

The Regional Municipality of Peel BEST START

“Building on the Foundation – Moving Forward”

Appendices to 2007-2008 Best Start Community Plan



June 30, 2007

Contents

Appendix 1: Success By 6 Peel Organization Chart	1
Appendix 2: Best Start Network Membership	2
Appendix 3: Best Start Network Terms of Reference	4
Appendix 4: Parent Consultation Report	10
Appendix 5: Francophone Consultation Report	13
Appendix 6: Aboriginal Consultation Report	16
Appendix 7: Aboriginal Work Plan	21
Appendix 8: Fair Share Peel Report	22
Appendix 9: Best Start Integrated Programming Committee Partnership Agreement	25
Appendix 10: Integrated Programming Committee Draft Work Plan	34
Appendix 11: Preschool Speech and Language (PSL).....	35
Appendix 12: Infant Hearing Programs (IHP)	40
Appendix 13 Child Development Resource Connection Peel.....	42
Appendix 14: Family Day Care Services	46
Appendix 15: Ontario Early Years Centres (OEYC's)	48
Appendix 16: Peel Public Health, Family Health, Healthy Babies Healthy Children.....	51
Appendix 17: YMCA.....	55
Appendix 18: Peel Infant Development.....	58
Appendix 19: Peel Children's Centre (PCC)	61
Appendix 20: Brampton Library	62
Appendix 21: Brampton Caledon Community Living	65
Appendix 22: Community Living Mississauga	67

Contents (continued)

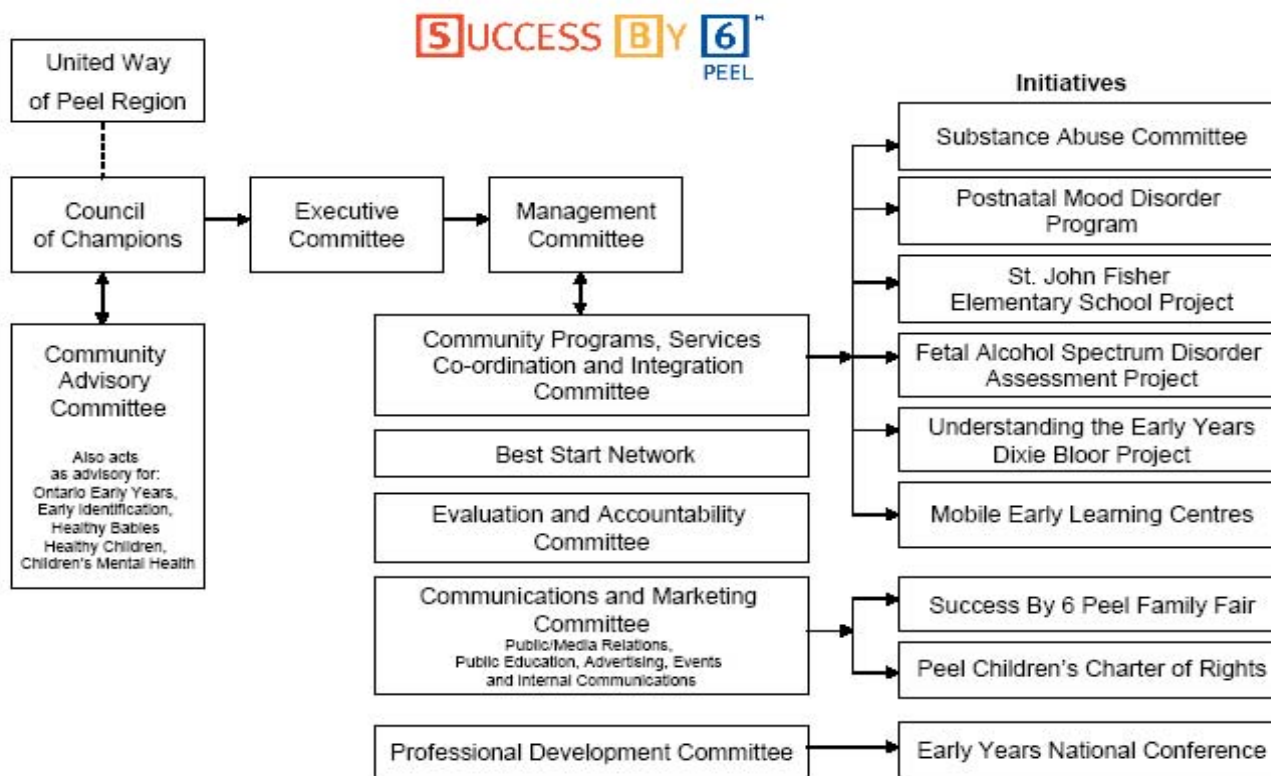
Appendix 23: Conseil scolaire de district catholique Centre Sud (CSDCCS70
Conseil scolaire de district du Centre-Sud-Ouest (CSDCSO)

