



Children's  
Aid Society  
Of Oxford County

2020-2024

# OUR STRATEGIC PLAN





**Children's  
Aid Society**  
Of Oxford County

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## A MESSAGE FROM OUR EXECUTIVE DIRECTOR AND BOARD CHAIR

In January 2020 we set forth with the bold intention to create a Strategic Plan that reflected how we envision the future of child welfare services and the Family Violence Counselling Program in Oxford County.

We wanted a plan that reflected our commitment to listen and learn. It was essential for us to engage with children, youth, and families who have received our services, our Board of Directors, volunteers and care providers, those who work alongside us in the community, and our highly skilled employees.

Thank you to all who contributed their voice and perspective. Our Strategic Plan is stronger because of you.

In this new Strategic Plan, we commit to five priorities and goals that will shape our next three years. Our values of collaboration, advocacy, relationships, inclusivity, and accountability are the foundation of this important work. Creating a shared vision and working to accomplish a common mission moves us forward together.

The development of this plan reinforced the organizational belief in both the importance of the work that we do and the critical role of partnership and collaborations in our community.

We realize the power of images to communicate. During our planning, we renewed our organizational logo to create an image that better reflects our values and intuitively speaks to our hope for the future of children, youth, and families in Oxford. We hope you find our new logo engaging and reflective of our identity as an agency that collaboratively helps children, youth, and families be safe, strong, and connected.

We look forward to working together to implement our plan and achieve our vision of Safe Children and Youth, Strong Families and Caring Communities.

Sincerely,

Tina Diamond M.S.W, R.S.W, M.B.A.  
Executive Director

Dan Molinaro  
Chair, Board of Directors

# OUR MISSION, VISION, AND VALUES



*"Without leaps of imagination or dreaming, we lose the excitement of possibilities. Dreaming, after all is a form of planning." – Gloria Steinem*

The Children's Aid Society of Oxford County engaged in thoughtful and intentional dialogue throughout this planning session. In recognition of the powerful impact that words can have, the Board of Directors carefully reviewed and refreshed the organization's Vision, Mission, and Values - three essential elements of any organization. Vision and mission statements establish the organization's identity and align staff, volunteers, care providers, and leaders to work toward a common purpose. An organization's values are the timeless, foundational principles that are the bedrock of the organization. Together, these three elements inform an organization's strategic planning, thereby shaping what the organization will focus on and achieve during the planning cycle and how the organization's decisions and actions will be implemented.

## OUR VISION

*"Safe children and youth, strong families,  
caring communities."*

## OUR MISSION

*"Together with our community,  
we help children, youth,  
and families be safe, strong, and connected."*



## OUR VALUES

-  **Collaboration:**  
*We believe in the strength of working together.*
-  **Advocacy:**  
*We promote the voice of children, youth, and families.*
-  **Relationships:**  
*We nurture respectful relationships that enable change, safety, and meaningful connection.*
-  **Inclusivity:**  
*We champion equitable access to opportunities and resources for all.*
-  **Accountability:**  
*We approach the responsibility entrusted to us with integrity, transparency, and care.*

## OUR THREE YEAR STRATEGIC PRIORITIES:

Our new Strategic Plan identifies the priorities and goals that the Children's Aid Society of Oxford County will pursue in the next three years to inspire safe children and youth, strong families, and caring communities in Oxford County.

In the next three years, the Children's Aid Society of Oxford County will work toward this vision by focusing our efforts and resources in five key areas:

### ***Service Excellence –***

To deliver a child, youth, and family centered service experience.

### ***Organizational Culture –***

To create a culture of accountability, unity, and wellness.

### ***Financial Sustainability –***

To manage resources efficiently and effectively to achieve a balanced budget.

### ***Equity and Inclusivity –***

To respect and honour the history and experiences of all by listening, learning, recognizing, acknowledging, and addressing biases within our community.

### ***Community Collaboration –***

To support seamless service pathways for children, youth, and families in Oxford County.



Safe children and youth, strong families, caring communities.

Service Excellence

Organizational Culture

Financial Sustainability

Equity and Inclusivity

Community Collaboration

## STRATEGIC PRIORITY: SERVICE EXCELLENCE

### GOAL:

TO SUPPORT SEAMLESS SERVICE PATHWAYS FOR CHILDREN,  
YOUTH, AND FAMILIES IN OXFORD COUNTY

### Why we are focusing on service excellence:

The work of the Children's Aid Society of Oxford County supports local children, youth, and families. Often, we work with families during some of the most difficult and stressful times in their lives. This is privileged and earnest responsibility. Providing less than excellent service is not an option.

The Children's Aid Society of Oxford County works hard to be family-focused, collaborative, and strength-based. We support natural relationships that engage family, friends, kin and other significant stakeholders in creating life-long safety within families.

As an agency, we want to deliver sector-leading experiences that set the standard for child, youth, and family-centered service. In so doing, we will empower the children, youth, and families with whom we work, and help them to achieve better outcomes.



## STRATEGIC PRIORITY: ORGANIZATIONAL CULTURE

### GOAL:

TO CREATE A CULTURE OF ACCOUNTABILITY, UNITY,  
AND WELLNESS

### Why we are focusing on organizational culture:

Our people make the Children's Aid Society of Oxford County a strong and vibrant organization. They are our greatest asset, and our best hope to achieve our goals.

