



Peel CAS has five key strategic priorities. This executive summary includes a brief summary of progress from April 2023 to September 2023 on priorities 2, 3 and 4. Priority 1 progress is provided through the Comprehensive Review Work Plan updates and progress reports. Priority 5 progress is provided through budget planning and monitoring processes.

Key strategic priorities include:

1. Comprehensive Review Work Plan
2. **People Plan**
3. **Diversity, Equity & Inclusion and Anti-Racism Action Plan**
4. **Service Strategies (Early Help, Mental Health, Intimate Partner Violence Strategy & Trailblazers)**
5. Balanced Budget

## 2 People Plan

People Plan focused on 4 major projects: Staff Engagement and Inclusion, Learning and Development, Health, Wellness and Safety and Diversity, Equity and Inclusion.

In the area of Staff Engagement and Inclusion, People and Culture Department created a workgroup to develop a work plan/strategy for re-branding, negotiated a new Collective Agreement with CUPE 4914, have begun development on a new recruitment/talent acquisition strategy and started development of new people metrics.

In the area of Learning and Development, the L&D Committee regrouped and plans to review strategy before presenting to SMT. The in-house Leadership series continues and Learning Pathways for multiple positions across the Agency are being created.

In the area of Health, Wellness and Safety, Wellness events are now promoted at New Hire Orientation training, the Wellness Committee launched their Wellness Stamp Card where 114 staff registered for the program at launch and the committee plans to host most in-person sessions throughout the year.

In the area of Diversity, Equity and Inclusion, work within the People and Culture DEI strategy is underway with quarterly meetings with the DEI department. A census survey is prepared and planned to launch tentatively in January 2024.

## 3 Diversity, Equity & Inclusion and Anti-Racism Action Plan

Diversity, Equity & Inclusion focused on 3 major projects: Anti-Black Racism, Ethno-Specific Service Models and Truth & Reconciliation Plan.

In the area of Anti-Black Racism, ongoing trainings are being held for all staff, including courageous conversation sessions, youth in the Village & SAYA meet monthly. A budget has been allocated for wellness kits and other ongoing initiatives. Black Employee Network, Bridge Beyond Rainbow Committee and the Diversity & Inclusion Council continue to meet and support agency initiatives. The Restoration Policy Review Steering Committee has reviewed and revised 9 policies.

In the area of Ethno-Specific Service Models, work has been done to ensure that referrals are channeled to the Cultural Wraparound Services and enhancements have been made in collaboration with the Client Services team.

In the area of the Truth & Reconciliation Plan, we continue to support NCFST and their extension of jurisdiction into Peel and our Truth and Reconciliation Lead is building relationships with our Indigenous Child and Family Wellbeing Partners as well as providing case consultation in order to provide best supports/resources and we continue to host Indigenous celebrations.

## 4 Service Strategies

Service Strategies focused on 4 major projects: Early Help & Intervention, Mental Health, IPV Strategy and Youth Success - Trailblazers.

In the area of Early Help & Intervention, success cases were highlighted, community awareness was increased. Guiding principles documentation templates on Early Help cases were established. A Front Door Hub was created. Presentations were made to internal/external groups. Collaboration established with Infant Wellness Program and Youth Success team. Foundation awarded the program funding and ongoing discussions with both MNS & DPCDSB on co-location pilots.

In the area of Mental Health, SafeTalk and ASIST trainings were held for frontline staff, foster caregivers and supervisors. Mental health project team/committee developed their workplan. Work is underway on creating a consultation process that will support staff working with youth with suicide ideation. We are seeking government funding for a Youth Wellness Hub.

In the area of Intimate Partner Violence, the IPV team strategy and workplan are being developed in consultation with internal groups. The SCoP Mississauga will expand into the PCAS offices. An IPV training pathway is being developed for new staff. Work is being done with SDI to identify spectrum codes and reports for review so we can analyze trends and service gaps.

In the area of Youth Success - Trailblazers, partnerships with MLSE, Jays Care Foundation and Raptors 905 have continued. Additional program supports for youth are being explored, such as mental health, immigration and ethno-cultural programming. Funding sources are being explored. Ready, Set, Go youth plan is now part of the programming catalogue. Work has been done to provide youth with Employment Resources.



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# Key Strategic Priorities Report

for the period of  
April 2023 to September 2023



Produced by:  
Strategic Data Intelligence  
November 2023





# Key Strategic Priorities

Peel CAS has five key strategic priorities:

1. Comprehensive Review Work Plan
2. **People Plan**
3. **Diversity, Equity & Inclusion and Anti-Racism Action Plan**
4. **Service Strategies (Early Help, Mental Health, Trailblazers & Intimate Partner Violence Strategy)**
5. Balanced Budget

This report provides progress from April 2023 to September 2023 and plans for the rest of Fiscal Year 2023-24 on priorities **2, 3 and 4.**

Progress on priority 1 is provided through the Comprehensive Review Work Plan updates and progress reports.

Progress on priority 5 is provided through budget planning and monitoring processes.

## Our Mission

To ensure the safety and well-being of children and to strengthen families through partnership.

## Our Vision

Every child cherished.

## Our Values

Collaboration and diversity.  
Accountability to the children, families and community we serve.  
Respect and compassion.  
Excellence, learning and innovation.

In a supportive working environment -  
We **CARE.**



# 2 People Plan



## Staff Engagement & Inclusion

Peel CAS is committed to a culture of engagement that aligns with Peel CAS values where staff feel supported, included and committed to the agency's mission.

<b>Goal #1:</b>  Create a culture of engagement that aligns with Peel CAS values and where staff feel supported, included and committed to the agency's mission.	<b>Activities:</b>  1) Clarify the role of the People & Culture department and gather feedback from staff on what they need from People & Culture.	<b>Progress of activities in 2023-24:</b>  <b>On schedule, progress as planned.</b>  People & Culture department workgroup being created to develop work plan/strategy for re-branding.	<b>Activities planned for 2023-24:</b>  Additional team building meetings to occur.  Opportunity based on overall agency workplan to rebuild and rebrand department in partnership with staff.
	2) Continue to develop a respectful relationship with CUPE 4914 and prepare for bargaining.	<b>Completed, October 2023.</b>  We continue to develop an ongoing positive respectful relationships with CUPE 4914. Bargaining was prepared for and has since been completed.	
	3) Develop a robust people metrics (including a diversity, equity and inclusion dashboard) to measure outcomes, aid in workforce planning and decision making.	<b>On schedule, progress as planned.</b>  Continue working with Finance and SDI on the use of metrics and the Dayforce module. A working group to be created to advance goals in this area.	Dayforce people analytics have been sourced to further provide resources/support on agency metrics. A small project team consisting of People & Culture, SDI & Finance will be working on the new module and project.
<b>Goal #2:</b>  Retain and attract top talent who share our vision, values and expected behaviours.	<b>Activities:</b>  1) Develop a recruitment strategy & talent acquisition strategy to improve our ability to attract and retain candidates as well as ensuring a fair and equitable process.	<b>Progress of activities in 2023-24:</b>  <b>On schedule, progress as planned.</b>  Most of the immediate recruitment proposals were endorsed and have been implemented. Changes made as result of the proposals are now informing the development of our talent acquisition strategy which is currently in progress. Some key areas of progress include; a review of our reference and police check processes to avoid delays in start dates, developing a mentorship program for service staff and a re-vamp of our orientation program for new staff to create a sense of belonging and connection. In consultation with our Communications department we were able to develop strategies to increase our visibility on social media platforms and other avenues to generate interest.  We are in the process of consulting with DEI on the strategy to get their recommendations and feedback.	<b>Activities planned for 2023-24:</b>  A recruitment guidebook/best practices is under development.  Consult with DEI department for feedback on strategy and incorporate recommendations.  Once talent acquisition strategy is implemented, begin development of a separate but linked retention strategy, within 12 months.