Appendix 24: PLASP Child Care Service.....77

Appendix 25: Liste des organismes francophones.....79

Sign-off by the Agencies of the Best Start Network.....82

Appendix 1: Success by 6 Peel Organization Chart



www.successby6peel.ca

Appendix 2: Best Start Network Membership List

Member	Affiliation	Representation
Anne Agnew	City of Brampton	Recreation
Ken Albanese	Erinoak	Pre-school Speech & Language
Shirley Ann Teal	Peel District School Board	School Board
Joan Arruda	Family Day Care Services	Home Child Care
Cori Chapman	The Credit Valley Hospital	Health
Mark Creedon	Catholic Family Services	Family Counselling
Elena DiBattista	Success By 6 Peel	Community Coalition
Anne Fenwick	Region of Peel, Health Dept.	Public Health – Family Health, HBHC
Sandra Garibotti	Peel Children's Aid	Child Protection
Bev Hardy	Region of Peel, Health Dept.	Reproductive/Child Health
Pat Houlton	PLASP Child Care Services	Child Care
Ann Iannarelli	Community Living Mississauga	Preschool Services
Ronald Jaros	Region of Peel	Planning / Research
Gunta Jurevics-Lawson	Region of Peel Children's Services	CMSM
Linda Lee-Berkowitz	Peel Children's Centre	Children's Mental Health
Pamela Martindale-Nevin	Ministry of Children & Youth Services	MCYS - Regional Office
Sheila McWatters	Dufferin-Peel Catholic District School Board	School Board
Shela Minhas	Association of Daycare Operators	Child Care
Lorna Montgomery	Trillium Health Centre	Infant Development/Special Needs
Lynn Petrushchak	Dixie Bloor Neighbourhood Centre	OEYC / Settlement
Lorna Reid	Region of Peel Children's Services	CMSM
Nancy Rowland	City of Brampton	Recreation
Miriam Scharf	Erinoak	Multidiscipline (Special Needs)
Jacqueline Foley	YMCA Children's Services	Child Care
Maureen Thornton	Caledon parent-Child Centre	Parent Resource Centre / OEYC
Sheri Bain	Brampton Library	Library
Jane Van-Berkel	Child Development Resource Connection	OEYC / Professional Resource Centre
Kamlesh Visavadia	Region of Peel Children's Services	CMSM
Barbara Wallace	Best Start Health Coalition in Peel	
Huda Abbas (as of July/07)	Multicultural Inter-Agency Group of Peel (MIAG)	Multi-cultural Community
Sue Hunter	Region of Peel / Planning	Consultant
Michael Robitaille		Parent / Francophone
Bilijana Bajagic	Region of Peel	Construction & Real Estate Services
Catherine Saftic	Conseil scolaire de district catholique Centre Sud	School Board
Daniel Lefebvre	Conseil scolaire de district du Centre-Sud-Ouest	School Board

Appendix 2: Best Start Network Membership List (continued)