We recognize the work we do is often challenging, yet highly rewarding. When our culture is healthy and effective, we are living our core values of collaboration, advocacy, relationship building, inclusivity, and accountability through our work. The effects of this are immediately felt within our organization. Employees recognize they are part of something bigger than themselves, feel valued, are proud to work here, and embrace authentic, respectful, and accountable interactions and communications.

A culture that supports the vision, mission, values, and goals of an organization will foster environments of trust, internal collaboration, kindness, respect, and leadership. Our strong, healthy organizational culture will help us to attract, retain and support employees, care providers, volunteers, and leaders who are compassionate, skilled, and engaged. These champions, in turn, will support and be connected to one another, the organization, and the wider community.

This will result in positive outcomes for children, youth, and families in Oxford County.



## STRATEGIC PRIORITY: FINANCIAL SUSTAINABILITY

### GOAL:

TO MANAGE RESOURCES EFFICIENTLY AND EFFECTIVELY  
TO ACHIEVE A BALANCED BUDGET

### Why we are focusing on financial sustainability:

Sustainable finances are essential to any organization. They ensure the agency has the capacity and long-term ability to deliver the services that its clients, community, partners, and funders expect. Effective stewardship of our financial resources allows us to keep services local while honouring the commitments we have made to our funders and wider community.

As a government-mandated and funded agency, we commit to prudent fiscal responsibility. For the Children's Aid Society of Oxford County, our requirement to achieve a balanced budget is more than a funder requirement; it's how we demonstrate to our community, partners, and funders the value of their investment in us.

Sustainable finances are more than just 'keeping the lights on.' Managing the financial resources entrusted to us efficiently and effectively helps us provide children, youth, and families in Oxford County with the supports and services they need now and in the future.



## **STRATEGIC PRIORITY: EQUITY AND INCLUSIVITY**

### **GOAL:**

**TO RESPECT AND HONOUR THE HISTORY AND EXPERIENCES OF ALL BY LISTENING, LEARNING, RECOGNIZING, ACKNOWLEDGING, AND ADDRESSING BIASES WITHIN OUR COMMUNITY.**

### **Why we are focusing on equity and inclusivity:**

We each have a role in building communities where all individuals feel welcomed, respected, supported, and valued. This is essential if we are to help children and youth be safe, strengthen families, and create caring communities.

The Children's Aid Society of Oxford County is acting purposefully to build caring, inclusive communities by listening, learning, recognizing, acknowledging, and addressing biases. We respect and seek out inclusion of differences, recognizing that we can learn from one another and our differences make us stronger.

Hearing different voices and experiences helps us to explore our own biases, so we do not bring assumptions into our relationships with others. It further prompts us to work to remove systemic barriers, promote inclusivity and equity for all, and reconnects us with one another in recognition of our shared humanity.

We know our efforts here will not be perfect, and that these are challenging and sometimes personal conversations for individuals, communities, and our organization. Nevertheless, these are important conversations.

As an agency, we commit to engaging in these conversations collaboratively, respectfully, and responsibly in order to hear and honour all voices, experiences, wisdom, and perspectives. In so doing, we share in the responsibility to foster and safeguard equity, inclusion, dignity, and respect for all.

## **STRATEGIC PRIORITY: COMMUNITY COLLABORATION**

### **GOAL:**

**TO SUPPORT SEAMLESS SERVICE PATHWAYS FOR CHILDREN,  
YOUTH, AND FAMILIES IN OXFORD COUNTY**

### **Why we are focusing on community collaboration:**

Relationships are the cornerstone of our work. Collaboration encourages an exchange of information and ideas, making it more likely that the goals we seek will be achieved in ways none of us could accomplish on our own.

By working together across the service system, sharing expertise, and bridging gaps, we challenge systemic barriers and build seamless pathways for children, youth, and families to receive the supports and services they need.

Through our collaborations, we help to maximize resources and generate efficiencies in the wider service system. For the children, youth, and families with whom we work, collaboration will help our community by supporting people to access the right service at the right time.

Working in tandem with our system partners helps all of us to be mindful that children, youth, families, and community deserve local, community-based services.

Our organization is committed to collaborating with our partners and building strong working relationships that support better outcomes for children, youth, and families in Oxford County.

## OUR PLANNING PROCESS:

We engaged with more than 150 internal and external stakeholders to hear their ideas and perspectives. Stakeholders included young people and families receiving services (including Family Violence Counselling Program participants), Care Providers and Volunteers, Community Partners, Staff, Managers and Senior Leaders, and members of our Board of Directors.

**LISTEN**

Members of the Children's Aid Society of Oxford County's Board of Directors and Senior Leaders reviewed the information collected from stakeholders. They then renewed the organization's vision, mission, and values, and determined the priorities and goals the agency will focus on in the next three years.

**DECIDE**

The decisions identified by the Board and Senior Leaders were developed into this new Strategic Plan.

**DEVELOP**

With the path forward articulated, the Children's Aid Society of Oxford County will action its new Strategic Plan and communicate its progress and results. We are proud of the directions in which we are heading. We are confident this new plan will focus and strengthen our organization, and positively impact the lives of children, youth, & families in Oxford County.

**IMPLEMENT**



## Strategic Plan 2020-2024

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**Children's  
Aid Society**  
Of Oxford County

relatives importance  
 mother ties relat  
 togetherness support  
 relation strong support  
 network  
**FAMILY**  
 perfect together  
 caring important trust supportive  
 relationship  
 life sharing  
 ther good related found



Facilitated by Platinum Leadership



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 Of Oxford County

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**FAMILY VIOLENCE**  
 COUNSELLING PROGRAM  
 of Oxford County