## Learning & Development

Peel CAS is committed to ensuring that staff at all levels have opportunities to grow and develop as well as strengthen our culture of career long learning and development.



<p><b>Goal #1:</b></p> <p>Ensure leaders at all levels are equipped with skills to lead. Strengthen our culture of career long learning and development.</p>	<p><b>Activities:</b></p> <p>1) Develop a learning and development strategy.</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>On schedule, progress as planned.</b></p> <p>The Learning and Development Committee was on hold since October 2022. The Committee recently re-grouped in October 2023 and will be reviewing the strategy for input and feedback before presenting to the Senior Management team.</p> <p>The in-house leadership series has continued and the committee is focused on developing learning pathways for positions across the Agency.</p>	<p><b>Activities planned for 2023-24:</b></p> <p>Senior Management to review the learning and development strategy for feedback and next steps.</p>
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## Health, Wellness & Safety

Peel CAS is committed to supporting the health, safety, and well-being of our people in a healthy workplace environment.



<p><b>Goal #1:</b></p> <p>Building the capability to support the health, safety and well-being of our people in a healthy workplace environment.</p>	<p><b>Activities:</b></p> <p>1) Continuing the implementation of the wellness strategy.</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>On schedule, progress as planned.</b></p> <p>Exploring vicarious trauma training opportunities for staff as a recommendation from RAC and from feedback from the Mental Health Strategy.</p> <p>In May we hosted our first in-person lunch and learn session we had 16 staff attend this event.</p> <p>Due to holiday scheduling, a Mental Health Wellness Session in commemoration of World Mental Health Day was held on October 11, 2023 with 88 attendees. Attendance increased significantly compared to the previous year (21 attendees in 2022).</p>	<p><b>Activities planned for 2023-24:</b></p> <p>Continue to collaborate with other committees on how Wellness can support the Agency.</p> <p>Continue to offer OMERS information sessions for staff.</p> <p>Present to RAC with vendor list for vicarious trauma training and offer recommendations for them to make a decision.</p>
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## Health, Wellness & Safety

<p><b>Goal #1 (cont'd):</b></p> <p>Building the capability to support the health, safety and well-being of our people in a healthy workplace environment.</p>	<p><b>Activities:</b></p> <p>2) Host in-person wellness sessions and events at the office to increase staff engagement.</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>On schedule, progress as planned.</b></p> <p>We have found that since most staff are still working from home, it's hard to get staff to participate in in-person wellness events unless we can tie it to an Agency event.</p> <p>The Staff BBQ was very successful where we had a booth to launch our Wellness Stamp Card initiative. We had 114 people attend our booth to sign up for the Wellness Stamp Card.</p> <p>The agency will continue to offer on-site massages until the end of fiscal year. Dates being explored to align with days that staff are in the office.</p>	<p><b>Activities planned for 2023-24:</b></p> <p>We are planning to host an in-person Wellness Fair in the Spring with vendor booths as staff really enjoyed that last year.</p> <p>Continue to offer onsite massages, however see if we can change the dates to during mid week for staff who are not in the office on Fridays.</p>
	<p>3) Increasing awareness and participation of wellness events.</p>	<p><b>On schedule, progress as planned.</b></p> <p>Wellness has been included in the New Hire Orientation as a great opportunity to introduce our upcoming Wellness sessions to new staff.</p> <p>We have also started sending out reminders to the management group about upcoming Wellness events so they can share it with their staff.</p> <p>Launch of our Wellness Stamp Card initiative at the staff BBQ saw 114 staff attend our table to see the launch of our initiative.</p> <p>When we tied a session to the Wellness Stamp Card program for a wellness event we had previously hosted in 2022 and saw an increase in participation from 7 attendees (2022) to 76 attendees (2023).</p> <p>We had a Summer photo challenge this year where we strongly encouraged participation from all levels of the agency. This year we had 24 participants, including 4 SLT participants and 66 submissions.</p>	<p>Plans to speak at All-Staff meetings going forward to advise staff of upcoming Wellness sessions.</p> <p>Continuing to use our various communications channels to increase knowledge on Wellness events such as the new Connected, events, news articles, carousel, weekly e-newsletter, word of mouth and agency calendars.</p> <p>Collaborating with other internal committees.</p> <p>Encourage more leaders to participate and attend the Wellness sessions and challenges.</p> <p>Implement November 2023 to January 2024 weekly drop-in sports events held after work at our gym initiative. This is a way of engaging our staff to build camaraderie.</p> <p>Look at continuing with the stamp card for next year and planning events earlier so we have time to advertise save the dates.</p>



<p><b>Goal #1:</b></p> <p>Creating a diverse workplace that incorporates different perspectives, backgrounds and experiences, and recruit, retain and support equity seeking groups, including visible minorities, Indigenous, 2SLGBTQ+, women and disabled persons.</p>	<p><b>Activities:</b></p> <p>1) Develop a People &amp; Culture Diversity Equity &amp; Inclusion strategy to support our goals.</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>On schedule, progress as planned.</b></p> <p>P&amp;C continues to work in collaboration with DEI and have meetings scheduled quarterly.</p> <p>The census survey is prepared and ready to launch. Launch date to ensure maximum staff participation under review. The tentative date is some time in January 2024.</p>	<p><b>Activities planned for 2023-24:</b></p>
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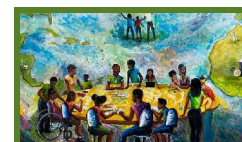
## 3 Diversity, Equity & Inclusion & Anti-Racism Action Plan



Our values drive our commitment to diversity, equity, and inclusion and we believe that it is not just the right thing to do, it is the smart thing to do to achieve positive outcomes for the children, youth, families and communities that we serve. There is a broad diversity, equity, inclusion and anti-racism action plan which will continue to be implemented this year. The plan includes anti-Black racism, truth & reconciliation and ethno-cultural service models.

### Anti-Black Racism

Peel CAS continues to ensure a workplace that is representative of the community that we serve as well as investing in equitable hiring practices.