Member	Affiliation	Representation
Helen Lewis-FitzGerald	Region of Peel Children's Services	CMSM
Kelly Hoddinott	Brampton Caledon Community Living	Preschool Services
Laura Mitchell-Collier	Region of Peel Children's Services	CMSM
Mabinti Dennis	Success By 6 Peel	Community Coalition
Pat ChrisJohn	Region of Peel Housing Policy & Programs	Aboriginal Representative
Rob Bassford	Ministry of Children & Youth Services	MCYS - Regional Office
Tammy Campbell	Region of Peel Children's Services	Aboriginal Representative
Jennifer Constantino	Region of Peel Children's Services	Administrative Assistant
Dr Anthony Hutchinson	Brampton Neighbourhood Resource Centre	Family Resource Programs/OEYC
Joyce Temple-Smith	Malton Neighbourhood Services	OEYC / Settlement
Lory Wolter	Mississauga Parent Child Resource Centres	OEYC
Moira Sinclair	Ministry of Education	
Jean-Luc Bernard	Conseil scolaire de district du Centre-Sud-Ouest	School Board
Diane Jamieson	Conseil scolaire de district catholique Centre Sud	School Board

Appendix 3: Best Start Network Terms of Reference

The Best start initiative is integrated with, and supported by, the Success By 6 Peel initiative.

Success By 6 Peel Vision

In Peel, all children will thrive

Success By 6 Peel Mission

In Peel, the community works together to support parents and caregivers to ensure that all children from birth to age six have the opportunity to fulfill their potential.

Best Start Goal

All children in the Region of Peel will be ready and eager to achieve success in school by the time they start Grade 1.

Best Start Mandate

To plan and monitor the implementation of the Ministry of Children and Youth Services (MCYS), Best Start provincial initiative within the Region of Peel in accordance with the Implementation Planning Guidelines for Best Start Networks.

Scope

The Best Start Network will plan, implement and monitor Best Start at the local level in accordance with the Implementation Planning Guidelines for Best Start Networks. Best Start will create a comprehensive, integrated system of services that supports families with children from birth through the transition into school. The scope of the initiative is intended to be as broad as possible for this age range, covering the spectrum of health, education, social supports and children's services. The Best Start Network works with all members of the Success By 6 Peel to realize the vision and mission of Success By 6 Peel as it relates to Best Start.

Principles

The Best Start Network acts in accordance to the values outlined by Success By 6 Peel. (See appendix 1) In addition, The Best Start Network will adopt the following guiding principles as the planning and implementation of the Best Start initiative unfolds:

1. Simplified access to programs and services for children and families
2. Integrated services
3. Parents will be directly involved in planning and delivery of programs and services.

Appendix 3: Best Start Network Terms of Reference (continued)

4. Community driven
5. Flexible and responsive to changing needs of children, families and communities
6. Cross-ministerial and cross-sectoral
7. Quality services that maximize use of all resources

Objective

- Best Start is designed to give Peel's children the best possible start in life and help them achieve success in school. To achieve this objective, the Best Start plan will:
- Help parents support their children
- Support children in Peel to achieve healthy, positive development enabling them to be school ready and to achieve success in school by the time they enter Grade 1
- Help make the transition to school as smooth, seamless and successful as possible for children and their families
- Make high quality early learning and care more readily available
- Help parents by providing a range of supports
- Help identify and provide supports to meet the diverse needs of all children
- Build on partnerships with communities and with the federal and municipal levels of government

Key Responsibilities of the Best Start Network

- Coordinate community planning using Best Start Guidelines
- Develop a long term Integrated Implementation Plan that includes both Phase I and the long term 10 year plan
- Create a plan to develop and implement early learning and care hubs
- Review EDI data and develop strategies to improve EDI scores in Peel
- Develop and incorporate mechanisms to build strong effective partnerships with parents
- Identify mechanisms to resolve any conflict between members' accountability to their program funders and their accountability to the Best Start Network.
- Promote on-going operational evaluation and continuous improvement.

Time Frame

The Best Start Network will begin work in September 2005 and will remain in place for the duration of the implementation of the Best Start initiative. The membership, terms of reference and key activities will be reviewed on an annual basis.

Appendix 3: Best Start Network Terms of Reference (continued)

Accountabilities

Members of the Best Start Network have a shared responsibility and accountability for developing and implementing programs and services for children and families respecting the Principles outlined above.

