

Key Strategic Priorities Executive Summary

for the period of September 2023 to March 2024



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.

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, the People and Culture Department continued developing a work plan/strategy for re-branding, have proposed and implemented a new recruitment/talent acquisition strategy and continued development of new people metrics to support day-to-day work as well as planning for the future.

In the area of Learning and Development, the L&D Committee finalized a learning and development strategy which SMT will review for feedback and next steps.

In the area of Health, Wellness and Safety, a list of vendors providing Vicarious Trauma training was compiled and shared it with the Restoration Advisory Council (RAC) for them to review and choose, the Wellness Stamp Card initiative was well received with 236 staff participating in at least 1 event and 119 participants in at least 2 events.

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. An Employee Census survey was sent to staff in early March and data is currently being collated.

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, trainings continue to be offered for all staff, including the ongoing Courageous Conversation series and New Hire Orientation. Youth in the Village & SAYA meet monthly for ongoing learning, meeting their cultural needs and further educational opportunities. Funding was secured for 220 wellness kits and other ongoing initiatives. The Black Employee Network, Bridge Beyond Rainbow Committee and the Diversity & Inclusion Council continue to meet and support agency initiatives.

In the area of Ethno-Specific Service Models, work continues to be done to ensure that referrals are channeled to the Cultural Wraparound Services with help from the newly hired Anti Racism Lead. Ongoing training/resource sharing has also been provided to cultural navigators.

In the area of the Truth & Reconciliation Plan, we have piloted a project with NCFST to bring more resources and supports to Peel CAS Indigenous Clients. Our Truth and Reconciliation Lead has continued to build relationships with our Indigenous Child and Family Wellbeing Partners as well as providing case consultation in order to provide best supports/resources. In addition 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, presentations for internal/external groups continued. The Infant Wellness Program and Youth Success teams collaborated on Early Help cases as needed. The Early Help team also has plans to expand into PACCB and Permanency and hired a Human Trafficking Navigator assigned to the Early Help Team.

In the area of Mental Health, the MH Committee is creating a Suicide Consultation Panel that is intended children and youth experiencing suicide ideation. The committee also completed an environmental scan of mental health services available in Peel and shared the resources on Connected.

In the area of Intimate Partner Violence, the IPV teams have been realigned with 1 assessment team and 1 ongoing team. The SCoP Mississauga is working with our Agency and contractors to create a roadmap of their expansion into our office building. An IPV training pathway is being developed for new staff while our FIPV Supervisors consult and collaborate with the sector.

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 continue being explored. Ready, Set, Go youth program is now part of the programming catalogue.

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



**Key Strategic
Priorities Report**
for the period of
September 2023 to March 2024



Produced by:
Strategic Data Intelligence
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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 September 2023 to March 2024 and plans for the next Fiscal Year 2024-25 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.

Goal #1: Create a culture of engagement that aligns with Peel CAS values and where staff feel supported, included and committed to the agency’s mission.	Activities: 1) Clarify the role of the People & Culture department and gather feedback from staff on what they need from People & Culture.	Progress of activities in 2023-24: On schedule, progress as planned. Priorities under development with the team	Activities planned for 2024-25: Additional team building meetings will continue to occur. Communicate to staff the roles and responsibilities of the P&C Consultants. Get the word out by attending branch meetings or have open sessions where staff can engage in learning and have the ability to ask questions.
	2) Develop a robust people metrics (including a diversity, equity and inclusion dashboard) to measure outcomes, aid in workforce planning and decision making.	On schedule, progress as planned. Work with Finance and SDI continue to advance the goals in this area. Ongoing work being done to create an HR Dashboard for People & Culture and SMT to access to support their day-to-day work as well as planning for the future.	HR Dashboard should be live and available to P&C as well as SMT early in FY 2024-25. The data in this dashboard will inform our work and allow us to make adjustments to any processes and/or procedures as needed. A census survey was prepared and sent to staff in January 2024. The responses received from the survey could aid us in having more DEI related data for our workforce.
Goal #2: Retain and attract top talent who share our vision, values and expected behaviours.	Activities: 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.	Progress of activities in 2023-24: On schedule, progress as planned. Our suggested recruitment proposals were endorsed and have been implemented. We are in the process of consulting with DEI on the strategy to get their recommendations and feedback. We are working with SDI to develop measures to capture relevant data to inform the recruitment and retention strategy.	Activities planned for 2024-25: Consult with DEI department for feedback on strategy and incorporate recommendations. Now that the talent acquisition strategy has implemented, we have begun development of a separate but linked retention strategy, that we will work on throughout FY 2024-25.

