



GROWING GREAT
generations

GUELPH - WELLINGTON

COMMUNITY PLAN

2018-2023

TABLE OF CONTENTS

ABOUT GROWING GREAT GENERATIONS	1
GROWING GREAT GENERATIONS VISION AND MISSION	1
THE GGG COMMUNITY PLAN 2018-2023	2
GGG COMMUNITY SERVICES GOALS	3
THE PROCESS FOR DEVELOPING THE GGG PLAN	4
MOVING FORWARD	4
GGG GOAL-FOCUSED STRATEGIC ACTIONS	5
SERVICE AVAILABILITY	5
SERVICE ACCESSIBILITY	6
SERVICE CONNECTEDNESS	7
SUMMARY: COMMUNITY SERVICES GOALS AND GOAL-FOCUSED STRATEGIC ACTIONS	8
VISIT THE GGG WEBSITE	9
COMMUNITY SERVICES GOALS - LOGIC MODELS	10
COMMUNITY SERVICES GOAL #1 SERVICE AVAILABILITY: FOR CHILDREN, YOUTH AND THEIR FAMILIES TO HAVE TIMELY ACCESS TO HIGH QUALITY, EFFECTIVE SERVICES.	10
COMMUNITY SERVICES GOAL #2 SERVICE ACCESSIBILITY: TO MAKE SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES ACCESSIBLE AND EASY TO UNDERSTAND.	11
COMMUNITY SERVICES GOAL 3 SERVICE CONNECTEDNESS: FOR CHILDREN, YOUTH AND FAMILIES WHO RECEIVE MULTIPLE SERVICES TO EXPERIENCE SERVICES IN A WELL-CONNECTED MANNER.	12
COMMUNITY SERVICES GOAL 3 SERVICE CONNECTEDNESS: FOR CHILDREN, YOUTH AND FAMILIES WHO RECEIVE MULTIPLE SERVICES TO EXPERIENCE SERVICES IN A WELL-CONNECTED MANNER (CONT'D.)	13

ABOUT GROWING GREAT GENERATIONS

Growing Great Generations (GGG) is the integrated planning framework for children and youth services (birth to 18 years of age) in the Wellington services delivery area. The Wellington service delivery area consists of the City of Guelph and the seven municipalities of the County of Wellington (Centre Wellington, Erin, Guelph/Eramosa, Minto, Mapleton, Puslinch and Wellington North).

Prior to the creation of GGG planning for services for children and youth was fragmented, undertaken by three distinct planning tables and tended to be defined by discrete age brackets that failed to recognize that many aspects of children’s development, well-being and vulnerabilities are best understood and effectively planned for on a continuum. GGG was created in order to:

- Integrate and streamline the planning process of services for all children birth to 18 years old in the Wellington service delivery area to avoid duplication of effort and facilitate the development of a seamless system of services for children, youth and their families in our community.
- Provide a formal process that ensures that public funds allocated towards meeting service gaps are more precisely applied to the specific needs in the community that align with established planning goals, and are allocated to initiatives supported by credible research evidence and align with other community projects.
- Facilitate the development of community-driven priorities, guided by established planning goals that enable the community to better respond to new initiatives including funding, interventions and other announcements by provincial bodies and other funders.

Growing Great Generations Vision and Mission

GGG Vision

All children, youth and their families in the Wellington service delivery area have access to resources, services and supports that promote their optimum social, emotional, intellectual and physical development.

GGG Mission

Growing Great Generations is a collaborative planning initiative of community health and social service organizations and groups who engage in system-level planning to strengthen and align services and supports for all children, youth and their families in the Wellington service delivery area. Action is achieved by leveraging our knowledge and resources to improve services and supports for children, youth and their families.

Since its creation, GGG has undertaken a number of activities including the development and launch of the [Growing Great Generations website](#), a resource where families in the Wellington service delivery area can readily access information about services and supports for children, youth and their families in one place.