<p><b>Goal #1:</b></p> <p>Provide staff a space for difficult and courageous conversations on a monthly basis.</p>	<p><b>Activities:</b></p> <p>1) Offer the courageous conversations.</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>On schedule, progress as planned.</b></p> <p>The ongoing curriculum for courageous conversations within our organization remains rooted in DEI/Truth and Reconciliation.</p> <p>These sessions are essential for staff development, enhancing their capacity to serve our diverse community while recognizing their individual experiences.</p> <p>Topics covered include: Stigma around taking Sick Time, the Power of Inclusion, Homophobia/ Transphobia and the effects of Misgendering via pronouns and case notes, Cultural Appropriation and more.</p>	<p><b>Activities planned for 2023-24:</b></p> <p>Continuing to deliver courageous conversations to all staff, covering a wide range of topics as well as those noted by staff in the coming year. Committees such as Bridge Beyond Rainbow, Ujima and Awaaz leadership, D&amp;I Council, BEN and other departments will be hosting conversations and linking experience to service integration.</p> <p>Encouraging staff to apply Dr. Livingston's PRESS framework/model (problem awareness, root cause analysis, Applying problem awareness, empathy, strategy and sacrifice) to any personal or workplace challenge to enhance service delivery for the clients and staff awareness of racial equity.</p> <p>Having ongoing conversations related to staff interest to create a high-performance culture within the organization that fosters a sense of belonging and positive attitude.</p> <p>We will continue to enhance our anti-racism library.</p>
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## Anti-Black Racism

<p><b>Goal #2:</b></p> <p>Provide training to all staff and engage our community partners in anti-racism and anti-Black racism conversations and project development.</p>	<p><b>Activities:</b></p> <p>1) Continue to develop and deliver trainings.</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>On schedule, progress as planned.</b></p> <p>We continue to facilitate training and development of our staff, foster caregivers, volunteers, and cultural navigators within our ethnocultural programs.</p> <p>We are creating resources tailored for Senior Management that will empower supervisors and enhance day-to-day operations in order to meet the needs of our diverse staff and population.</p>	<p><b>Activities planned for 2023-24:</b></p> <p>Ensuring workshop attendees/participants understand their legislative obligation to comply with Bill 168 and 132 to contribute to a safe and respectful workplace.</p> <p>Ongoing training and discussion on issues of anti-racism and anti-Black racism. Continue to work with committees that support pillars of the DEI department, such as the D&amp;I Council, UJIMA and BEN.</p>
	<p>2) New Hire Training</p>	<p><b>On schedule, progress as planned.</b></p> <p>The New Hire Orientation is an important component of onboarding for our new employees.</p> <p>These sessions are designed to provide education and context for our regional work, with a strong emphasis on DEI/Truth and Reconciliation principles. The sessions cover a variety of topics, including overrepresentation and disproportionality, as well as addressing the unique needs of families we serve. In our presentation, we demonstrate our commitment to promoting equitable outcomes in child welfare while incorporating DEI principles throughout the onboarding process.</p>	<p>Provide ongoing Training and Onboarding to newly hired staff at the Agency.</p>
	<p>3) Signs of Safety (SoS) Integration Workshops</p>	<p><b>On schedule, progress as planned.</b></p> <p>Workshops include DEI/Truth and Reconciliation principles. These SoS workshops provide valuable learning opportunities for our staff to engage in ongoing self-reflection and growth.</p> <p>In these sessions, we strive to foster a deeper understanding of our work and the potential impact of our assumptions. In order for our staff to be able to provide more equitable services and foster positive outcomes for children, youth, and families, we must explore critical topics such as power imbalances and cultural competency.</p>	<p>Provide ongoing support for sessions 1 and 3 of the Signs of Safety Integration Workshops.</p>



## Anti-Black Racism

<p><b>Goal #3:</b></p> <p>Ongoing support to our affinity groups: UJIMA, the Village, Awaaz and SAYA, Kindred SEEA, Bridge Beyond Rainbow, We Belong Youth Group, BEN and D&amp;I Council.</p>	<p><b>Activities:</b></p> <p>1) Engage UJIMA and AWAAZ leadership in continuous mentorship programs for the Village and SAYA.</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>On schedule, progress as planned.</b></p> <p>Ujima, Awaaz, and Bridge Beyond Rainbow serve as mentorship groups where our dedicated staff members nurture and guide the youth of the Village, SAYA, and We Belong, fostering a sense of belonging that respects their diverse cultures and identities. Their commitment to monthly meetings ensures that our youth are provided with vital life skills and developmental opportunities.</p> <p>African Heritage/Black History Month, South Asian Heritage Month, National Indigenous History Month, Lunar New Year, and Pride Month events offer additional opportunities for celebrating diversity, fostering inclusion, and enhancing cultural awareness.</p>	<p><b>Activities planned for 2023-24:</b></p> <p>Village and SAYA continue to meet with our youth regularly, for ongoing learning, meeting their cultural needs, trips to heritage sites and further educational opportunities.</p> <p>Provide opportunities for youth involvement, leadership development, and active roles in our agency's initiatives and celebrations.</p> <p>Exploring more hands-on programs so youth can learn more about cooking, hairstyling and other trades.</p> <p>We will continue to collaborate with other committees and departments to enhance our youth's experiences.</p> <p>Ongoing engagement of UJIMA leadership in mentorship programs.</p>
	<p>2) Provide funding and ongoing support of Afro-centric initiatives (Black wellness kit, cultural food, field trips to education centers).</p>	<p><b>On schedule, progress as planned.</b></p> <p>We have allocated a budget for wellness kits in the current fiscal year. 1000 products have been received to support 200 children and youth, including those in our Kinship program. A consistent effort has been made to ensure that all Black children and youth in our care receive a Black wellness kit and hair story book. Culturally relevant products, services, and educational materials are included in these kits.</p> <p>The Village, SAYA, and We Belong continue to provide youth with opportunities to strengthen their cultural connections and identities in a safe and welcoming environment.</p>	<p>Continued special trips for our youth as well as continued support regarding their needs.</p> <p>Promoting cultural programs, initiatives and services across the agency.</p>

## Anti-Black Racism

<p><b>Goal #4:</b></p> <p>Develop employee resource groups to provide a safe and comfortable space for Black employees.</p>	<p><b>Activities:</b></p> <p>1) Monthly meetings for BEN (Black Employee Network).</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>On schedule, progress as planned.</b></p> <p>In June 2023, BEN hosted the inaugural Afro-Youth Fest at the agency through the celebration of Black beauty and diversity in food, fashion, art, and crafts, for the support of Black youth in care. This event also facilitated connections between our staff and African, Black, and Caribbean service providers in the GTA. The Fest served as a platform to raise awareness of our Black communities and the services we provide to families. The event was highly successful, receiving positive feedback from numerous staff members, and valuable resources were shared.</p>	<p><b>Activities planned for 2023-24:</b></p> <p>Monthly BEN meetings continue to occur.</p> <p>BEN will host an empowerment series in the Fall of 2024 that will focus on the anti-Black racism conversation.</p> <p>BEN Fundraiser – plans to do it bi-annually and work more collaboratively with Foundation.</p> <p>Black History/African-Heritage Month February 2024 Theme will be <b>“Time for Change: Action Not Words.”</b></p> <p>Ongoing case consultations from an ABR lens.</p> <p>Development of an anti-racism and anti-Black racism policy.</p> <p>Participation in rapid case conferencing, expanding the use of Akoma wraparound services.</p> <p>We have begun ongoing planning for our next Black History/African Heritage Month. Our 2024 Theme is: <b>“Black Canadians and the Arts”</b>.</p> <p>We also have Anti-Black Racism Conversation on Trauma Sessions planned for June 2024 with 1 session being reserved for those staff who identify as Black and another open to all staff.</p>
	<p>2) Diversity &amp; Inclusion Council meetings continue monthly and support ongoing agency initiatives.</p>	<p><b>On schedule, progress as planned.</b></p> <p>The Diversity &amp; Inclusion Council meets monthly and collaborates closely with DEI. The Council participates in various observances and celebrations through the dissemination of educational articles. The purpose of these resources is to enhance awareness and understanding of cultural perspectives and experiences from a different lens.</p> <p>The Council has fully supported the establishment of RAC and subcommittees, reinforcing our commitment to building an inclusive organization. In addition to contributing to the Policy Review, the Council provides invaluable feedback to different branches in the agency and the work with DEI.</p> <p>We are still navigating the budget to build a comprehensive resource library in eLibby to enable staff to easily access and explore educational materials.</p>	<p>Continue to meet and implement the D&amp;I work plan and support Agency in DEI/Truth &amp; Reconciliation initiatives.</p>