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>Goal #1:</p> <p>Ensure leaders at all levels are equipped with skills to lead. Strengthen our culture of career long learning and development.</p>	<p>Activities:</p> <p>1) Develop a learning and development strategy.</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>The Learning and Development Committee has finalized a learning and development strategy as well as a workplan based on the top priorities.</p>	<p>Activities planned for 2024-25:</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>Goal #1:</p> <p>Building the capability to support the health, safety and well-being of our people in a healthy workplace environment.</p>	<p>Activities:</p> <p>1) Continuing the implementation of the wellness strategy.</p>	<p>Progress of activities in 2023-24:</p> <p>Completed, March 2024.</p> <p>The Restoration Advisory Council (RAC) was provided with a list of vendors who offer training on vicarious trauma.</p> <p>This was the 3rd year of our March into Mental Health Sessions. OMERS sessions were also offered to staff.</p> <p>We collaborated with the Peer Support Team for one of our wellness sessions 'Traumatic Stress & Empathetic Pain'.</p>	<p>Activities planned for 2024-25:</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>Activities:</p> <p>2) Host in-person wellness sessions and events at the office to increase staff engagement.</p>	<p>Progress of activities in 2023-24:</p> <p>Completed, Ongoing.</p> <p>We started hosting bi-weekly sport events where staff are able to play various team sport games such as volleyball, basketball, soccer and more.</p> <p>We also hosted one of our wellness events in person and had close to 20 attendees.</p>	<p>Activities planned for 2024-25:</p> <p>We are planning to host another in-person Wellness Fair in Spring 2024 with vendor booths as staff really enjoyed that last year.</p> <p>We continue to offer onsite massages, however we are reviewing what dates they are offered to try and ensure more staff can attend them.</p>

Health, Wellness & Safety

<p>Goal #1 (cont'd):</p> <p>Building the capability to support the health, safety and well-being of our people in a healthy workplace environment.</p>	<p>Activities:</p> <p>3) Increasing awareness and participation of wellness events</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>Wellness has been embedded in the New Hire Orientation as a great opportunity to introduce our upcoming Wellness sessions to new staff.</p> <p>We continue collaborating with other internal committees for their feedback on what events could be useful to our staff.</p> <p>Our Wellness Stamp Card program had 236 participants in at least 1 wellness event and we had 119 participants attend at least 2 or more sessions. 31 staff attended 5 or more sessions.</p>	<p>Activities planned for 2024-25:</p> <p>We continue to speak at All-Staff meetings going forward to advise staff of upcoming Wellness sessions.</p> <p>We will 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>Look at continuing with the stamp card for the next Fiscal Year (2024-25) and planning events earlier so we have time to advertise save the dates.</p>
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Diversity, Equity & Inclusion



<p>Goal #1:</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>Activities:</p> <p>1) Develop a People & Culture Diversity Equity & Inclusion strategy to support our goals.</p>	<p>Progress of activities in 2023-24:</p> <p>Completed, March 2024.</p> <p>P&C continued to meet with DEI on a quarterly basis and will continue to work in collaboration.</p> <p>The census survey was launched on March 7, 2024 with a deadline to complete of April 7, 2024.</p>	<p>Activities planned for 2024-25:</p> <p>The results of the survey will allow us to analyze demographic data the staff in our organization as well as the experience of staff as it relates to DEI initiatives.</p> <p>The data collected will be used by the Agency for evidence-informed decision-making to support workplace inclusion and equity initiatives.</p> <p>With a better understanding of how our Agency demographics line up compared to the communities we serve, we will be able to strategize our efforts in hiring staff to better reflect our community and advocate for groups overrepresented in child welfare.</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>Goal #1:</p> <p>Provide staff a space for difficult and courageous conversations on a monthly basis.</p>	<p>Activities:</p> <p>1) Offer the courageous conversations.</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>The ongoing curriculum for courageous conversations within our organization remains rooted in DEI/Truth and Reconciliation. 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: Cultural Appropriation, Health & Safety, Customary Care, Handling Difficult Conversations and Creating a Culture of Respect.</p> <p>We also provided equity training to Volunteers and Foster Caregivers</p> <p>Chima and Emmanuel have also delivered courageous conversations training to SMT.</p>	<p>Activities planned for 2024-25:</p> <p>Continuing to deliver courageous conversations to all staff, covering a wide range of topics. Committees such as Bridge Beyond Rainbow, Ujima and Awaaz leadership, D&I Council, BEN and other departments will be hosting conversations and linking experience to service integration.</p> <p>Continue 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>Plans to offer Anti-Black Racism training series for Volunteers/Foster Caregivers: Addressing Anti-Black Racism to Eliminate Outcome Disparities in Foster Care.</p> <p>We will continue to enhance our anti-racism library.</p>
<p>Goal #2:</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>Activities:</p> <p>1) Continue to develop and deliver trainings.</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>We are committed to continuously train, develop, and build the capacity of our staff, foster caregivers, volunteers, and cultural navigators.</p> <p>We are also creating resources and designing training for SMT to strengthen supervisory roles and enhance operational efficiency. Our goal is to enhance the expertise and abilities of our employees, foster diversity, equity, and inclusion, and address racism, particularly anti-Black racism, and Anti Indigenous racism in child welfare.</p>	<p>Activities planned for 2024-25:</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&I Council, UJIMA and BEN.</p>

