Identify and address gaps and needs in regard to new and existing services. Consultation workshop participants identified a range of service gaps including respite care for children with special needs; speech and language services; and child care.
- Identify and address system and access barriers. Barriers identified include waiting lists, user fees, hours of service, need for referral, transportation (distance as well as cost of transit), language and cultural barriers, barriers related to disability or special needs of child or parent.
- Workshop participants also identified the need for designing innovative models of service including mobile services, service hubs; and models that make use of business and commercial space where community space is lacking.

Success By 6 has already begun a number of projects among its members to enhance the service system including:

- Post-partum depression
- PEP-Start
- Substance abuse
- Children's Mental Health

Priorities for 2005/2006

- *Establish Project Screening Criteria* — before launching or accepting service system projects, Success By 6 ought to ensure they fit the principles of the Collaborative and negotiate adjustments as required. Those principles include:
 - addressing unmet needs,
 - being consistent with accepted child development policies and best practices,
 - being collaborative among organizations,
 - involving multi-cultural organizations, and
 - strengthening communities.
- *Continue Existing Projects in 2005* — Success By 6 will continue the support of existing projects (Post-partum depression, PEP-Start, Substance abuse, Children's Mental Health) ensuring that the continued efforts meets its Project Screening Criteria.
- *Support Neighbourhood Projects Identified in Strategic Objective #3* — recognize that a robust service system must be fully integrated within communities and neighbourhoods.
- *Pursue Best Start for Peel in 2005* — Success By 6 will support the proposal and lead the project if selected, for Peel to become one of the three Ontario Best Start pilot projects (Best Start integrates child care and Junior and Senior Kindergarten).
- *2006 and Beyond, Assess Participation in Proposed New Projects* — Success By 6 should assess new service projects as they arise using the project screening criteria.



2. Enhance and Improve Staff Professional Development/Education Opportunities

Description

This involves improving access to professional development/education opportunities for staff involved in the development and delivery of programs for children 0-6 years. Professional development and education on the principles of early child development, and strategies and approaches to apply the learnings, is important to child outcomes. Staff working with children age 0-6 years and families in Peel would be the first priority for coordinated and targeted professional development. Success By 6 can play a role in supporting members ensure that all providers have access to training opportunities, and enhance the scope and content of the training.

Specific development and education needs were identified by the consultation workshop participants including training that focused on special needs children; screening tools; post partum depression; as well as input to the changes being considered for ECE education.

Currently some activities are being supported including:

- Bi-annual conference.
- Education committee.

Priorities for 2005/2006

- *Continue to Support Existing Projects in 2005* — support member activities in this area including the existing projects, specifically. Bi-annual conference and Education Committee. No proactive development of new initiatives is contemplated.



Strategic Objective #3: Foster the Development of Communities That Support Families and Children

Description

This objective involves the development of capacity of various 'communities' to improve outcomes for children age 0-6 years including:

- Geographic communities
- Cultural communities
- Parents
- Service providers
- Employers

Building 'communities' brings together initiatives in the other strategic objectives. For example, developing community capacity to improve child development outcomes includes education and awareness as well as research and advocacy. It is also dependent, to a significant extent, on the capacity of the Success By 6 collaborative.

Measure of Success

For geographic and cultural communities, a community or social cohesion indicator may be developed to demonstrate advancements where projects have been undertaken.

For other stakeholder groups, one may measure changes in the degree of active support for families and children.

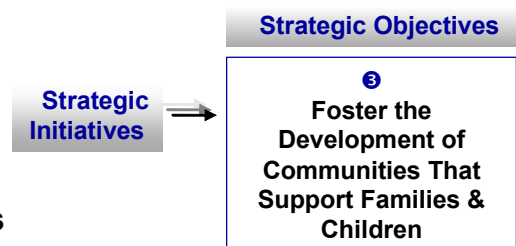
Strategic Initiatives

In order to accomplish this, the following strategic initiatives are possible over the next 5 years.