External Accountability:

The Peel Best Start Network is accountable for meeting the requirements of the Ministry of Children and Youth in a timely manner in order to maintain continued Best Start funding.

Individual members of the Network are accountable both to the Network and to their program/organizational funders. A number of different provincial ministries including Education and Health fund organizations will be directly involved in the development and implementation of *Best Start* initiatives.

Internal Accountability:

The Best Start Network is a standing committee of Success By 6 Peel.

Final sign-off on all documents and decisions will be made by the a consensus of those members attending the meeting.

An annual work plan will be developed with specific and measurable outcomes.

The performance of the Network will be evaluated annually.

Membership

The Best Start Network will reflect the unique composition of Peel Region and will incorporate a broad range of community perspectives. The Best Start Network will build on the work of existing planning tables with a long-standing history of collaborative planning in Peel Region. Membership will include members of the Management Committee of Success By 6 Peel.

Appendix 3: Best Start Network Terms of Reference (continued)

Members reflect the following competencies:

- Ability to make decisions on behalf of the organization and/or sector they represent. The Network will include one decision making representative from each organization/sector
- Understanding of the broad issues and trends in Peel in relation to children 0-6
- Knowledge of the sector the individual represents
- Understanding of community collaboration and partnerships
- Ability to incorporate knowledge of diversity in Peel in meeting responsibilities of this committee

A member of the Best Start Network will participate on the Regional French-language network.

Network Structure

The Peel Best Start Network will be integrated into the committee structure of Success By 6 Peel (See Appendix 3)

Selection of Members

Members will be selected from existing Success By 6 Peel committees with additional members as indicated by the guidelines.

Terms of Membership

Initial terms of appointment will be for two years and may be renewed for additional terms.

Role of the Co-Chairs

The Network will have 2 co-chairs, one of whom will be a senior representative of the Children's Services Division. Co-chairs are responsible for ensuring stability and continuity.

It is the role of the Co-chairs to:

- Ensure that minutes and motions of each meeting are distributed appropriately
- Chair meetings in a fair and efficient manner, including starting and adjourning meetings on time
- Ensure tasks assigned are addressed within the specified timeframe established
- Ensure the minutes reflect points of discussion and record major decisions
- Provide an opportunity for all members of the Network to participate in the discussions

Appendix 3: Best Start Network Terms of Reference (continued)

Committees/Working Groups

The work of the Best Start Network will be supported by a number of small working groups. Specific tasks will be assigned to smaller working groups in order to more effectively accomplish the work of the Best Start Network. Recommendations and suggestions made through committee work will come back to the larger group for decision-making.

Meeting Frequency

The Best Start Network will meet monthly or as required in order to complete the work required.

Communication

Meetings will be recorded using the standard Success By 6 Peel minute template. Agendas will be developed and distributed prior to meetings and will be available to the general membership of Success By 6 Peel for review. The co-chairs of the Best Start Network will provide updates to the Council of Champions and to the Community Advisory Committee.

In addition, each member of the Network is responsible for reporting back to her/his organization/agency in a manner that meets the specific needs of that organization/agency.

Members of the Best Start Network represent a service sector and are responsible both for sharing information within the sector and for soliciting input to inform the development of the Best Start plan.

Decision-Making Process

A quorum for decision-making is defined as fifty (50) percent of members present plus one. A minimum of fifteen (15) must be present to qualify for a quorum.

Process for decision-making will be based on achieving consensus. If a consensus cannot be reached then a vote will be taken and the majority of votes will carry the decision. One vote per organization will be permitted.

Appendix 3: Best Start Network Terms of Reference (continued)

Conflict of Interest

Members are to ensure that they are not in conflict of interest by speaking in favour of, or recommending a course of action that may benefit them personally or benefit the organization they work for or are affiliated with, and that may not be in the best interests of the community.

Conflict Resolution

In the unlikely event that the group cannot come to an agreement on a specific issue/recommendation the principles outlined above will be reviewed in an attempt to resolve the impasse. Should this not be successful, the organization/sector with the lead in the area under discussion will have the final say as to what will be recommended as long as the final recommendation reflects the principles of Best Start.