Anti-Black Racism

<p>Goal #2 (cont'd):</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>Activities:</p> <p>2) New Hire Training</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>The New Hire Orientation is a crucial step in introducing new employees to our organization's operations. The sessions provide valuable insights and background information on our regional operations, with a strong emphasis on Diversity, Equity & Inclusion and Truth & Reconciliation values.</p> <p>The subjects covered in the orientation range from overrepresentation and disproportionality to the specific requirements of the families we assist. Our orientation program is designed to highlight our commitment to achieving fair results in child welfare and to integrate DEI & TR values throughout the onboarding process.</p>	<p>Activities planned for 2024-25:</p> <p>Continue to provide ongoing Training and Onboarding to newly hired staff at the Agency.</p>
	<p>3) Signs of Safety (SoS) Integration Workshops</p>	<p>Completed, Ongoing.</p> <p>This work has been transferred to Advice & Assessment. Emmanuel and Shayline still attend some trainings to talk about the DEI branch, the Agency makeup, the crucial need for equity work as well as discussing the inclusive aspect of diverse cultures and how to make it adaptable.</p>	<p>Continue to provide ongoing support for sessions 1 and 3 of the Signs of Safety Integration Workshops.</p>
<p>Goal #3:</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&I Council.</p>	<p>Activities:</p> <p>1) Engage UJIMA and AWAAZ leadership in continuous mentorship programs for the Village and SAYA.</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>Leadership circle for these groups meet on a monthly basis where they brainstorm and create various programs to be presented to youth with advisory support from Chima and Emmanuel.</p> <p>UJIMA and the Village supported an initiative which allowed a few black youth the opportunity to attend the One Vision, One Voice Symposium hosted by the OACAS.</p> <p>This year we will also celebrate the 15th anniversary of the Village with celebratory events to be planned.</p>	<p>Activities planned for 2024-25:</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>

Anti-Black Racism

<p>Goal #3 (cont'd):</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&I Council.</p>	<p>Activities:</p> <p>2) Provide funding and ongoing support of Afro-centric initiatives (Black wellness kit, cultural food, field trips to education centers).</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>We were able to achieve funding for 220 Black Wellness kits (containing 870 products) that are currently being distributed. We have distributed about half of these kits and we continue to have funding from the Foundation for this initiative.</p> <p>The kits include cosmetic products specific to their needs (lotion, soap, shampoo & conditioner) and resources.</p> <p>This year we were able to extend this initiative to our Kinship Service as well.</p>	<p>Activities planned for 2024-25:</p> <p>Continued plans for 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>
<p>Goal #4:</p> <p>Develop employee resource groups to provide a safe and comfortable space for Black employees.</p>	<p>Activities:</p> <p>1) Monthly meetings for BEN (Black Employee Network).</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>The BEN was responsible for the development and delivery of our African Heritage Month hosted at the Agency.</p> <p>They also provided feedback and recommendations on RAC Action Item 5.1, developing and Anti-Racism/Anti-Black Racism policy.</p>	<p>Activities planned for 2024-25:</p> <p>BEN monthly meetings continue to occur.</p> <p>BEN has plans for June to provide Anti-Racism/Anti-Black Racism training and education to our staff</p> <p>BEN Fundraiser – plans to do it bi-annually and work more collaboratively with Foundation.</p> <p>Ongoing case consultations from an ABR lens.</p> <p>Participation in rapid case conferencing, expanding the use of Akoma wraparound services.</p>
	<p>2) Diversity & Inclusion Council meetings continue monthly and support ongoing agency initiatives.</p>	<p>On schedule, progress as planned.</p> <p>The Diversity & Inclusion Council meets monthly and collaborates closely with DEI.</p> <p>The D&I Council is developing a staff resource library to assist with education and efficiency in doing the work on an ongoing basis.</p> <p>They also supported the Policy review, creation of new hire onboarding training material, creating a resource tool for supervisors in order to effectively support their teams.</p>	<p>Continue to meet and implement the D&I work plan and support Agency in DEI/Truth & Reconciliation initiatives.</p> <p>Plans to launch a survey in Spring 2024 to better understand the needs of staff and supervisors.</p>