## Anti-Black Racism

<p><b>Goal #4 (cont'd):</b></p> <p>Develop employee resource groups to provide a safe and comfortable space for Black employees.</p>	<p><b>Activities:</b></p> <p>3) Bridge Beyond Rainbow Committee to support agency with 2SLGBTQ+ initiatives and consultations.</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>On schedule, progress as planned.</b></p> <p>The BRIDGE Committee is dedicated to providing support and guidance to colleagues working with 2SLGBTQ+ youth. As a result of consultations with staff and local partners, we have compiled a wealth of resources to assist them in navigating this vital work.</p> <p>The committee is engaged in driving pivotal system changes within our organization in partnership with the Legal Branch. In particular, the focus is on addressing critical issues such as CPIN, drive requests, and inputs. Through these ongoing awareness and education initiatives, we are able to make a positive impact on both our staff and, more importantly, the children we serve.</p> <p>Additionally, they mentor and empower the youth within our <b>'We Belong'</b> youth group, cultivating a positive and safe environment for them each month.</p> <p>Two of our committee members have received comprehensive training in facilitating the <b>'Families in Transition'</b> program.</p>	<p><b>Activities planned for 2023-24:</b></p> <p>The Healthy Relationship Program for our 2SLGBTQ+ youth will be incorporated within our Youth Group.</p> <p>Continuing learning and awareness for staff and the agency about Pride Month and its history, Coming Out Stories to provide a safer space for staff and youth, International Day Against Homophobia, Transphobia, and Biphobia (IDAHOTB) Event: Observe International Day Against Homophobia, Transphobia, and Biphobia on May 17th. Promoting awareness through the 2SLGBTQ+ Museum.</p> <p>We will look to have those committee members trained in facilitating the the Families in Transition program to transfer that knowledge to community member and caregivers.</p>
<p><b>Goal #5:</b></p> <p>Joint People &amp; Culture and Diversity Equity &amp; Inclusion initiatives to review all HR polices from a DEI lens.</p>	<p><b>Activities:</b></p> <p>1) Development and implementation of the Restoration Policy Review Steering Committee to review policies noted in the workplace assessment.</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>Completed.</b></p> <p>From May 8th to September 26th a total of nine (9) policies and related procedures have been sent to management to gather feedback from their team members, along with the corresponding policy review tool with structured questions to guide the process.</p> <p>Upcoming Focus Group Sessions to garner feedback from staff, ERGs, Affinity Groups on new Agency policies such as:</p> <ul style="list-style-type: none"> <li>• Anti-racism Anti-Black Racism</li> <li>• 2SLGBTQ+</li> <li>• Respectful Workplace Program</li> </ul>	<p><b>Activities planned for 2023-24:</b></p> <p>Continuing to review the policies received from BMG, the external vendor assisting Peel CAS in reviewing and updating our current HR policies, and to create any new policies that may be required.</p> <p><u>Review Process Phases</u> Initial draft (this is the version after we receive back from BMG, prior to any of our review processes).</p> <p>Phase 1 draft (this is version after review with the HR Steering Committee).</p> <p>Phase 2 draft (this is version after we do wider consultation/policy review tool).</p> <p>Postings on PolicyTech the versions of the Policies and Procedures sent to management for wider consultation for accessibility and transparency purposes.</p>

## Anti-Black Racism

<p><b>Goal #5 (cont'd):</b></p> <p>Joint People &amp; Culture and Diversity Equity &amp; Inclusion initiatives to review all HR policies from a DEI lens.</p>	<p><b>Activities:</b></p> <p>2) Develop a People &amp; Culture/Diversity, Equity &amp; Inclusion Strategy to support our goals.</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>On schedule, progress as planned.</b></p> <p>DEI/Truth and Reconciliation and the People &amp; Culture team have been meeting regularly.</p> <p>These meetings serve as an important platform for fostering a culture of equity, diversity, and inclusion within our organization. We continue to advance our efforts in these crucial areas through consistent communication and collaboration.</p>	<p><b>Activities planned for 2023-24:</b></p> <p>DEI and the P&amp;C will meet every quarter to collaboratively work on policies, recruitment strategies, successful planning, training and development, DEI Metrics and PDP's and ongoing support for staff capacity building.</p>
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## Ethno-Specific Service Models

In our commitment to provide culturally responsive service models, Peel CAS has developed and implemented ethno-cultural initiatives to better serve the many communities we support.



<p><b>Goal #1:</b></p> <p>Provide cultural wraparound services to our marginalized clients.</p>	<p><b>Activities:</b></p> <p>1) Referrals to be directed to AKOMA, SAATH, MA'AN and SEEA and ongoing data collection.</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>On schedule, progress as planned.</b></p> <p>Several practices have been put in place to ensure that referrals are channeled to the Cultural Wraparound Services available at the Agency including: Early Help initiatives, bringing Cultural Wraparound facilitators to the office for Q&amp;A sessions, presentation of services to planning committees, meeting with teams and branches, and having leadership meetings with service providers.</p> <p>We have also provided our Cultural Navigators with a variety of training opportunities through platforms such as OACAS, the Learning Institute, and CCDI.</p> <p>Additionally, enhancements have been made in collaboration with the Client Services team. The restructuring includes the reorganization of data collection tools for ethnocultural programs, the refinement of the referral process for SEEA, and the improvement of the process of connecting families with the appropriate resources and organizations. The changes are intended to streamline and improve our provision of services to ethnocultural communities.</p>	<p><b>Activities planned for 2023-24:</b></p> <p>Service users continue to receive Ethno-Specific Services from our Agency.</p> <p>Video on Akoma services will be posted on Connected with related brochures for staff to provide to service users.</p> <p>Continue to build strong partnerships and engagement with our service providers (updates, input, sharing for best practices).</p> <p>Ongoing data collection and testimonials from service users.</p> <p>Continue celebrating cultural traditions and events at Peel CAS and utilize Community Speaks to highlight our community partners.</p> <p>Host awareness/knowledge seminars for Peel CAS staff and our Peel Region diverse community members, in partnership with community organizations.</p>
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# Truth & Reconciliation Plan

Historical injustices perpetrated against Indigenous communities have resulted in community impairment, intergenerational trauma and the overrepresentation of Indigenous children in the child welfare system. The child welfare sector has acknowledged that it must do better, be held accountable and work collaboratively with Indigenous communities. This acknowledgement led to the development of Provincial Indigenous Commitments.