THE GGG COMMUNITY PLAN 2018-2023

The work of GGG to plan community services for children and youth is overseen by the GGG Planning Table, which is made up of senior leaders who have decision making power in their organizations and represent key sectors that provide services to all children birth to 18 years old in the Wellington service delivery area.

The purpose of the GGG Community Plan is to identify and make public broad goals for improving community services for children and youth in Wellington. This Community Plan was developed by the GGG Planning Table as part of their planning responsibility. The GGG Planning Table supports planning of community services for children and youth in an integrated way based on a shared view of child and youth well-being and the services that support them.

GGG Shared View of Children & Youth Well-being and Services

Our Understanding of Child and Youth Well-being and Services:

- The well-being of children and youth is a complex concept, with many domains.
- Children's development and well-being is best understood on a continuum.
- Services function in an interrelated way to impact child well-being, no single service can improve child well-being alone.
- The service map is complex, and not linked in a cohesive or consistent way.

Our Responsibilities for Planning:

- We have a responsibility to the whole child not just one domain or aspect of well-being.
- We have a responsibility to all children birth to 18 years and not just one age bracket.
- We have a responsibility to plan for the full continuum of services in an integrated way to ensure equitable levels of promotion, prevention, intervention services are available.
- We have a responsibility for integrated planning for the purpose of ensuring that services are experienced in an integrated fashion.

The work of GGG Planning Table focuses on monitoring the well-being of children and youth, identifying needs and gaps in the system of services and supports for children and youth that are delivered by publically funded bodies in the community (including community social service organizations and the municipality), and making changes to improve how these community services are delivered. GGG believes that by making changes that improve the delivery of community services for children and youth, this will ultimately influence the well-being of children and youth in a positive way.

GGG COMMUNITY SERVICES GOALS

In 2016, GGG Planning Table set three broad community services goals by identifying the changes that need to happen in the services for children and youth in order to influence the well-being of children and youth in a positive way.

The GGG community services goals are:

- For children, youth and their families to have timely access to high quality, effective services

Theme: Service Availability

- To make services for children, youth and their families accessible, and easy to understand and navigate regardless of where the family lives or their circumstances

Theme: Service Accessibility

- For children, youth and families who receive multiple services to experience services in a well- connected manner

Theme: Service Connectedness

Hereafter, the GGG community services goals are identified by the respective themes of:

- Service availability
- Service accessibility
- Service connectedness

The GGG community services goals are intentionally aspirational, and are intended for the GGG Planning Table, service partners and other community stakeholders. The GGG community services goals set out in this plan will enable the GGG Planning Table, service partners and other community stakeholders to:

- Establish community services targets
- Identify strategic actions that can be taken to achieve the goals
- Use the community services goals to guide the development of community-driven initiatives
- Support effective distribution of public resources towards specific needs in the community that align with the community services goals.

THE PROCESS FOR DEVELOPING THE GGG PLAN

- **Oct 2016 - May 2017:** GGG Planning Table engaged in collaborative dialogue to review local information about how children, youth and families are experiencing services based on input from children, youth and families, and from service providers as reported in local and provincial reports. The GGG Planning Table set three broad community services goals by identifying the changes they want to see in the services for children and youth.
- **May 2017:** GGG Planning Table organized two half-day Children and Youth Services Forums to learn from frontline staff about how services are performing and gather ideas about actions that can be taken to achieve community services goals. Fifty-six individuals representing at least 28 local agencies participated.
- **June 2017 – May 2018:** Input from the Children and Youth Services Forums was summarized and used to generate reports that were shared with forum participants. Using information from the forums, local reports and local data, the GGG Planning Table identified and prioritized goal- focused strategic actions.