1. Support Neighbourhood Development Projects

Description

This strategic initiative is based on the recognition that a healthy neighbourhood community provides positive, accessible and constructive supports to families and children. Communities are empowered partners in the development of healthy, strong



communities, and contribute informally and formally to social cohesion and the development of social capital.

Strong neighbourhoods include the diverse range of ethnic and cultural groups in Peel. Underpinning this initiative is the recognition that Success By 6 must reflect and respect this diversity in its work in communities.

A number of activities may support this initiative including:

- Identification of a set of baseline data to measure community cohesion and social capital. This will provide an important starting point for ongoing community building work. Success By 6 could conduct research, develop and test baseline measures, and share the results among Success By 6 partners.
- Identify and coordinate projects in Peel to develop and strengthen local geographic neighbourhoods where there is currently poverty and limited supports. This may involve planning, community outreach, community development, work with existing service providers to integrate services more effectively, and research and advocacy regarding service enhancements. Target communities should include:
 - At-risk communities.
 - Underserved communities.
 - Existing community through enhancement of Early Years/hub.
- Projects could also be directed to a non-geographic community including ethno-racial community, disability, and teen parents.

These projects must be community-based and owned. The Success By 6 role in such projects may include integrated system planning, leadership, facilitation, coordination and, where necessary, the provision of key strategic supports.

Priorities for 2005/2006

- *In 2005, Develop Proposals for Neighbourhood Development Project(s) and Start up at Least One* — identify potential neighbourhoods needing developmental support, engage community and providers in design of a proposal, seek and secure funding.
- *In 2006, Start up One or Two Pilot Neighbourhood Development Projects.*



2. Engage Peel Business and Employers in Healthy Child Development

Description

Success By 6 will encourage and support the development of family supportive workplaces in Peel. It will act as a catalyst, providing information, facilitating discussions, making linkages between the business sector and the needs of families and children.

Part of this initiative involves engaging the Boards of Trade and the Chamber of Commerce in Success By 6 and the goal of healthy child development. This leadership role will include developing strong relationships and awareness of Success By 6. It will involve education of the business community about the long term and economic benefits of healthy child development and the positive impacts of family-friendly workplace policies and practices.

The primary initiative, however, is to promote the development of family-friendly workplaces in Peel. Success By 6 must play an intermediary role, linking employers and service providers to support the development of new initiatives and partnerships between the two stakeholder groups. This linking role should also involve sharing information and support material about best practices regarding family-friendly policies and practices, and participating with other communities in Canada in Family Friendly promotions.

Priorities for 2005/2006

- *In 2005, Form Program Design Group with Peel Business* — it is critical to engage employers and businesses in the development of new initiatives and a recognition program for family friendly workplaces. There are models available from other communities that can serve as a starting point.
- *In 2006, Success By 6 Should Initiate the First Annual Recognition Program for Family Friendly Workplaces.*



3. Support Parents in Getting Information and Become Involved in Child Development Programs

Description

Parents are the critical link in child development. Success By 6 will play a facilitating and coordinating role to promote positive parenting and healthy child development. There are two facets of this initiative:

- *Facilitate parents' access to appropriate information about child development and supports, services and programs.* This must include access to multi-lingual, culturally specific written information, as well as information that is clear, understandable and communicated in 'plain' language. It must also include access to other information available through informed service providers; telephone-based as well as web-based access. In order to reach parents, a multi-media approach will be needed including community services, family doctors, and formal media.

Currently, Success By 6 is supporting the work of members who are developing an early years inventory and sponsoring family fairs.

This initiative somewhat overlaps the plan for a broad communications plan for Success By 6. Some components of that communications plan as well as education awareness campaigns will support this initiative.

- *Promote parent involvement and participation in service design and delivery.* Success By 6 can model this through their project initiatives. Success By 6 recognizes the valuable perspectives that parent input can add to program design and delivery. It will promote parent involvement with its partners and with other Success By 6 stakeholders. Potentially, a parent council may be formed to provide program advice from the parental perspective.