Anti-Black Racism

<p>Goal #4 (cont'd):</p> <p>Develop employee resource groups to provide a safe and comfortable space for Black employees.</p>	<p>Activities:</p> <p>3) Bridge Beyond Rainbow Committee to support agency with 2SLGBTQ+ initiatives and consultations.</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</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>Additionally, they mentor and empower the youth within our 'We Belong' youth group, cultivating a positive and safe environment for them each month. The youth in this group also just recently developed the logo for their group.</p> <p>Our committee members have begun facilitating the 'Families in Transition' program for parents and caregivers.</p> <p>We've also worked closely with the Peel Regional Police.</p>	<p>Activities planned for 2024-25:</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>Goal #5:</p> <p>Joint People & Culture and Diversity Equity & Inclusion initiatives to review all HR policies from a DEI lens.</p>	<p>Activities:</p> <p>1) Develop a People & Culture/Diversity, Equity & Inclusion Strategy to support our goals.</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>DEI/Truth and Reconciliation and the People & Culture team have been meeting regularly to create a new Mentorship program for staff, building capacity for our workers and offering relevant training and development.</p>	<p>Activities planned for 2024-25:</p> <p>DEI and the P&C will continue to 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>

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>Goal #1:</p> <p>Provide cultural wraparound services to our marginalized clients.</p>	<p>Activities:</p> <p>1) Referrals to be directed to AKOMA, SAATH, MA'AN and SEEA and ongoing data collection.</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</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&A sessions, presentation of services to planning committees, meeting with teams and branches, and having leadership meetings with service providers.</p> <p>Our new Anti-Racism lead Lead Andrea is leading a lot of this ethnocultural work to ensure families are not being missed and champion effective collaboration between us and our community partners to offer appropriate interviews to our clients.</p> <p>We are also providing ongoing training and resource sharing for our cultural navigators.</p>	<p>Activities planned for 2024-25:</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> <p>SEEA working to find ways to get more service providers to support based on scarcity, specifically as it relates to languages.</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.



<p>Goal #1:</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>Activities:</p> <p>1) Indigenous partners will continue to provide culturally appropriate services to our clients who identify as Indigenous.</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>In November 2023, Peel CAS and NCFST collaborated on a pilot project to bring more resources and supports to Indigenous families we service in Peel. Through a referral process, the NCFST Cultural Navigator would connect Indigenous families with holistic and preventative services provided by their agency. These supports help families stay together in a culturally safe manner.</p> <p>Aboriginal Legal Service (ALS) continues to lead Circles for our Indigenous Families.</p> <p>A selection of Agency staff participated in learning opportunities at the Child and Family Wellbeing Conference in Ottawa, hosted by ANCFSAO in January 2024.</p> <p>Consultation with community Knowledge Keeper has been occurring to support our agency with honouring. She provides teachings and direction advised to continue providing education and understanding of our Indigenous people, impacts of history and how to support healing within the community.</p> <p>Truth and Reconciliation Lead continues to build and develop relationships with Indigenous community partners such as The Indigenous Network, NCFST, OGWADENI:DEO and Dnaagdawenmag Binnoojiiyag Child & Family Services.</p> <p>Collaboration with First Nations communities continues to grow. Our agency is working hand in hand with the Bands to ensure their voice is being heard and respected with planning for their members.</p> <p>Additionally our DEI department recently hired and Anti-Racism/Anti-Black Racism lead who will aim to reduce disparities and overrepresentation among Black, Indigenous and racialized youth and children.</p>	<p>Activities planned for 2024-25:</p> <p>Collaboration continues with Métis Nation of Ontario on providing education and resources to support the Métis families we serve.</p> <p>Collaboration also continues with The Indigenous Network who are providing cultural resources to Indigenous families in the Peel Region.</p> <p>Develop a partnership with Tungasvvingat Inuit to provide education and information so that we can offer Inuit Cultural Sensitivity Training.</p> <p>In June, we will recognize National Indigenous History Month by having community speakers and dancers share information on the different indigenous cultures and traditions in Canada.</p> <p>Build a relationship with 2 Spirited People of the First Nations organization.</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> <p>Collaborate with other CASs to cultivate promising practices that support our Indigenous community.</p>
	<p>2) Senior Leadership Training</p>	<p>Completed, Fall 2023.</p>	<p>To share next steps and Agency-wide learning, Roxanne and those who attended the ANCFSAO hosted conference will present insights and subsequent learning to Senior Leadership.</p>