Signatures to the Terms of Reference

All members of the Best Start Network will sign off on the Terms of Reference.

**Revised, accepted and approved, Best Start Network
February 15, 2007**

Appendix 4: Parent Consultation Report

Moving forward with Best Start in the Region of Peel – 2007

Parent Consultation

- 1) **What services and programs are most important to your family?**
 - Library
 - Special Needs Access Peel (SNAP)
 - OEYCs
 - Healthy Babies – Volunteer service
 - Erinoak
 - Before and after school care
 - High Scope programs

- 2) **Are you able to find the services and programs that you need?**
 - Most of the time
 - The group felt that there is not enough exposure/marketing of services
 - Advertise in places that people have access to
 - Suggestion from the group to support parents in obtaining information:
 - Community churches
 - Hospital birth pack
 - Community Nurses
 - Pre-natal services
 - Settlement workers
 - Immigration Packages
 - Combine all flyers into one directory
 - Doctors' offices
 - Libraries
 - Schools
 - Community centres

Appendix 4: Parent Consultation Report (continued)

- 3) **What are some of the barriers that you have faced in obtaining services?**
- Internet is in English – language can be an issue
 - Transportation – to access services
 - Child care for one child when accessing specialised services for an additional child
 - Public transport is an issue for parent with strollers
 - Car pooling is an issue due to car seats – liability
 - Long waiting lists
 - Neighbourhood boundaries
 - Receiving fee subsidy in one municipality then being placed on a wait list when moving to another municipality.
- 4) **How do you obtain information about programs and services for families and children?**
- Word and mouth
 - Children’s Services Worker (CSW)
 - Library
 - Community newspapers in different languages
 - Cable – network channel
- 5) **What programs and services does your family currently use?**
- Library
 - OEYCs
 - Child Care
 - Specialist services
 - Speech and Language
 - SNAP
 - Autism Support
- 6) **What would make the biggest difference for your family when it comes to getting services for your children?**
- Knowing that the people that are providing the services are qualified
 - Speaking to a person rather than an answer machine
 - Single access – central data point

Appendix 4: Parent Consultation Report (continued)

- Services for school age children
- Wellness programs for parents
- Flexibility of OEYC programs – extended times to accommodate working parents
 - Weekend programs
 - Age groups (families with children of different ages are unable to use the same program which excluded them from attending).
- More support for autistic children
- Child care for infants – currently very little choice thus leaving parent in a position of placing their babies in lower quality of care
- Postpartum mood disorder support
- Postnatal support
- More services for “Dads”

Appendix 5: Francophone Consultation Report

Moving forward with Best Start in the Region of Peel – 2007

Francophone Consultation

- 1) **Given there is limited or no funding (it isn't yet clear what might come as a consequence of the most recent federal and provincial budgets), are there ways to work more collaboratively to provide programs and services that are culturally meaningful and appropriate to the Francophone community?**
 - When planning: ensure that the geographical information is considered to look at areas that are underserved. This will prevent services from competing i.e. summer camps. Become creative and work together to avoid duplication
 - Once a service has been identified and adapted, raise awareness to ensure the service is used – if you don't use it, it will no longer be available
 - Always refer to French services - help each other
 - Provide transport – Francophone services are not localized therefore transportation is an issue for families
 - It is important that Francophone children have access to holiday programs, which would provide continuity with the language
 - Accessibility to fee subsidy and transportation would be of benefit

- 2) **Is integration of programs and services a desired outcome for the Francophone community? Can participants identify some strategies to better integrate services? What might help to move integration forward?**
 - Yes, integration of programs and services in the Francophone community infrastructure is a desired outcome for the Francophone community
 - To be informed and have access to localized networks to find out what services are available

Appendix 5: Francophone Consultation Report (continued)

- There are Francophone people interested in working in the early years but do not have qualifications. Funding to recruit and train ECE's is required
- It is a desire that all programs would be delivered by ECE's – ECE's are trained in child development
- Financial support – salaries are high to ensure that staff remain with the program and to maintain quality

3) What are the most important priorities?