Priorities for 2005/2006

- *Support CDRCP's lead role in existing projects* — in 2005 and ongoing, support Child Development Resource Connection Peel (CDRCP) in its lead access role and its lead of the early years' inventory project.



Strategic Objective #4: Lead the Advancement of Policy, Research and Advocacy in Early Child Development

Description

This objective is about Success By 6, creating positive policies within which the child development system operates and which promote and support families and children development.

Therefore, it involves tracking information about outcomes and results for children, having available information about best practices, research and developments in the field, coordinating new research so that it is addressing the right issues, and promoting or advocating sound policies.

Measure of Success

This is measured by the credibility of Success By 6 among decision makers.

- Number and impact of policy and advocacy positions researched and communicated to decision makers.
- Impact of report card — raising awareness through media coverage, informing decision makers, etc.
- Perceived role and leadership in policy, research and advocacy among key stakeholders and organizations.

Strategic Initiatives

In order to accomplish this, the following strategic initiatives are possible over the next 5 years.

Strategic
Initiatives



Strategic Objectives

4
Lead the Advancement
of Policy, Research
and Advocacy in Early
Childhood

1. Develop a Report Card to Monitor Child Development Outcomes in Peel

Description

A report card that measures and monitors, on a regular basis, the state of child development in Peel is a pivotal component that underpins most of what Success By 6 does.

- It relates directly to the vision, monitors our progress (or measures) in relation to the Broad Outcomes of the Vision (page 6) and provides a basis for future planning and priority setting.



- It provides content for the communications and education initiatives.
- It provides reason for system service planning.

Some work has already begun in terms of indicators and some members have developed and reported key measures on child development.

Priorities for 2005/2006

- *In 2005, Commission the Current Accountability and Evaluation Committee of Success by Six to Lead the Development of an Annual Report Card on Child Outcomes* — this initiative is critical and action needs to begin urgently. The Peel District School Board has provided leadership to this Committee, and its members are well equipped to lead this function on behalf of Success By 6. Success By 6 should seek additional resources to support this effort and solicit corporations and the Region to support this effort.

2. Act as a 'Clearing House' for Policy Developments and Research on Child Development

Description

Community members are not always aware of ongoing or planned research or of the findings of research conducted in their community. Success By 6 Peel can play a 'clearing house' role with regards to research and policy developments. This involves maintaining information about research projects, policy developments and best practices. The findings and conclusions will be communicated or available to providers and interested partners in the community.

Priorities for 2005/2006

- *In 2005, Commission CDRCP to Review 'Clearing House' Function* — CDRCP to review existing roles and information available in Peel (including Social Planning Council and libraries) related to providing research and policy monitoring as well as proposing an approach for providing this function.
- *In 2006, Decide how to Provide a Clearing Housing role* — it may be most appropriate for Success By 6 to commission CDRCP to play this role if it is deemed needed and feasible.



3. Facilitate the Development of a Coordinated Research Agenda

Description

Partner organizations and others in Peel undertake research and identify areas for policy development, research and evaluation in the early child development field. Success By 6 is well placed to correlate these efforts by bringing together the various 'agenda' and create a more coordinated research agenda.

To do that, Success By 6 needs to build a strong relationship with each of the three area municipalities (Brampton, Mississauga and Caledon) and the Region of Peel, and to bring them together for a common child development agenda.

The research agenda if coordinated should focus on critical issues that have an impact on healthy child development including poverty, diversity, immigration and settlement issues, as well as neighbourhood development and enhancement related issues.

Possibly, Success By 6 may facilitate the design of new research efforts on the agenda to ensure they have balanced perspectives. However, it is unlikely that Success By 6 would directly lead research projects. Instead, it would support members or commission members to undertake these activities.

