



Strategic Plan 2010 - 2012

Presented:
June 24, 2010



MISSION

York CAS is a team of skilled staff, foster parents and community volunteers who are legally responsible for and passionately committed to protecting children and strengthening families.

VISION

York CAS will be a trusted partner in improving the quality of life of children and families in York Region.

Key Strategic Priorities

1. To strengthen our financial position.

- 1.1 To influence the Ministry's funding formula that is specific and relevant to the needs of our community.
- 1.2 To develop a sustainable fund development program that will support and enhance service outcomes for children and families of York CAS.
- 1.3 To identify the key performance indicators aligned with the Strategic Plan and monitor progress quarterly at the board level.

2. To maximize human resources.

- 2.1 To maximize the level of job satisfaction of staff, foster parents and volunteers.
- 2.2 To recruit a diverse board and committee membership that will help York CAS deliver on all strategic objectives.
- 2.3 To develop a strategic plan briefing and regular review process for all staff, resource parents, volunteers and board members in order to enable the enculturation of the Vision and Mission Statements and alignment with key priorities.
- 2.4 To align the strategic plan, operational plans and committee workplans.
- 2.5 To design and implement a recognition/celebration program for the exceptional contributions of staff, volunteers, donors, board members, resource parents, youth, partners and members of the community.
- 2.6 To create an environment that fosters trust and open communication between senior staff and board members.
- 2.7 To establish clear parameters and responsibilities with respect to governance and operations, and protocols for communicating, prioritizing and responding to board member requests.

3. To improve the quality of programs and services.

- 3.1 To review and document the progress toward the recommendations set out in the Independent Provincial Review (completed May 2010).
- 3.2 To establish a mechanism to collect and analyze client feedback to address service issues.
- 3.3 To increase the placement options for children, including foster, kinship, adoption and outside resources.
- 3.4 To enhance the well-being of children and families through the development of programs and services and to acquire funding to support these initiatives.
- 3.5 To ensure facilities, equipment and technology are sufficient to meet the needs of service to children and families.
- 3.6 To identify models of best practices that can be implemented and used as performance benchmarks.

4. To promote our image.

- 4.1 To strengthen the public image, perception and support for the work of York CAS among key stakeholders including the public, elected officials and community partners.
- 4.2 To ensure York CAS is presented as a professional, collaborative resource that supports children and families.

5. To develop and strengthen key external partnerships.

- 5.1 To better understand and respond to the needs of constituencies (e.g. ethno-cultural, faith-based) where barriers to service have been identified.
- 5.2 To strengthen the relationship with York Region elected officials and their key senior staff.
- 5.3 To strengthen the relationship with key community partners, wherever necessary.
- 5.4 To develop a series of board to board learning opportunities and interactive events with other CAS agencies and community partners.