Truth & Reconciliation Plan

<p>Goal #1 (cont'd):</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>Activities:</p> <p>2) Build capacity and knowledge of our staff with ongoing learning facilitated by TRL and Indigenous Community Partners</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>Ongoing education provided to staff by the Truth & Reconciliation Lead (TRL) on Duty to Consult First Nations Bands, the importance of Indigenous community involvement and understanding the unique culture of each FNIM communities.</p> <p>In January 2024, five representatives attended the Child and Family Well Being Conference in Ottawa. These workers were able to have direct teachings from our Indigenous communities on culturally safe practices and bring resources back to the organization to share with the rest of the agency.</p> <p>In March 2024, NCFST provided management and workers with Jordans Principle Training.</p> <p>Truth and Reconciliation Lead is providing consultations with management and workers to review cases where a family member is identified as FNIM to ensure our practices are culturally safe as well as providing resources and support from Indigenous Community partners.</p>	<p>Activities planned for 2024-25:</p> <p>In May 2024, ALS and PCAS are collaborating to bring Customary Care training to the Agency.</p> <p>Exploring training opportunities for Middle Management in order to increase their knowledge on the rich culture, traditions and supports we can offer to the Indigenous families we serve in the Peel Region.</p> <p>Currently developing training for our management and staff on Devon's Principle to ensure we honour right to return.</p>
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4 Service Strategies

Early Help & Prevention: A Pathway to Child and Family Well-Being



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>Goal #1:</p> <p>Agency staff and our community partners are aware of and continue to be updated on the Early Help & prevention strategy.</p>	<p>Activities:</p> <p>1) Create ongoing agency awareness to highlight success cases as well as new updates on the strategy.</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>Early Help completed multiple external community presentations (Public health-ROP, Skeena Shelter, PCCN etc.) and also offered internal presentations to various teams in PACCB, A&A and Permanency.</p>	<p>Activities planned for 2024-25:</p> <p>Early Help team to present to the French School Board.</p> <p>Collaboration with Youth Success team.</p> <p>Ongoing monthly Early Help committee meetings.</p>
	<p>2) Collaboration with Community Engagement team to spread early help awareness.</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>The Early Help team will continue to participate in external and internal community presentations.</p>	<p>Increase Early Help ongoing awareness through community presentations.</p>

Early Help & Intervention

<p>Goal #2:</p> <p>Early help cases are piloted with front-line staff.</p>	<p>Activities:</p> <p>1) We are planning to collect client and community partner feedback through surveys.</p>	<p>On schedule, progress as planned.</p> <p>The SDI department are currently working on creating a survey as well as developing an evaluation metric.</p>	<p>Activities planned for 2024-25</p> <p>Collect community partner feedback through surveys.</p> <p>Develop metric to measure specific outcomes. E.g. how many Early Help files returned as full investigation</p>
<p>Goal #3:</p> <p>Develop and expand agency resources for Early Help project implementation and sustainment.</p>	<p>Activities:</p> <p>1) Collaborate with other committees and departments to enhance Early Help & prevention services & supports.</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>Collaboration between Infant Wellness program, CYW & Early Help. IWP and CYW are called upon when needed, to participate in Early Help cases to evaluate and direct consultations.</p> <p>Plans to expand Early Help Ongoing services to PACCB department</p>	<p>Activities planned for 2024-25:</p> <p>One team in PACCB will begin to pilot Early Help cases that require more support past the 90 days threshold</p>
	<p>2) Expansion to Permanency Branch - Youth Success</p>	<p>On schedule, progress as planned.</p> <p>In 2023, the Permanency Branch developed an Early Help and Prevention team anchored in Youth Success.</p>	<p>Integrate early Help and Prevention within Trailblazers and youth wellness hubs in Peel.</p> <p>Support the CLA staff to plan for reunification with a prevention plan to avoid readmission.</p>
	<p>3) Create initiatives to maintain families/reduce number of children in care.</p>	<p>On schedule, progress as planned.</p> <p>Family Preservation Program implemented in May 2023. The vision of this new response is to critically reflect on the supports and strengths of a family to mitigate the risk while developing inclusive safety plans to keep children and youth with family or kin within their community</p>	<p>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.</p> <p>FPR to continue consultations with various teams per need.</p>
	<p>4) Expand Early Help services to support human trafficking cases</p>	<p>Completed, March 2024.</p> <p>Hired a human trafficking navigator anchored in the Early Help team.</p>	<p>Human Trafficking Navigator to manage HT cases, offer internal & external HT consultations on an ongoing basis.</p>
	<p>5) External expansion of Early Help & Prevention framework</p>	<p>On schedule, progress as planned.</p> <p>Completed consultation with two child welfare agencies interested in the PCAS Early Help & Prevention strategy.</p>	<p>Waterloo CAS-PCAS Early Help prototype</p> <p>Guelph & Wellington CAS-PCAS Early Help prototype</p> <p>Consultations with the two agencies are ongoing.</p>