Priorities for 2005/2006

- *In 2006, Develop Process and Coordinated Agenda* — while this is important, it is best undertaken after the Report Card has been developed and the first report provided. Then Success By 6 can lead the development of a process for developing the research agenda among the appropriate groups. This should be completed by the end of 2006.

4. Advocate on Child Development Policy Issues.

Description

Success By 6, through the leadership of the Council of Champions, is very well positioned to present a strong and collective message about child development to decision makers at all levels of government. It can formulate credible policy stands since it brings together many perspectives on service policy areas that affect child development.

Priorities for 2005/2006

- *Take a Stand on One Significant Policy Issue in 2005* — Success By 6 needs to start an advocacy role since it is a key element of its mission. It needs to start soon by identifying one critical policy issue and devising a stand that its members can support and then communicate it clearly to policy makers.



Strategic Objective #5: Facilitate Knowledge Transfer about Early Child Development and Community Collaboration

Description

This objective involves transferring knowledge broadly and establishing a reputation for doing so.

- First, it means educating people in Peel about early child development.
- Second, it means building on the collaborative experience and showing, through learning from the rest of Canada, how to impact child development through community collaboration.

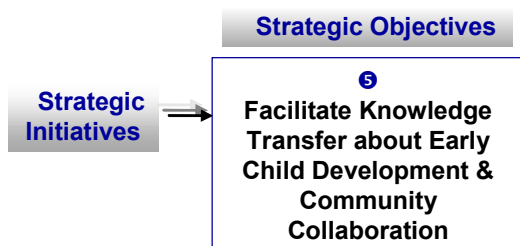
Measure of Success

Measurement of this objective would include:

- Public and parental awareness of the importance of child development as well as specific developmental milestones.
- Degree to which other communities and organizations look to Success By 6 Peel as leader in the field.

Strategic Initiatives

In order to accomplish this, the following strategic initiatives are possible over the next 5 years.



1. All Parents Will Understand the Importance of Early Child Development

Description

While there is a growing awareness among professionals about the benefits of early child development, there is limited and uneven understanding among other stakeholders, especially parents. Success By 6 needs to work to aggressively raise the awareness and understanding of healthy child development including increasing the knowledge base of child development milestones, positive and supportive parenting approaches, and resources and supports available.



The messages to parents would include the following:

- Early child development is a critical investment in the future.
- Healthy child development is a responsibility that is shared by parents and families, the community, service providers, and employers.
- Education about child development — age specific developmental milestones.
- Information about supports and services available in the Success By 6 service partnerships.

Priorities for 2005/2006

- *In 2006, Develop Plan and Implement* — the Report Card is an important precursor to this initiative and resources will be needed to implement it. Therefore, the work in the next year should be focused on planning and funding. Success By 6 may also wish to coordinate the implementation of the plan working with members who are already conducting similar educational programs.

2. Become Recognized Nationally as a 'Centre of Excellence' for a Community Collaborative Approach to Child Development

Description

Success By 6 Peel is an innovative model for child development and collaboration at the community level. Success By 6 should seek to be so excellent at doing this, that it builds a cross-country reputation for being the centre of excellence for doing community collaboration. Given that strength, it should participate in and contribute to national, provincial and regional discussions on child development. This will inform the Peel initiative and will provide an opportunity to showcase the Success By 6 'successes'. It will develop a broader awareness and profile for the Peel initiative.