MOVING FORWARD

- The GGG Planning Table will organize “Call to Action” community events that will bring together service partners and other stakeholders who can move the goal-focused strategic actions into community-driven initiatives.
- GGG will engage in ongoing surveillance of other community group initiatives (such as Toward Common Ground) to promote aligning of initiatives, highlight gaps and avoid duplication of efforts and resources.
- GGG will facilitate and support allocation of resources, including staff supports, planning expertise, data analysis supports and funding to initiatives and projects that align with the GGG community services goals, are grounded in sound methodology, and are supported by credible research evidence.
- GGG will support public investments in initiatives and projects that demonstrate a high level of accountability, can be monitored and evaluated, and align with other projects in the community that seek to improve the health and well-being of children, youth and their families.

GGG GOAL-FOCUSED STRATEGIC ACTIONS

Service Availability

Service availability is the concept that high quality, effective services are present and in adequate levels in relation to the population that is being served. There are a number of measures that can assist in understanding if services are available and in adequate levels including the physical presence and geographic distribution of services relative to the population; the availability of qualified workforce; and service waitlists.

WHAT NEEDS IMPROVEMENT

- Inadequate service levels that do not meet demand.
- Funding levels that are not matching demand for services.
- Services not distributed fairly across the service area.
- Limited services for Indigenous families and Francophone families within the geographic catchment area.
- Inadequate service frequency, especially in rural parts of the service area.
- Poor knowledge/awareness of what services are available.

PRIORITY STRATEGIC ACTION

- Identify and recommend strategies that improve fair distribution of services across the service delivery area.

FROM THE CHILDREN AND YOUTH SERVICES FORUM

- Lack of services in rural communities.
- Families drive long distances to access services.
- No infant spaces in east Wellington.
- More recreation programmes activities in Guelph as opposed to the County; some areas are walkable in the County, other parts require transportation to activities.
- Waitlists for before and after school programmes, and for swimming programmes.
- Mental health & wellness services needed in the north; CMHA services are mostly in Guelph.
- No addiction services locally for youth with addictions.
- There are no services for Indigenous children and families within the service area.

Service Accessibility

Service accessibility is the concept that all children, youth and their families, regardless of their circumstances (such as socio-economic status, gender, disability, location, ethnicity, etc.) should be able to participate in services and programmes available to them. Many factors can limit the ability of children, youth and their families to participate in services available to them depending on their circumstances.

WHAT NEEDS IMPROVEMENT

- Services not located close to where families live.
- Lack of public transportation in parts of the service area.
- Lack of resources within the community to help families understand and navigate services.
- Lack of flexible scheduling options to meet varying family schedules.
- Lack of effective translation services.
- Fee based services not affordable for families with low incomes, and particularly those just above financial assistance eligibility.
- Eligibility restrictions, referral criteria and complicated intake systems that make access to specialized services difficult.
- Inadequate policies, practices and qualified staff to support the inclusion of children with disabilities, and other systematically marginalized service users.
- The range and mix of programme offerings for some services are not equitable across the service area, and across children's age ranges, interests and continuum of needs.
- Technology-related barriers limit the ability of providers to communicate with service users.
- Poor use of feedback from families, relevant research and knowledge to inform service planning.

PRIORITY STRATEGIC ACTION

- Determine the barriers experienced at service entry-points and recommend strategies to overcome the barriers.

FROM THE CHILDREN AND YOUTH SERVICES FORUM

- Fee based services not affordable for families with low incomes, particularly those just above financial assistance eligibility.
- Online registration process for recreation programmes is complicated.
- Eligibility restrictions, complicated referral criteria
- Diagnosis-based eligibility for supports a barrier for children with special needs and in need of mental wellness supports.
- Request for income information is stigmatizing.
- Lack of access to reliable translation services for non-English speakers
- Lack of public transportation to access services in parts of the service area
- Physically inaccessible services and literacy barriers
- Mix of mental health services difficult to understand and navigate

Service Connectedness

Increasingly, service providers are encountering families with very complex challenges. Examples include situations where a provider is supporting a child with multiple needs (and therefore accessing multiple services); or a provider supporting a child attached to a family where one or more of the members are also experiencing challenges. Service connectedness is the concept that for families experiencing complex challenges services should focus on the needs of the family as a whole so that they experience continuity of care and support across service settings. While there are initiatives, such as Moving on Mental Health and the Special Needs Strategy, that aim to improve coordinated access for identified individuals, there is still need to improve service connectedness for the whole family and the community.