Early Help & Intervention

<p>Goal #4:</p> <p>Co-Location with community partners.</p>	<p>Activities:</p> <p>1) Pilot co-location with Malton Neighborhood services (MNS).</p>	<p>Progress of activities in 2023-24:</p> <p>Completed, November 2023.</p> <p>Consultation process with Dufferin Peel Catholic District school board is ongoing.</p>	<p>Activities planned for 2024-25:</p> <p>The Pilot program (Black Parents drop-in program) began mid November and occurs every Wednesday morning.</p>
<p>Goal #5:</p> <p>Create an Early Help community table rapid case conferencing with internal & external stakeholders.</p>	<p>Activities:</p> <p>1) Establish the primary purpose & objectives of the table & include the Early Help committee to determine table's name.</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>Community Around Families Table (CAFT) meets bi-weekly to hear case representation, offer recommendations and prompt supports. The table has 32 members and is largely composed of external community partners. The table also holds quarterly meetings to discuss community trends and determine action items.</p>	<p>Activities planned for 2024-25:</p> <p>Initial table meeting to started November 2023.</p> <p>Recent collaborative: joint response to the Newcomer crisis. Peel CAS provided \$1000 in gift cards to reduce the risk of further homelessness, poverty, food insecurity for 90 families.</p>
	<p>2) Determine & complete a call to action to internal and external stakeholders.</p>	<p>Completed, November 2023.</p>	
<p>Goal #6:</p> <p>Participate in Early Help & prevention research & development.</p>	<p>Activities:</p> <p>1) Research collaboration with academia professionals.</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>Collaboration with Dr. Bryn King around disparity mapping.</p>	<p>Activities planned for 2024-25:</p> <p>Met UofT researcher Dr. Bryn King who expressed interest in implementing the Early Help and Prevention Model in their research.</p>
	<p>2) Consultation/ collaboration with OACAS.</p>	<p>On schedule, progress as planned.</p> <p>Training for all EH and Screening staff to continue to address the over-representation of marginalized groups.</p> <p>Training to extend to PACCB team piloting ongoing Early Help cases.</p>	<p>Work ongoing with OVOV who expressed interest in the Early Help and Prevention Model.</p> <p>Advocacy to endorse the model sector wide.</p>
<p>Goal #8:</p> <p>Screening Pilot- Develop a process to respond to cases opened as community links.</p>	<p>Activities:</p> <p>1) To connect family directly from the front door to community link services to prevent the need for Early help or an Investigative response.</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>Currently, Screening has a dedicated Assessor completing community link services to families and community partners on the spot from the front door to avoid intersecting with child welfare.</p>	<p>Activities planned for 2024-25:</p> <p>Preliminary evaluation regarding completed community links has yielded that 100 service links per month have been made</p>

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>Goal #1:</p> <p>Ensuring staff are participating in various mental health trainings.</p>	<p>Activities:</p> <p>1) Non-Management staff participate in mental health trainings and receive a certificate of completion.</p>	<p>Progress of activities in 2023-24:</p> <p>Completed, Ongoing.</p> <p>The committee has developed a training plan that gently guides staff from engaging in the safeTalk into ASIST trainings seamlessly.</p> <p>The feedback from the training has been positive. CMHA has been able to train 55 Peel CAS staff members in safeTalk and 62 in ASIST, as well as 5 foster caregivers in safeTalk and 4 in ASIST.</p>	<p>Activities planned for 2024-25:</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>Goal #2:</p> <p>Knowledge building of mental health identification, strategies, supports and intervention options to enhance service delivery.</p>	<p>Activities:</p> <p>1) Mental Health Committee to develop and implement the strategy workplan with specific and measurable goals,</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>The MH Committee is currently in the process of creating a Suicide Consultation Panel that is designed to support direct service staff who are working with children and youth experiencing suicidal ideation and/or self-harm. The consultation process will be inclusive of prevention screening tools and resources for the staff member to use with the youth and family when safety planning.</p> <p>To complement the process a policy has been developed which integrates best practice guidelines.</p> <p>A two hour training module is also being created to further engage staff in the consultation process, provide them with the necessary tools and assist with practice integration (documentation) and overall confidence in navigating these types of cases.</p>	<p>Activities planned for 2024-25:</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>Re-assess needs and evaluate service delivery based on previously completed goals. As well as develop clear steps for integration.</p>
<p>Goal #3:</p> <p>Establish designated partnerships and collaborations with community partners offering mental health services.</p>	<p>Activities:</p> <p>1) Learn more about the various mental health services available in our community to establish partnerships.</p>	<p>Progress of activities in 2023-24:</p> <p>Completed.</p> <p>The MH sub-committee was able to complete an environmental scan of mental health services available in Peel, and completed a resource sheet that will be posted on Connected under the MH page.</p>	<p>Activities planned for 2024-25:</p>

Mental Health Strategy

<p>Goal #3 (cont'd):</p> <p>Establish designated partnerships and collaborations with community partners offering mental health services.</p>	<p>Activities:</p> <p>2) Integrate a Youth Wellness Hub into the Trailblazers Youth Centre.</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>This work is being led by the Youth Success strategy and details of this collaborative work has been outlined in their strategy.</p>	<p>Activities planned for 2024-25:</p>
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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.