Priorities for 2005/2006

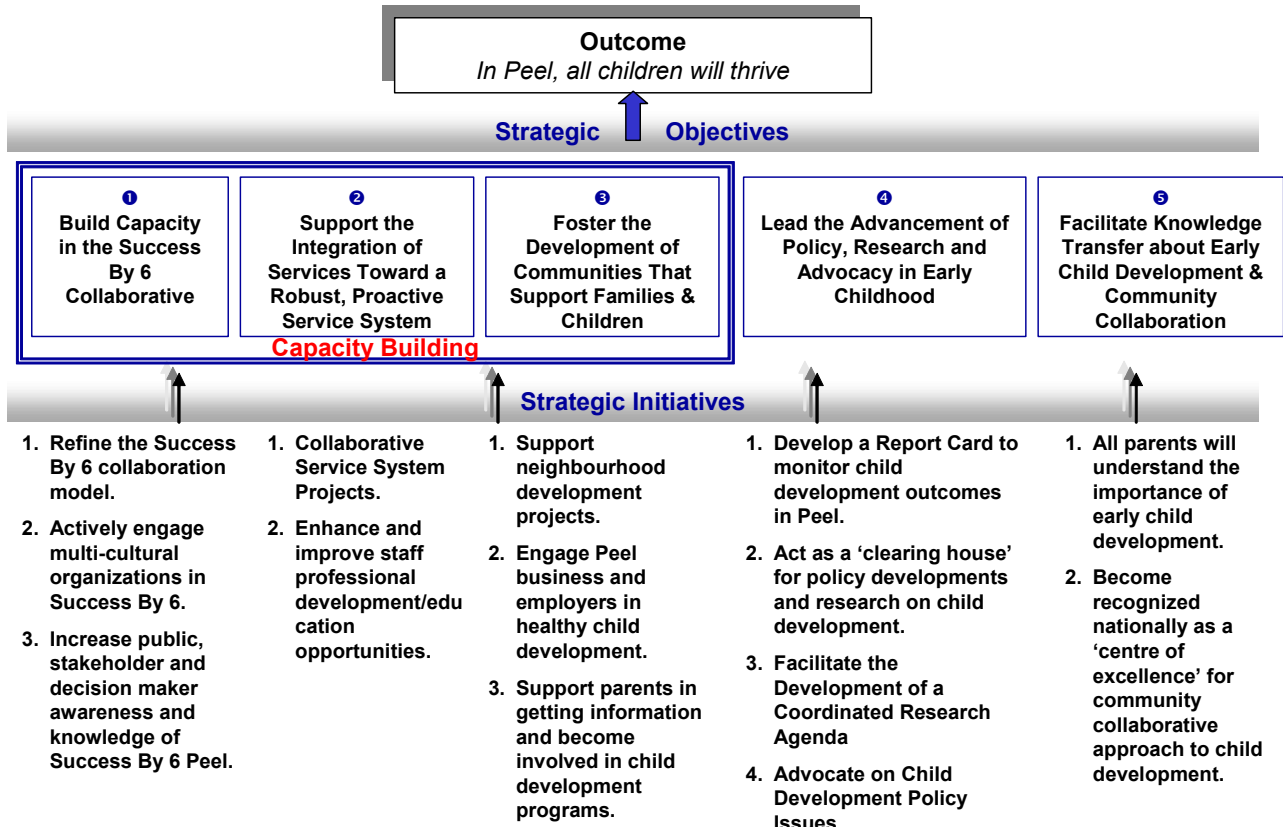
- *In 2006, Plan for National Conference in 2007* — Success By 6 should bring practitioners from across Canada and possibly internationally together to share their approaches about collaborative models to support child development outcomes in their local communities. Funding should be obtained to support this effort.



Summary of Strategic Initiatives and Priorities

Map of Strategic Initiatives

The strategic initiatives to be pursued in the next two years are outlined below under the strategic objectives.