Goal #1:	Activities:	Progress of activities in 2023-24:	Activities planned for 2023-24:
<p>Develop sustainable partnerships with our Indigenous communities with the goal of providing services that are culturally safe and addresses the unique needs of our Indigenous families, children and youth.</p>	<p>1) Indigenous partners will continue to provide culturally appropriate services to our clients who identify as Indigenous.</p>	<p><b>On schedule, progress as planned.</b></p> <p>We continue to support NCFST and their extension of jurisdiction into Peel. We have introduced NCFST representatives to the different community roundtables in the Region such as the Hospital, School Board &amp; Police to ensure they have rapport before the extension of jurisdiction is approved by the Ministry. Process Mapping has been completed at the Front Door as well as After Hours to ensure seamless transfer occurs and protocols are followed.</p> <p>Ongoing education provided to staff on 'Duty to Consult' First Nations Bands, the importance of Indigenous community involvement and understanding the unique culture of each FNIM community.</p> <p>Celebration and recognition of National Indigenous Day in collaboration with Aboriginal Legal Services (ALS). Information provided on cultural practices, the history of residential schools and the impacts of the Indian Act on Indigenous Communities. Calls to action and how we support reconciliation were also discussed and staff participated in a traditional circle led by a Knowledge Keeper.</p> <p>Collaboration continues with Métis Nation on education and resources to support our Métis families.</p> <p>Our Truth and Reconciliation Lead (TRL) continues to build relationships with our Indigenous Child and Family Wellbeing Partners such as NCFST, Ogwadeni:deo and Dnaagdawenmag Binnoojiyag Child &amp; Family Services.</p> <p>Staff consultation occurs regularly with our TRL. Reviewing cases and exploring best supports/resources for Indigenous families by Indigenous agencies.</p> <p>Our commitment to Truth &amp; Reconciliation has significantly impacted our interactions with Indigenous families. We emphasize the importance of raising awareness and incorporating Indigenous cultural perspectives into our practice.</p>	<p>Continue to collaborate with NCFST on extension of jurisdiction into Peel. Phase one of this process begins in October 2023 with a pilot, NCFST and Peel CAS will be working together to introduce a Family Navigator who will work alongside the Peel CAS team to provide culturally appropriate supports and services at the Front Door.</p> <p>Case transfer to NCFST to occur upon receiving jurisdiction.</p> <p>Build capacity and add knowledge to our staff with ongoing learning throughout the year facilitated by the TRL and our Indigenous Community Partners.</p> <p>ALS to continue to lead Indigenous Circles and provide other services as agreed upon.</p> <p>Develop a relationship with the Inuit Community to honour and respect their traditions through teachings to staff.</p> <p>Provide education and understanding of Jordan's Principle to staff to ensure our Indigenous children / youth receive every support offered.</p> <p>Agency staff to attend Indigenous Wellbeing Conference in January 2024. The conference will provide an opportunity to develop relationships with our Indigenous community partners and develop resources for families and learn from the Indigenous traditional teachings.</p> <p>Reduce the number of our Indigenous children and youth in care and focus on overrepresentation and Indigenous Approaches to Alternative Dispute Resolution.</p>

## Truth & Reconciliation Plan

<p><b>Goal #1 (cont'd):</b></p> <p>Develop sustainable partnerships with our Indigenous communities with the goal of providing services that are culturally safe and addresses the unique needs of our Indigenous families, children and youth.</p>	<p><b>Activities:</b></p> <p>2) Senior Leadership Training</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>On schedule, progress as planned.</b></p> <p>In May, our Senior Management Team participated in a transformative training experience at the Woodland Cultural Centre, demonstrating their commitment to Truth and Reconciliation.</p> <p>The team explored the historical context and lasting effects of the residential school system on Indigenous communities as part of this immersive experience. In addition to critically evaluating our organization's strategies for supporting Indigenous families, they gained an understanding of the cultural, historical, and social dimensions of Truth and Reconciliation. In addition, the team had the opportunity to visit the museum, engage in meaningful discussions, and participate in various activities that were designed to further enhance their understanding and perspectives on these critical issues.</p> <p>Through this experience, our commitment to fostering positive change and enhancing support for Indigenous families was reinforced.</p>	<p><b>Activities planned for 2023-24:</b></p> <p>Now that the Senior Management Team has developed great awareness and sensitivity towards Truth &amp; Reconciliation, we need to have that knowledge transfer to Middle Management and Frontline Workers.</p> <p>We have plans to train Middle Management to increase their knowledge on the rich culture, traditions and supports we can offer to the Indigenous families we serve.</p> <p>The Senior Management Team will also continue to support various Truth &amp; Reconciliation events hosted by the Agency.</p>
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## 4 Service Strategies



### Early Help & Intervention

The Early Help and Prevention Strategy is focused on improving service delivery to the children and families we serve by providing early intervention and preventive support prior to launching a full investigation. Anchored in child welfare redesign, the outcomes will focus on addressing over-investigating marginalized families in the child welfare system, decreasing the number of children admitted to care and strengthening existing partnerships, while creating new community partnerships.

<p><b>Goal #1:</b></p> <p>Agency staff and our community partners are aware of and continue to be updated on the Early Help &amp; prevention strategy.</p>	<p><b>Activities:</b></p> <p>1) Create ongoing agency awareness to highlight success cases as well as new updates on the strategy.</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>On schedule, progress as planned.</b></p> <p>The Early Help team continues to create Agency wide awareness by presenting to the A&amp;A all-branch meeting, to several teams in PACCB, SDI, Legal and Volunteer department.</p> <p>The Early Help team also participated in the Dress Purple day 2022/2023 event, Afro-fest BEN event and All-Staff BBQ event.</p>	<p><b>Activities planned for 2023-24:</b></p> <p>Early Help team to present to the French School Board.</p> <p>Continue with internal Agency presentations (Permanency).</p> <p>Collaboration with Youth Success team.</p> <p>Ongoing monthly Early Help committee meetings.</p>
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## Early Help & Intervention