WHAT NEEDS IMPROVEMENT

- Lack of coordinator role to assist families navigating multiple services and make follow-ups as needed.
- Limited ability to share client information across service agencies.
- Inability of service providers to address family needs that are beyond their mandated services.
- Poor understanding and communication among service providers about how their services link to better support families.
- Lack of time and resources for service providers to connect and coordinate their work.

PRIORITY STRATEGIC ACTIONS

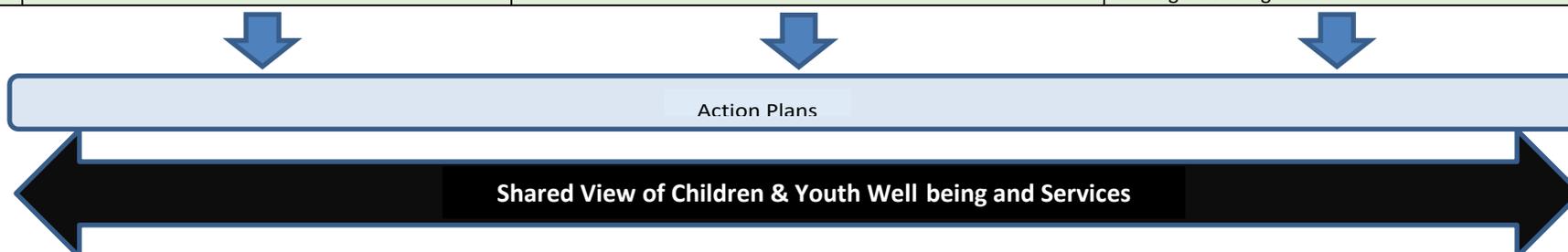
- Create and provide a strategy that supports families to navigate the service system.
- Provide resources and create a strategy to improve communication and client information sharing among service agencies.

FROM THE CHILDREN AND YOUTH SERVICES FORUM

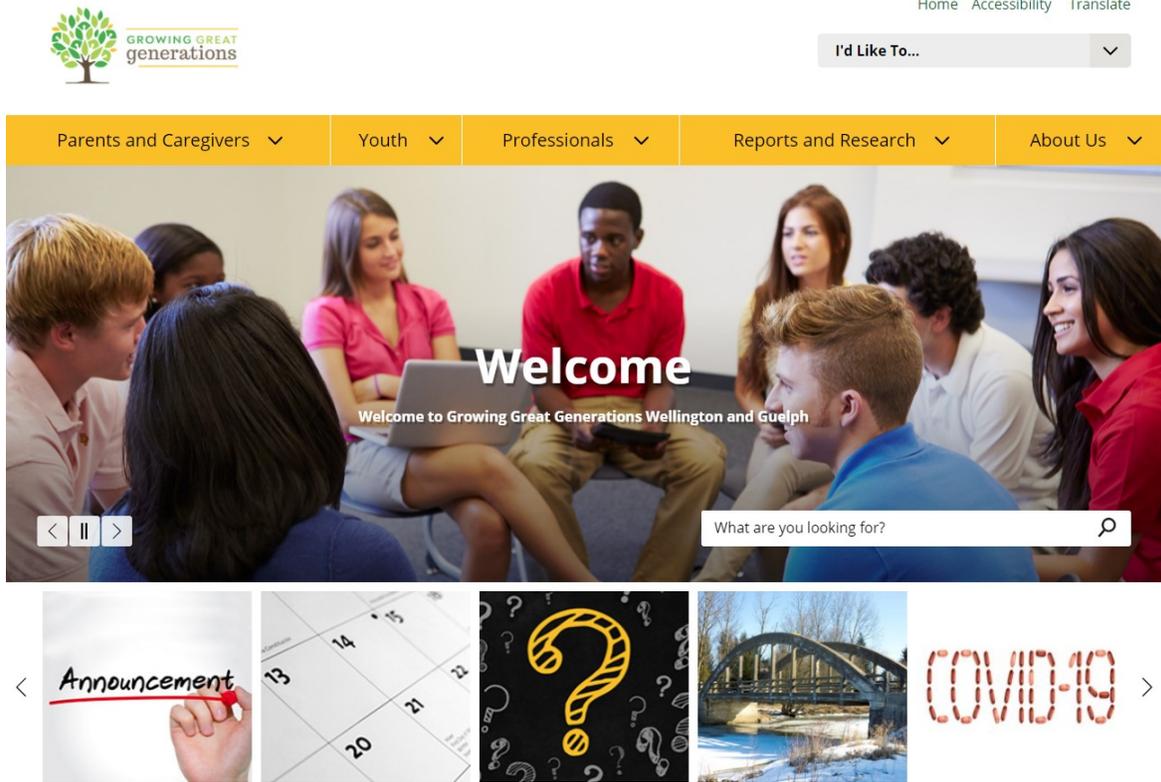
- Families navigating multiple services on their own
- Parents feel overwhelmed by the amount of information; need someone to follow through.
- No follow-up after referrals are made
- Limited ability to share client information across service agencies
- Privacy Act limits what can be shared about clients
- No mechanism for communication among multiple providers who provide services to the same child or youth
- Service providers continue to operate in silos.