<p>Goal #1:</p> <p>Enhance service delivery and provision of the Family Intimate Partner Violence Teams.</p>	<p>Activities:</p> <p>1) FIPV team to create new team vision and develop steps to execute it.</p>	<p>Progress of activities in 2023-24:</p> <p>Completed.</p> <p>The FIPV teams have been realigned, with one assessment team that will focus on responding to the highest risk cases involving IPV.</p> <p>The second FIPV team will focus on serving high risk ongoing files involving IPV. The teams go live date will launch on April 1st and a workplan has been established to keep them on task.</p> <p>Communication of team changes and realignment have been communicated to the agency via All-Staff meetings, Connected and FMT meetings.</p>	<p>Activities planned for 2024-25:</p>
	<p>2) Identify areas of need/focus that intersect with intimate partner violence.</p>	<p>On schedule, progress as planned.</p> <p>The relaunch date for the Safer Families program was postponed from late Fall to early Spring in order to better coordinate communication and planning with Catholic Family Services of Peel.</p> <p>Internally, the FIPV Supervisors will be attending service branch meetings to review the program changes and recruit new members.</p>	<p>Activities planned for 2024-25:</p>

Intimate Partner Violence (IPV) Strategy

<p>Goal #2:</p> <p>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.</p>	<p>Activities:</p> <p>1) Safe Centre of Peel (SCoP) Mississauga expansion into Capston.</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>The Safe Centre Advisory table has assembled a Safe Centre Design team who has been actively engaged in working with Project Beehive/X-Design to create a roadmap to phase out the Safe Centre expansion work.</p> <p>In addition, the Safe Centre utilized a grant to engage focus groups with survivors of IPV to learn, get feedback from them and get recommendations about expanding the Safe Centre into a child welfare building.</p> <p>Several tours of the CAS building have taken place with community organizations who will be co-locating within the building.</p>	<p>Activities planned for 2024-25:</p> <p>A strategic visioning session with the executive leadership with the partners of the Safe Centre will take place in Spring to develop some clear next steps about the expansion and phase out the work over a span of 3 (or more) years.</p> <p>In April 2024, members of the Safe Centre Advisory group alongside Supervisors and frontline will be attending the Family Justice Centre Alliance conference to learn about co-located models and integrated practices of care.</p>
	<p>2) Develop and strengthen wraparound service supports for service users.</p>	<p>On schedule, progress as planned.</p> <p>On November 30th, a community presentation and engagement session was hosted in partnership with the Community Engagement team and the FIPV team with community partners to identify intersects in the IPV work, understand what other agency services are providing and provide an opportunity to engage the partners in opportunities that we could better align our services.</p>	<p>We would like to bring the community back together to do some follow-up and develop next steps to the identified areas of growth.</p>
<p>Goal #3:</p> <p>Build capacity and expand knowledge of intimate partner violence across the organization (and decentralize it from the FIPV teams).</p>	<p>Activities:</p> <p>1) Develop an IPV training strategy for Direct Service staff.</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>One of our FIPV Supervisors Co-Chairs the zones CAS/VAW Collaborative and is actively engaged in consultation with the collaboration table and Ministry in revamping the training modules. Once that work has been clearly identified we will phase out the internal engagement and training plan for Peel CAS staff. This will be completed in partnership with People & Culture.</p>	<p>Activities planned for 2024-25:</p> <p>Create a baseline survey to evaluate the learning needs of staff in the organization.</p>
	<p>2) Complete data analysis, research and evaluation of intimate partner violence trends and service outcomes.</p>	<p>Completed, ongoing.</p> <p>Quarterly meetings with the SDI department have occurred in review some IPV trends and data analysis regarding IPV referrals by severity, race and identity, investigations, and teams.</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:	Activities:	Progress of activities in 2023-24:	Activities planned for 2024-25:
<p>Establishing key partnerships with community and internal stakeholders who will support our Trailblazers Youth Centre and assist in service delivery.</p>	<p>1) Establish community partnerships to promote physical literacy of youth who attend the Trailblazers Youth Centre.</p>	<p>On schedule, progress as planned.</p> <p>Partnerships developed and ongoing work continues with MLSE, Raptors 905 and Jays Care Foundation. Plans to host events for youth such as House of Hockey League, Rookie Baseball, Girls at Bat and Ready to Rebound.</p> <p>Girls get Fit program and a Run Group for our youth also continue as we apply for a grant with the Foundation</p>	<p>Partnership development is ongoing and will continue. Additional information to follow.</p>
	<p>2) Implement ethnocultural and inclusive programming that meets the diverse needs of the youth who attend Trailblazers Youth Centre.</p>	<p>On schedule, progress as planned.</p> <p>Youth have been attending monthly sessions for the Village, SAYA and We Belong (2SLGBTQ+).</p> <p>We also had youth participate in an OACAS provincial-wide symposium called PowerUp! for our Black and Indigenous identifying youth in March 2024. 26 youth attended the 2-day symposium.</p> <p>AKOMA and SAATH programs continue to be available to youth through Agency partnerships.</p> <p>Special events planned for both the Village's 15th anniversary and Child and Youth in Care Day.</p>	<p>Finalize programs with our community partners.</p> <p>Implement ethnocultural and inclusive programming.</p> <p>Plans to discuss partnerships to support that ethnocultural organizations are available for youth attending a school at the public board.</p>
	<p>3) Establish program supports to enhance children/youth mental health services.</p>	<p>On schedule, progress as planned.</p> <p>Partnership with Healing Through Play to provide ongoing weekly group sessions.</p> <p>Offered sessions to youth on the following: Self-Regulation, Beautiful Minds, Healthy Relationships.</p> <p>We have focused our emphasis on working with youth who have substance misuse and mental health issues.</p>	<p>Exploring possible collaboration with Youth Wellness Hub.</p> <p>Ongoing work with Associated Youth Services of Peel (Therapy, Family Connections and more).</p> <p>Ongoing work and access to programs for youth through other community partners such as EveryMinds (Mental Health) and REST Centres (Housing, Mental Health).</p>
	<p>4) Support youth to have access to immigration and/or settlement resources and programs at the Trailblazers Youth Centre.</p>	<p>On schedule, progress as planned.</p> <p>Continue to work in collaboration with CWICE team to support youth with immigration/settlement needs.</p>	<p>Ongoing work and planning with CWICE about youth involved with Trailblazers Youth Centre to get better access to supports.</p>