<p><b>Goal #1 (cont'd):</b></p> <p>Agency staff and our community partners are aware of and continue to be updated on the Early Help &amp; prevention strategy.</p>	<p><b>Activities:</b></p> <p>2) Present the Early Help project to Dufferin Peel Catholic District School Board (DPCDSB) in May 2023 and to ethno-cultural programs (AKOMA, SATH, Ma'an, SEEA).</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>Completed, April 2023.</b></p> <p>The Early Help team completed presentations to Dufferin Peel Catholic District school board (DPCDSB) and to the Ethnocultural groups (MANN, SAATH, AKOMA &amp; SEEA). DPCDSB consult regularly with PCAS in cases they feel meet Early Help threshold.</p> <p>Ethnocultural groups prioritize early help cases as they understand the need to provide needed cultural support to a family before the escalation of emerging risk factors.</p>	<p><b>Activities planned for 2023-24:</b></p>
	<p>3) On the new intranet site there will be a specific page dedicated to Early Help which will include resources, updates as well as the ability to request consultations.</p>	<p><b>Completed, March 2023.</b></p> <p>Early Help page hosted under Initiatives on Connected. This page is regularly updated with Early Help resources, updates, research, and early help committee information. The page also showcases early help success stories &amp; process map. Early Help consultation is received across the agency.</p>	<p>Ongoing Early Help updates, resources, research and success stories will continue to be uploaded on the Early Help connected page.</p>
	<p>4) Collaboration with Community Engagement team to spread early help awareness.</p>	<p><b>On schedule, progress as planned.</b></p> <p>The Early Help team has participated in over 10 community presentations (virtual &amp; in-person) in collaboration with the Community Engagement teams.</p>	<p>Increase Early Help ongoing awareness through community presentations.</p>
<p><b>Goal #2:</b></p> <p>Early help cases are piloted with front-line staff.</p>	<p><b>Activities:</b></p> <p>1) Develop guiding principles on intake case openings and processes.</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>Completed, April 2023.</b></p> <p>Early Help case opening guiding principles developed and anchored in reducing systematic discrimination &amp; oppressive child welfare practices. Five days response time and 90 days for service provision established. Early Help cases open as Other Child Welfare (OCW) cases.</p>	<p><b>Activities planned for 2023-24:</b></p>
	<p>2) Early Help team will be working in collaboration with the Practice Integration Lead as well as DEI to develop the documentation to capture Early Help cases, i.e., supervision contact logs, disposition documents.</p>	<p><b>Completed, April 2023.</b></p> <p>Early Help case disposition template developed.</p> <p>Supervision and contact logs remain the same as regular protection case contact logs.</p>	

## Early Help & Intervention

<p><b>Goal #2 (cont'd):</b></p> <p>Early help cases are piloted with front-line staff.</p>	<p><b>Activities:</b></p> <p>3) Establish a Front Door Hub to address trite reporting &amp; seamless case consultation anchored in CARE &amp; DEI values.</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>Completed, April 2023.</b></p> <p>Front Door Hub established between Screening, Early Help, Community Caregiver Serious Incident (CCSI) and Community Engagement teams- front door response to address disproportionately.</p>	<p><b>Activities planned for 2023-24:</b></p> <p>Monthly meetings will continue to occur.</p> <p>Front Door Hub to present at the All-Staff monthly meetings.</p>
	<p>4) We are planning to collect client and community partner feedback through surveys.</p>	<p><b>Completed, April 2023.</b></p> <p>The SDI department connected with Early Help flex workers to gather feedback on how Early Help clients have responded to this differential response. SDI is in the process of directly connecting with recipients of early help services to complete a customer satisfaction survey.</p>	<p>Collect community partner feedback through surveys.</p>
<p><b>Goal #3:</b></p> <p>Develop and expand agency resources for Early Help project implementation and sustainment.</p>	<p><b>Activities:</b></p> <p>1) Further meetings will occur to determine terms of reference, rules for engagement as well as creation of subgroups based on subject matter experts.</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>Completed, May 2023.</b></p> <p>The Early Help committee terms of reference, rules for engagement and subgroup creation completed.</p>	<p><b>Activities planned for 2023-24:</b></p>
	<p>2) There will continue to be ongoing review of the criteria for admission prevention funds (Ministry definition and PCAS utilization) as well as request for briefing note on Jordan's. Principle criteria and Peel CAS usage.</p>	<p><b>Completed, May 2023.</b></p> <p>The criteria for admission prevention expanded to include Early Help cases. The option to use Jordan's Principle budget is now applicable for early help cases.</p>	
	<p>3) Collaborate with other committees and departments to enhance Early Help &amp; prevention services &amp; supports.</p>	<p><b>On schedule, progress as planned.</b></p> <p>Collaboration between Early Help and Infant Wellness program established. Progressive work on pre &amp; post-natal cases with Infant Care Consultants. OCW cases with expectant parents' triage to early help &amp; supported by ICC.</p> <p>Collaboration with Family support services (FSS) established. FSS participates in early help consultations where parent/child conflict concerns may be present.</p>	



## Early Help & Intervention

<b>Goal #3 (cont'd):</b> Develop and expand agency resources for Early Help project implementation and sustainment.	<b>Activities:</b> 4) Expansion to Permanency Branch-Adolescent and Early Help.	<b>Progress of activities in 2023-24:</b> <b>On schedule, progress as planned.</b> Focus on prevention of reunified children/youth from entering the system. Supervisor for this team hired.	<b>Activities planned for 2023-24:</b>
	5) Create initiatives to maintain families/reduce number of children in care.	<b>On schedule, progress as planned.</b> Family preservation consultation process implemented. So far, nine (9) family preservation response (FPR) meetings have occurred (5- AA, 3- PACCB, & 1 Flex).	FPR to seek feedback from teams that have utilized this support to gather information on what worked well and if the children remained home with their caregivers and/or came into care. FPR to continue consultations with various teams per need.
	6) Early Help collaboration with Youth Success.	<b>On schedule, progress as planned.</b> The Early Help team will provide consultation support to Youth Success by completing youth needs assessment & providing feedback.	Early Help & Youth Success will collaborate to develop a teen IPV prevention program that will focus on teaching youth safe and healthy relationship skills, engaging influential adults, peers as well as men and boys about creating awareness on how to disrupt developmental pathways that lead to intimate partner violence.
<b>Goal #4:</b> Co-Location with community partners.	<b>Activities:</b> 1) Pilot co-location consultation process with the Dufferin Peel Catholic District School Board (DPCDSB).	<b>Progress of activities in 2023-24:</b> <b>On schedule, progress as planned.</b> Consultation process with Dufferin Peel Catholic District school board is ongoing.	<b>Activities planned for 2023-24:</b> Replicate the process with the Peel District School Board and the two (2) French Boards.
	2) Explore Early On programs offered by Malton Neighborhood services (MNS).	<b>On schedule, progress as planned.</b> Information re: Prevention supports in the programs to discuss safe sleeping.	
	3) Pilot co-location with Malton Neighborhood services (MNS).	<b>On schedule, progress as planned.</b> MOU signed between PCAS & Malton Neighborhood services (MNS) on co-location. MNS to begin piloting their Black Family program on-site at Capston in November 2023.	The Pilot program (Black Parents drop-in program) to commence November 15 and to occur every Wednesday morning.