SUMMARY: COMMUNITY SERVICES GOALS AND GOAL-FOCUSED STRATEGIC ACTIONS

	Service Availability	Service Accessibility	Service Connectedness
Community Services Goal	For children, youth and their families to have timely access to high quality, effective services. Meaning that high quality, effective services are present and in adequate levels in relation to the population that is being served.	To make services for children, youth and their families accessible, and easy to understand and navigate regardless of where the family lives or their circumstances. Meaning that all children, youth and their families, regardless of their circumstances are able to participate in services and programmes available to them.	For children, youth and families who receive multiple services to experience services in a well-connected manner. Meaning that for families experiencing complex challenges services focus on the needs of the family as a whole so that they experience continuity of care and support across service settings.
What needs improvement	<ul style="list-style-type: none"> • Inadequate service levels that do not meet demand. • Funding levels that are not matching demand for services. • Lack of services for Indigenous families and Francophone families within the geographic catchment area. • Lack of services for Indigenous families and Francophone families within the geographic catchment area. • Shortage of qualified staff, particularly childhood educators, and poor staff retention. • Poor knowledge/awareness of what services are available. 	<ul style="list-style-type: none"> • Services are not located close to where families live. • Lack of public transportation services in parts of the service area. • Lack of resources within the community to help families understand and navigate services. • Lack of flexible scheduling options to meet varying family schedules. • Lack of effective translation services. • Fee based services not affordable for families with low incomes, and particularly those just above fee subsidy eligibility. • Eligibility restrictions, referral criteria and complicated intake systems that make entry into services difficult. • Inadequate policies, practices and qualified staff to support the inclusion of children with disabilities, and other systematically marginalized service users. • The range and mix of programme offerings for some services are not equitable across the service area, and across age ranges, interests and continuum of needs. • Technology-related barriers limit the ability of service providers to communicate with service users. • Inadequate use of feedback from families, appropriate research and knowledge to inform service planning. 	<ul style="list-style-type: none"> • Lack of coordinator role to assist families navigating multiple services and make follow-ups as needed. • Limited ability to share client information across service agencies. • Inability of service providers to address family needs that are beyond their mandated services. • Poor understanding and communication among service providers about how their services link to better support families. • Lack of time and resources for service providers to connect and coordinate their work.
Priority Strategic Actions	Identify and recommend strategies that improve fair distribution of service across the service delivery area.	Determine the barriers experienced at service entry-points and recommend strategies to overcome the barriers.	Create and provide a strategy that supports families to navigate the service system OR Provide resources and create a strategy to improve communication and client information sharing among service agencies.