Youth Success - Trailblazers

<p>Goal #1 (cont'd):</p> <p>Establishing key partnerships with community and internal stakeholders who will support our Trailblazers Youth Centre and assist in service delivery.</p>	<p>Activities:</p> <p>5) Align Peel CAS service delivery with Trailblazers service model.</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>Linking programming to Ready, Set, Go (RSG) dimensions e.g. certification programs</p> <p>Have started offering options to utilize MLSE Scoreboard as incentive for goal setting for Youth Success and other Permanency department teams.</p>	<p>Activities planned for 2024-25:</p> <p>Will be reviewing Youth Strategy Plan for continuing service and realignment of service areas</p>
	<p>6) Support youth to have access to Employment Resources.</p>	<p>On schedule, progress as planned.</p> <p>Offering YMCA Employment Supports and City of Mississauga Youth Employment opportunities through the Spring and Summer. We had 15 youth participate in our Job Skills program in March 2024.</p> <p>Alignment with OECT who have partnerships with schools such as Sheridan with employment opportunities for youth.</p>	<p>Job Skills Employment supports being offered on ongoing basis.</p> <p>Job Fair planned for Fall 2024</p> <p>Plans to reconnect with City of both Mississauga and Brampton for summer employment opportunities and programs</p>
<p>Goal #2:</p> <p>Establish ongoing funding for Trailblazers Youth Centre operations.</p>	<p>Activities:</p> <p>1) Work in partnership with the Peel CAS Foundation to establish financial support for Trailblazers Youth Centre programs and activities.</p>	<p>Progress of activities in 2023-24:</p> <p>On schedule, progress as planned.</p> <p>Peel CAS Foundation has provided ongoing financial supports for program delivery.</p> <p>Grant received for Community Services Recovery Fund.</p>	<p>Activities planned for 2024-25:</p> <p>Regular and sustainable funding from Peel CAS Foundation.</p>
	<p>2) Secure additional funding options and grants to create sustainable programs for our children and youth.</p>	<p>On schedule, progress as planned.</p> <p>Hosted Trailblazers fundraiser at Milestones in Spring of 2023.</p>	<p>Continue to explore avenues to enhance financial viability of Trailblazers Youth Centre.</p> <p>Acquire new funding source for new facilities, i.e., laundry room and kitchen.</p> <p>Programming costs continue to be supported by the foundation.</p>