- Ensure there is more choice
- Accessibility and availability - to avoid children having to attend English speaking centres
- Recruiting qualified French speaking staff
- Funding/grants made available for ECE's
- Increase the number of French language Teachers and ECE's – currently a shortage
- Funding to increase ECE's salaries -Teachers have a better salary than ECE's
- Access to fee subsidy

4) Would it be possible for participants to identify service/program gaps?

- There is a lack of child care. There is some home child care but schools are worried about referring – provider may not be known to them
- Currently have to refer to English services

Appendix 5: Francophone Consultation Report (continued)

- Lack of specialized services in French – Health, Mental Health, speech therapists, behaviour support. Most services are unable to provide a French speaking staff. There was a suggestion of a translator, which appeared to be acceptable, but then there is still the issue of written material, especially with specialized terminology
 - Lack of French documentation – information in English
 - No child care for children 0-18 months
 - Lack of Pre-natal and Parenting support
 - Funding to provide workshops for parents i.e. food, child care and transportation
 - Network for newcomers
- 5) **Once the gaps have been identified, would it be possible to decide on a priority list for filling the gaps if and when resources allow?**
- More child care
 - Services in French
 - Accessing qualified French speaking staff
- 6) **What is most important to the Francophone community – what issues/concerns/activities is it most important to highlight in the report to the Province.**
- **Language & Culture** – funding to keep the language alive - organize Cultural events and encourage participation. Provide more parent and child activities i.e. crafts, sports on Saturdays and during the holidays. Children may not speak French at home therefore, community activities are essential to encourage the use of the language.
 - **Child care**
 - Qualified French speaking staff
 - Wage subsidy
 - Fee Subsidy
 - Transportation

Appendix 6: Aboriginal Consultation Report

Moving forward with Best Start in the Region of Peel – 2007

Aboriginal Consultation

It is important to clarify that there is no additional funding as the Best Start Initiative moves forward and that the emphasis is on trying to integrate the service system and have agencies and organizations work together to meet the needs of children and families.

Within this context, it is also important to identify that the Provincial government has requested that the new Best Start reports include specific discussion of issues in the Aboriginal community and potential strategies to resolve or at least begin to address these challenges.

Some concerns that have been expressed in other places in the province during Aboriginal consultations include:

- **Families may be reluctant to use mainstream services and so do not participate in the programs and services provided.**

There is only one Aboriginal service for children and their families in Peel, the Aboriginal Healing and Wellness strategy (AHWS). The group felt there are no choices, they have to use mainstream or go to Toronto or Hamilton to access Aboriginal services - this is not always an option due to distance. The group had no issues with using mainstream services but would also like some specific Aboriginal programs which would also be open to the rest of the community.

- **For some Aboriginal parents, schools are not viewed positively and consequently, they are reluctant to access programs offered in school sites.**

Some of the group disagreed with this and others felt that it could be true – some members of the community have not healed yet.

Appendix 6: Aboriginal Consultation Report (continued)

- **Accessing programs is also made difficult because of limited hours and locations of service. Mainstream services do not always meet the needs of parents who are working long hours often in the service industry.**

The group agreed with this, especially since the nearest Aboriginal services are located in Toronto or Hamilton.

- **Recognize that transportation may be a significant barrier to accessing services; a significant proportion of Aboriginal families are living below the poverty level and do not have ready access to transportation.**

The group agreed with this.

- **There is a strong emphasis on community and extended family accompanied by a belief that healthy parents are more able to support their children effectively. A continuum of care is important to the Aboriginal community. Families coping with the consequences of historic and systemic racism are more effectively supported in environments that address the whole family. Aboriginal specific services can wrap the entire family in care.**

The group agreed with this.

Discussion Questions for 2007

1. **It would be helpful to get a sense of whether or not the concerns and issues identified above are true for the Aboriginal community in Peel Region. Perhaps these could be reviewed as a starting point for the discussion.**

As above.