VISIT THE GGG WEBSITE



The screenshot shows the homepage of the Growing Great Generations website. At the top left is the logo. To the right are links for 'Home', 'Accessibility', and 'Translate'. Below these is a dropdown menu labeled 'I'd Like To...'. A navigation bar contains five categories: 'Parents and Caregivers', 'Youth', 'Professionals', 'Reports and Research', and 'About Us'. The main banner features a group of diverse young people sitting around a laptop. The text 'Welcome' is prominently displayed, followed by 'Welcome to Growing Great Generations Wellington and Guelph'. A search bar with the placeholder text 'What are you looking for?' is located at the bottom right of the banner. Below the banner is a carousel of five images: 1. A hand writing 'Announcement' on a whiteboard. 2. A calendar page showing dates 13, 14, 20, and 21. 3. A large yellow question mark on a black background with smaller question marks. 4. A photograph of a stone arch bridge over a river in winter. 5. The text 'COVID-19' in a red, blocky font.

COMMUNITY SERVICES GOALS - LOGIC MODELS

Table 1 Community Service Goal 1: Service Availability

Community Services Goal #1 Service Availability: For Children, Youth and Their Families to Have Timely Access to High Quality, Effective Services.

Priority Strategic Action: Identify and recommend strategies that improve fair distribution of services across the service delivery area.

Objectives	Activities	Outcomes	Impact
To leverage appropriate funding for early years' services and programmes, based on demographics and geography.	Write letters to, and speak with MPPs and local officials about importance of early years services and programmes.	Equitable expansion of the children and youth service system provides previously marginalized children, youth and families new opportunities to address challenges and develop their interests and skills.	Children and youth experience improved long-term outcomes based on accessing the right interventions at the right time and their participation in a continuum of services and programmes designed to help them realize their maximum potential.
	Develop a strategy for collaborative funding applications at the planning table, using population-level data to highlight needs.		
	Implement the strategy for collaborative funding applications at the planning table.		
To implement resource enhancing strategies and cost efficient service delivery models to increase service levels.	Equip families with the practical skills they need to support their child's development.		
	Adopt community development strategies to increase service availability.		
	Coordinate the increased operational integration of services.		
To deliver services and programmes close to where families live.	Investigate capital resources/funding opportunities that support locality-based service delivery.	Access to services, programmes and resources is increasingly available under adverse individual, familial and community circumstances.	
	Establish locality-based services for children and youth.		
To adopt and implement technology-based service delivery models.	Adopt and implement technology-based service delivery models as alternatives to face-to-face services and programmes.		

Table 2 Community Service Goal 2: Service Accessibility

Community Services Goal #2 Service Accessibility: To Make Services for Children, Youth and Their Families Accessible and Easy to Understand.

Priority Strategic Action: Determine the barriers experienced at service entry-points and recommend strategies to overcome the barriers.

Objectives	Activities	Outcomes	Impact
To adopt, adapt or develop inclusive policies and guidelines that create positive experiences for all children, youth and families.	Craft an inclusion policy for the children and youth service system.	Children, youth and families have positive and inclusive experiences with the child and youth service system.	The children and youth service system is reflective of and responsive to, the diversity of all children, youth and families.
To promote hiring practices that create a diverse workforce.	Training regarding hiring practices that result in diverse workforces conducted.	An increased number of children and youth see diversity reflected in the network of children and youth service system staff.	
To provide educational opportunities that promote the expansion of diversity and inclusion.	Coordinate training on inclusive practices, diversity and cultural competence training for professionals who work with children and/or youth.	Children and youth service sector staff expand their understanding of and are equipped with additional skills to facilitate inclusive and diverse programmes.	
To develop and adopt appropriate outreach strategies to improve access for groups that are systemically marginalized.	Undertake a variety of evidence-based outreach activities aimed at promoting and facilitating participation in child, youth and parent programmes.	Previously marginalized children, youth and parents have increased capacity to employ new skills and knowledge to their own advantage.	
To develop service delivery schedules that recognize and support the varied schedules of a diverse group of parents.	Investigate parents' scheduling challenges and implement flexible scheduling options.	A wider range of children, youth and families benefit from age-appropriate programmes and services designed to support them in meeting goals or addressing challenges.	