Summary of Strategic Initiatives Priorities 2005 /2006

Strategic Objective/Initiative	2005	2006
Strategic Objective #1: Build Capacity in the Success By 6 Collaborative		
1. Refine the Success By 6 Collaboration Model	<ul style="list-style-type: none"> • Clarify the Collaborative Model 	
2. Actively Engage Multi-Cultural Organizations in Success By 6	<ul style="list-style-type: none"> • Recruit and Engage More Multi-cultural Organizations 	
3. Increase Public, Stakeholder and Decision-maker Awareness and Knowledge of Success By 6 Peel	<ul style="list-style-type: none"> • Prepare Communications Plan 	
Strategic Objective #2: Support the Integration of Services toward a Robust, Proactive Service System		
1. Collaborative Service System Projects	<ul style="list-style-type: none"> • Establish Project Screening Criteria • Continue Existing Projects in 2005 • Support Neighbourhood Projects Identified in Strategic Objective #3 • Pursue Best Start for Peel in 2005 	<ul style="list-style-type: none"> • Assess New Projects as Proposed
2. Enhance and Improve Staff Professional Development/Education Opportunities	<ul style="list-style-type: none"> • Continue to Support Existing Projects in 2005 	



Strategic Objective/Initiative	2005	2006
Strategic Objective #3: Foster the Development of Communities That Support Families and Children		
1. Support Neighbourhood Development Projects	<ul style="list-style-type: none"> In 2005, Develop Proposals for Neighbourhood Development Project(s) and Start up at Least One 	<ul style="list-style-type: none"> In 2006, Start up one or two pilot Neighbourhood Development projects
2. Engage Peel Business and Employers in Healthy Child Development	<ul style="list-style-type: none"> In 2005, form program design group with Peel business 	<ul style="list-style-type: none"> In 2006, Success By 6 should initiate the first annual recognition program for family friendly workplaces
3. Support Parents in Getting Information and Become Involved in Child Development Programs	<ul style="list-style-type: none"> Support CDRCP's lead role in existing projects 	
Strategic Objective #4: Lead the Advancement of Policy, Research and Advocacy in Early Childhood		
1. Develop a Report Card to Monitor Child Development Outcomes in Peel	<ul style="list-style-type: none"> In 2005, commission the Success By 6 Accountability and Evaluation Committee to lead the development of an annual report card on child outcomes 	
2. Act as a 'Clearing House' for Policy Developments and Research on child Development	<ul style="list-style-type: none"> In 2005, Commission CDRCP to review 'clearing house' function 	<ul style="list-style-type: none"> In 2006, decide how to provide a Clearing Housing role
3. Facilitate the Development of a Coordinated Research Agenda		<ul style="list-style-type: none"> In 2006, Develop Process and Coordinated Agenda
4. Advocate on Child Development Policy Issues	<ul style="list-style-type: none"> Take a Stand on One Significant Policy Issue in 2005 	



Strategic Objective/Initiative	2005	2006
Strategic Objective #5 Facilitate Knowledge Transfer about Early Child Development and Community Collaboration		
1. All Parents Will Understand the Importance of Early Child Development		<ul style="list-style-type: none"> • In 2006, Develop Plan and Implement
2. Become Recognized Nationally as a 'Centre Of Excellence' for a Community Collaborative Approach to Child Development		<ul style="list-style-type: none"> • In 2006, Plan for National Conference in 2007



Implementation

Once this Strategic Directions document is accepted, it will become the Strategic Plan for Success By 6 Peel.

Next Step – Management Committee Prepares Implementation Plan

The Management Committee will be responsible for directing and managing implementation of the Strategic Plan. Once approved, staff will work with the Management Committee to develop an Implementation Plan.

The initiatives will need to be detailed for implementation management purposes. Specifically, the implementation plan for the first year should include:

- Defined deliverables and measurement indicators for each initiative.
- Specific timing for each project and assignment of accountability.
- Resource implications and budget or funding requirements for each project/initiative.
- Implications for current annual budget including reassignment of funds from current activities and programs.
- Expected milestones for reporting/communication of progress.

Annual Progress Reviews and Evaluation

Success By 6 Peel needs to review its progress in accomplishing the Vision and strategic objectives on an annual basis. The Report Card will assist to establish this discipline.

The Management Committee and Council of Champions should undertake an overall evaluation of progress on the plan, in 2007, and report back to the partners as a first step in revising and updating its strategic plan for the subsequent three or so years.