## Early Help & Intervention

<b>Goal #5:</b>  Create an Early Help community table rapid case conferencing with internal & external stakeholders.	<b>Activities:</b>  1) Establish the primary purpose & objectives of the table & include the Early Help committee to determine table's name.	<b>Progress of activities in 2023-24:</b>  <b>On schedule, progress as planned.</b>  The primary role and objectives of the table established. One of the main objectives is to have rapid case conferencing with internal and external stakeholders to quickly mobilize early help & preventative wraparound supports to the families. Early Help committee voted on the table's name Community Around Families (CAF) table.	<b>Activities planned for 2023-24:</b>  Call to action to other external community partners to continue (SEVA Food Bank, Polycultural Immigrant & Community Services, Peel Behavioral Services & ErinoakKids).  Initial table meeting to start November 2023.  Determine table's frequency of meetings & terms of reference.
	2) Determine & complete a call to action to internal and external stakeholders.	<b>On schedule, progress as planned.</b>  Connected with several external & internal stakeholders. AYSP, Every Mind, CMHA, Region of Peel (housing), Peel Regional Police (mental health coordinator), Malton Neighborhood services & Peel District School board are currently tentative signatories. Infant Wellness Program & Family Support Services are also internal signatories to the table. Early help supervisor & Dufferin Peel Catholic School Board Social work manager to co-lead this table.	
<b>Goal #6:</b>  Participate in Early Help & prevention research & development.	<b>Activities:</b>  1) Research collaboration with academia professionals.	<b>Progress of activities in 2023-24:</b>  <b>On schedule, progress as planned.</b>  Meeting with Dr. King (Associate professor-UoFT).	<b>Activities planned for 2023-24:</b>  Collaborate with University of Toronto social work research group.
	2) Consultation/ collaboration with OACAS.	<b>On schedule, progress as planned.</b>  Meetings with OACAS to happen.	Consult with One Vision One Voice.
<b>Goal #7:</b>  Seek Funding to support Early Help & prevention needs.	<b>Activities:</b>  1) Complete Foundation funding application.	<b>Progress of activities in 2023-24:</b>  <b>Completed, June 2023.</b>  Application completed. Foundation awarded \$10 000 funding to Early Help.	<b>Activities planned for 2023-24:</b>  Research grant writers to support funding opportunities.  Early Help summer 24 community fundraising event.
<b>Goal #8:</b>  Develop Early Help & prevention service delivery model.	<b>Activities:</b>  1) Collaborate with project management team (MNP) to develop a service delivery model.	<b>Progress of activities in 2023-24:</b>  <b>Completed, July 2023.</b>  Early Help & prevention service delivery model developed.	<b>Activities planned for 2023-24:</b>

# Mental Health Strategy

As a result of the prevalence of mental health concerns for children, youth and families served by the child welfare system, as well as the increase in mental health concerns due to the COVID-19 pandemic, Peel CAS is in the process of developing a Mental Health Strategy that focuses on best practices for service to children and youth intersecting with the child welfare system and those who are experiencing mental health challenges.



<p><b>Goal #1:</b></p> <p>Ensuring staff are participating in various mental health trainings.</p>	<p><b>Activities:</b></p> <p>1) Non-Management staff participate in mental health trainings and receive a certificate of completion.</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>On schedule, progress as planned.</b></p> <p>SafeTalk training was delivered by CMHA and offered in-house this year on May 30th on October 25th to frontline staff, foster caregivers, and Supervisors.</p> <p>Two day ASIST training was delivered by CMHA in-house on June 14/15 and will occur on November 15/16 to frontline staff who completed SafeTalk training.</p> <p>The MH Committee worked alongside SDI and P&amp;C to complete a pre and post training evaluation for each of the training sessions in order to continue to review the effectiveness of the training, which yielded positive feedback.</p>	<p><b>Activities planned for 2023-24:</b></p> <p>Training facilitated by CMHA and/or other external vendors continue to be offered to all staff on suicide identification, prevention and safety planning.</p> <p>We explored the potential development of a “train the trainer” model for ASIST training that could be delivered to the organization; however given the high cost associated with it, we have maintained having the training being offered externally. A phase three (in-house training) safety planning inclusive of screening tools and safety scale will be developed to extend the learning of direct service staff.</p> <p>The Mental Health Strategy (MHS) working group has a subcommittee of staff who have developed a training strategy that includes feedback and evaluation of the trainings. This will help to shape the next phase of the mental strategy.</p>
<p><b>Goal #2:</b></p> <p>Knowledge building of mental health identification, strategies, supports and intervention options to enhance service delivery.</p>	<p><b>Activities:</b></p> <p>1) Mental Health Committee to develop and implement the strategy workplan with specific and measurable goals,</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>On schedule, progress as planned.</b></p> <p>The Committee completed the task to develop a workplan with 4 sub-groups focused on completing the action items in the group:</p> <ol style="list-style-type: none"> <li>1. Knowledge Building</li> <li>2. Tools and Resources</li> <li>3. Practice Integration</li> <li>4. Community Partnerships</li> </ol> <p>The “Practice Integration” sub-group is in partnership with SDI are in the progress of reviewing policies and procedures related to mental health and has started to consolidate and update one specific to service delivery.</p> <p>The MH Committee is discussing completing two streams of mental health audits (one for the service files and another to establish baseline knowledge of service staff) as a part of the second phase for the mental health strategy.</p>	<p><b>Activities planned for 2023-24:</b></p> <p>Committee members to provide education and consultation across the organization inclusive of tools, accessible resources and identification of established community partnerships.</p> <p>An internal policy is being developed that reflects service delivery that is aligned with mental health best practices for assessment and ongoing service support.</p>

# Mental Health Strategy

<p><b>Goal #3:</b></p> <p>Establish designated partnerships and collaborations with community partners offering mental health services.</p>	<p><b>Activities:</b></p> <p>1) Learn more about the various mental health services available in our community to establish partnerships.</p>	<p><b>Progress of activities in 2023-24:</b></p> <p><b>On schedule, progress as planned.</b></p> <p>MH Committee is working on developing a panel/consultation process that will support direct service staff who are supporting youth with suicide ideation to build capacity, contextualize risk, support the supervision model and provide additional tools/resources they can access when working with young people.</p> <p>This November, MH Committee Chairs have met with Toronto CAS to learn more about their internal Suicide Prevention Panel.</p> <p>The “Community Partnerships” subgroup has completed several community consultations to better understand the mental health services and protocols available in Peel for children and youth (including discussions with education, mainstream mental health organizations, ethno-cultural partners and youth criminal justice).</p> <p>In May, a committee member and Community Engagement attended the EveryMind Youth Services Provider event to learn more about their service provision and develop community connections.</p>	<p><b>Activities planned for 2023-24:</b></p> <p>Develop a pilot practice model with the community that includes an evaluation framework (i.e. crisis emergency wraparound service, youth wellness hub).</p> <p>Increase referrals to designated mental health partnerships and collaborations.</p> <p>In the coming months, the MH Committee will review and design a panel/consultation process for Peel CAS.</p>
	<p>2) Integrate a Youth Wellness Hub into the Trailblazers Youth Centre.</p>	<p><b>On schedule, progress as planned.</b></p> <p>On July 25th the Senior Management team met with the Associate Minister of Mental Health and Addictions, Michael Tibollo and his team to discuss the mental health trends and service gaps in Peel to advocate for funding that could support children and youth in the region, with a priority focus on youth in care as a unique equity deserving group.</p> <p>On October 16th, Service Directors attended the Youth Hub in Fergus, Ontario, to learn about best practice with the hub model and meet with their operations team.</p> <p>In October, the Agency put forward an expression of interest for funding to the government for a Youth Wellness Hub Ontario (YWHO) in the Trailblazers Youth Centre.</p> <p>Ongoing discussions with the Ministry will continue in regards to this proposal.</p>	



# Intimate Partner Violence (IPV) Strategy

As we continue to see the number of IPV related cases increase at Peel CAS, the new IPV Strategy will explore the revamp of the current Safer Families project by building IPV knowledge and capacity across all service branches, acquire funding that would support IPV initiatives and survivors as well as collaborating with additional community partners to engage IPV perpetrators and research institutions to improve IPV services to children, youth, and families sector wide.