Table 3 Community Service Goal 3: Service Connectedness

Community Services Goal 3 Service Connectedness: For Children, Youth and Families Who Receive Multiple Services to Experience Services in a Well-Connected Manner.

Priority Strategic Action: Create and provide a strategy that supports families to navigate the service system.

Objectives	Activities	Outcomes	Impact
To improve families' awareness of public places where they can access internet for free.	Develop, distribute and promote a list of public places with free internet-connected computers.	Family access to the internet is made more equitable.	A well-connected and responsive service system that supports the healthy development of children and youth into adulthood.
	Discuss possibility of providing internet access in each agency that provides early years' services.		
To increase awareness of local children and youth services, programmes and resources amongst families and service providers.	Maintain and update GGG website.	Families and service providers gain an increased awareness about locally available children and youth services and programmes.	
	Develop and maintain a social media platform for GGG.		
	Create a communications strategy to centralize the promotion of children and youth services.		
To develop and distribute early years' information resources to families and service providers.	Develop early years information resources.		
	Distribute early years information resources to public places.		
To make it easier to connect families and youth to the services and programmes they need.	Create a centralized repository of available children and youth services, supports, programmes.	Each child and youth is matched with programmes and services from which they will derive the maximum benefit.	
	Create a centralized children and youth programme registration system.		
	Create a central telephone intake line for family support services.		
To make it easier to connect families and youth to the services and programmes they need.	Facilitate the referral process for children and youth services and programmes, with an online referral system and associated processes and documents.	Reduced amount of time spent on referrals and follow-up by families and service providers.	

Table 4 Community Service Goal 3: Service Connectedness

Community Services Goal 3 Service Connectedness: For Children, Youth and Families Who Receive Multiple Services to Experience Services in a Well-Connected Manner (CONT'D.)

Priority Strategic Action: Create and provide a strategy that supports families to navigate the service system.

Objectives	Activities	Outcomes	Impact
To improve client information sharing amongst service providers.	Establish a service provider table that can address service needs of individual children and families with complex challenges, while maintaining a high level of privacy.	Service providers develop a cohesive and confidential approach to help families facing multiple challenges.	A well-connected and responsive service system that supports the healthy development of children and youth into adulthood.
To establish community connector role(s) or a centralized agency in each community, to assist families in locating, navigating and advocating for services.	Create a community connector role or centralized agencies in each community to help direct families to the appropriate services.	Families feel supported as referral and service pathways seem clear and easy to understand.	
To strengthen the role of service partners who can link/navigate and refer families to early years services and programmes.	Engage new service partners who can have a service linkage, navigation & referral role.	The role of service partners in linking, navigating and/or referring families to children and youth services and programmes is strengthened and supported.	
	Determine and implement ways to strengthen and support service linkage, navigation and referral roles.		
To develop an increasingly cohesive service delivery approach, while minimizing the time, effort, resources and coordination burden on families.	Support the increased integration of early years, children and youth services and programmes (locality-based services with inter-agency collaboration/hubs).	Transitions across agencies, services and programmes are minimized and communication between service providers is improved.	
To determine and implement early years' service system responses needed to support the transition to school process for children, families and educators.	Invite experts to share their knowledge and experience of FDK-related transition to school process.	Enhanced capacity of early years service system to support the transition to school process.	
	Consult educators and administrators in schools; families, and children.		
	Use information from experts to identify FDK-related early years transition to school support needs.		
	Find evidence of how early years services can support FDK-related transition to school.		
	Develop appropriate early years' services responses.		
	Hold a feedback forum with educators and school administrators; families; and early years service providers.		