<b>Goal #1:</b>  Enhance service delivery and provision of the Family Intimate Partner Violence Teams.	<b>Activities:</b>  1) FIPV team to create new team vision and develop steps to execute it.	<b>Progress of activities in 2023-24:</b>  <b>On schedule, progress as planned.</b>  Identified Steering Committee for the strategy and developed an IPV Strategy workplan in early November.  FIPV team to review and update their team workplan so that it is in alignment with the strategy.  The FIPV Supervisors are working with SDI and PROSCI to pilot this project and get support with change management.	<b>Activities planned for 2023-24:</b>
	2) Identify areas of need/focus that intersect with intimate partner violence.	<b>On schedule, progress as planned.</b>  A small project team comprised of the FIPV Supervisors and Service Director have conducted several consultation discussions over the past several months with the following stakeholders: Roots Community Service, People & Culture, DEI Team, Advice & Assessment, Community Engagement, and Strategic Data Intelligence.	Safer Families review and re-launch will take place in late November.  Continue to update communication plan which was developed in October.
<b>Goal #2:</b>  Strengthen community partnerships in order to support services that are culturally responsive, engage those who perpetrate violence and/or deliver services directed at children and youth exposed or at risk of exposure to violence.	<b>Activities:</b>  1) Safe Centre of Peel (SCoP) Mississauga expansion into Capston.	<b>Progress of activities in 2023-24:</b>  <b>On schedule, progress as planned.</b>  We are active members of the SCoP Advisory, Supervisor and Operations committees.  In September the Executive Leadership group of the SCoP confirmed the decision to expand SCoP's Mississauga location into Capston.  Internal and external communications were completed with all partner agencies regarding the expansion and a formal announcement to the community is scheduled to occur on November 15th.	<b>Activities planned for 2023-24:</b>  Collaboration with internal work groups (i.e. Flexible Work Committee and Project Beehive) is ongoing.
	2) Develop and strengthen wraparound service supports for service users.	<b>On schedule, progress as planned.</b>  The project team has identified specific community stakeholders that we would like to have consultations with (i.e. shelters, police, settlement services, probation, ethno-cultural services).	

### Goal #3:

Build capacity and expand knowledge of intimate partner violence across the organization (and decentralize it from the FIPV teams).

Activities:	Progress of activities in 2023-24:	Activities planned for 2023-24:
1) Develop an IPV training strategy for Direct Service staff.	<p><b>On schedule, progress as planned.</b></p> <p>The project team has identified specific training requirements and needs.</p> <p>People and Culture consultation was completed (and continues to be ongoing) to discuss pathway for onboarding new staff, CAS/VAW training needs, and discuss a training plan.</p> <p>A review of the OACAS training modules was completed in October.</p>	Create a baseline survey to evaluate the learning needs of staff in the organization.
2) Complete data analysis, research and evaluation of intimate partner violence trends and service outcomes.	<p><b>On schedule, progress as planned.</b></p> <p>In partnership with SDI, we have identified specific spectrum codes and reports to review directly related to the IPV strategy – this will lead to audit process and help with identifying potential trends and service gaps.</p> <p>Research partnership via the Ontario Incidence Study lead by Dr. Fallon from the University of Toronto has been coordinated by SDI.</p>	

## Youth Success - Trailblazers

Peel CAS established a Youth Success Centre of Excellence, named the Trailblazers Youth Centre. The intention of the Centre is to create an innovative and equitable service delivery model – developed and led by youth – for children and youth to access exceptional services and supports to thrive, belong, build life-long connections, and position themselves as leaders. Through the Centre, Peel CAS aims to transform youth support in Ontario by applying a preventive lens to well-being, thereby providing a safe environment in which at risk children and youth have access to resources and supports for their development and growth.



### Goal #1:

Establishing key partnerships with community and internal stakeholders who will support our Trailblazers Youth Centre and assist in service delivery.

Activities:	Progress of activities in 2023-24:	Activities planned for 2023-24:
1) Establish community partnerships to promote physical literacy of youth who attend the Trailblazers Youth Centre.	<p><b>On schedule, progress as planned.</b></p> <p>Established partnerships with MLSE, Raptors 905 and Jays Care Foundation and hosted a handful of events for our youth such as House of Hockey League, Rookie Baseball, Girls at Bat and Ready to Rebound.</p> <p>Also hosted a Girls get Fit program and a Run Group for our youth.</p>	Partnership development is ongoing and will continue. Additional information to follow.
2) Implement ethnocultural and inclusive programming that meets the diverse needs of the youth who attend Trailblazers Youth Centre.	<p><b>On schedule, progress as planned.</b></p> <p>Youth have been attending monthly sessions for Indus, the Village and SAYA.</p> <p>We also have 17 youth participating in the We Belong (2SLGBTQ+) youth group and created a traveling museum for Pride Month.</p> <p>15 of our youth took part in the Regenerating our Roots program.</p>	<p>Finalize programs with our community partners.</p> <p>Implement ethnocultural and inclusive programming.</p>

## Youth Success - Trailblazers

<b>Goal #1 (cont'd):</b>  Establishing key partnerships with community and internal stakeholders who will support our Trailblazers Youth Centre and assist in service delivery.	<b>Activities:</b>  3) Establish program supports to enhance children/youth mental health services.	<b>Progress of activities in 2023-24:</b>  <b>On schedule, progress as planned.</b>  Established partnership with Healing Through Play which offers weekly sessions.  Offered sessions to youth on the following: Self-Regulation, Beautiful Minds, Healthy Relationships.	<b>Activities planned for 2023-24:</b>  Exploring possible collaboration with Youth Wellness Hub.  Ongoing work with Associated Youth Services of Peel.
	4) Ensuring youth have access to immigration or settlement supports at the Trailblazers Youth Centre.	<b>On schedule, progress as planned.</b>  Currently working with CWICE team to support youth through Trailblazers Youth Centre.	
	5) Align Peel CAS service delivery with Trailblazers service model.	<b>On schedule, progress as planned.</b>  Objectives related to Ready, Set, Go (RSG) youth plan is now part of the programming catalogues.  Outreach work done with Family Support Teams and linking their work with Youth with MLSE Scoreboard.	
	6) Ensuring youth have access to Employment Resources.	<b>On schedule, progress as planned.</b>  Offered YMCA Employment Supports and City of Mississauga Youth Employment opportunities through the Spring and Summer.	Job Skills Employment supports being offered on ongoing basis.
<b>Goal #2:</b>  Establish ongoing funding for Trailblazers Youth Centre operations.	<b>Activities:</b>  1) Work in partnership with the Peel CAS Foundation to establish financial support for Trailblazers Youth Centre programs and activities.	<b>Progress of activities in 2023-24:</b>  <b>On schedule, progress as planned.</b>  Peel CAS Foundation has provided ongoing financial supports for program delivery.  Grant received for Community Services Recovery Fund.	<b>Activities planned for 2023-24:</b>  Regular and sustainable funding from Peel CAS Foundation.
	2) Secure additional funding options and grants to create sustainable programs for our children and youth.	<b>On schedule, progress as planned.</b>  Hosted Trailblazers fundraiser at Milestones in Spring of 2023.	Continue to explore avenues to enhance financial viability of Trailblazers Youth Centre.  Acquire new funding source for new facilities, i.e., laundry room and kitchen.  Programming costs continue to be supported by the foundation.