Appendix 6: Aboriginal Consultation Report (continued)

2. **Given there is limited or no funding (it isn't yet clear what might come as a consequence of the most recent federal and provincial budgets) are there ways to work more collaboratively to provide programs and services that are culturally meaningful and appropriate?**
- One member of the group is currently offering story telling time for children at the library and would be happy to extend this activity to the wider community
 - There are cultural activity resources boxes that have been established (the group provided us with a contact) we agreed to look into obtaining the resource box's and locating them in our child care centres/OEYCs
 - The group has asked to be included in the Children Services multi-cultural day celebrations in June and requested assistance in planning an Aboriginal Day celebration, June 2008, region wide
3. **Is integration of programs and services a desired outcome for the Aboriginal community? Can participants identify some strategies to better integrate services? What might help to move integration forward?**
- The group felt that integration is important – one stop shop
 - Specific cultural services are important to the group – the services would also be open to the wider community. It was also felt that an Aboriginal person would have to run the services otherwise it would be an insult
 - The group liked the idea of an Aboriginal family literacy program
 - There were some suggest of craft classes not just for adults but for the children too
 - It was felt that the children are losing the cultural teachings; they need to be taught at a young age

Appendix 6: Aboriginal Consultation Report (continued)

- 4. What are the most important priorities?**
 - Fee subsidy
 - Aboriginal friendship centre – meeting place
 - Poster – promoting the two Aboriginal groups with contact information

- 5. Would it be possible for participants to identify service/program gaps?**
 - There are no services currently being provided
 - Aboriginal people may not identify:
 - there is no reason to identify if there are no services being provided
 - there are not the appropriate tick boxes on forms to identify

- 6. Once the gaps have been identified, would it be possible to decide on a priority list for filling the gaps if and when resources allow? What is most important to the Aboriginal community – what issues/concerns/ activities is it most important to highlight in the report to the Province.**

Important Issues:

- According to the 2001 census there are 9340 identified Aboriginal people in Peel. However, there are currently only two Aboriginal groups in the Region which are struggling to establish themselves and have very few members. Funding is required to strengthen the two Aboriginal groups: Peel Aboriginal Network and the Credit River Métis Council.

Appendix 6: Aboriginal Consultation Report (continued)

- A Friendship Centre/meeting place is required to:
 - 1) provide a purpose to identify
 - 2) provide activities locally (in Peel) rather than travelling to Toronto or Hamilton
- Advertising – Posters/website to promote the Aboriginal groups
- Develop a Best Start Aboriginal Advisory Committee
- Identify available space where there is a concentration of Aboriginal people – downtown Brampton, Cooksville and Bramalea
- Create curriculum kits and, in time, hire an Aboriginal ECE to train centre staff so that Aboriginal learnings are a part of the environment and curriculum
- Look into Aboriginal Family Literacy – find volunteers to offer literacy programs in the community
- The Métis Nation of Ontario has hired an Aboriginal Healing and Wellness Program Coordinator to provide outreach to the Peel community – they currently have a data base of 350 but the worker is very isolated. The Region will begin to support the worker by introducing her to various contacts in the community
- Members from the group have been invited to sit on the Best Start Network and the Success By 6 Peel Advisory Committee to connect with the wider community

Appendix 7: Best Start Aboriginal Work Plan

Action	Tasks	Responsibility	Timeline																								Status	Comments
			2 0 0 7												2 0 0 8													
			April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec					
1. Working group	Task Group																											
1.a	Create an Aboriginal advisory/steering committee for Peel	Helen/Lorna/group	x																							C		
1.b	Arrange monthly meeting sessions	Jennifer	x																							C		
1.c	Alignment discussions - BS Aboriginal Committee with Success By 6 Peel	Helen/Lorna	x																							C	Currently the work does not align	
1.d	Develop a work plan	Helen/group			x																					OG		
1.e	Define roles of committee membership - Terms of Reference	Helen/group					x																			NS		
	1.e.1 Engage new members as needed	Helen/group																								OG		
	1.e.2 Invite guests to inform group	Helen/group																								OG		
2. Communication & Outreach	Task Group																											
2.a	Connect the AHWS Co-ordinator to various groups in the community	Helen/Mabinti	x																							C		
2.b	Create a poster for Aboriginal families providing contact information to Aboriginal community groups	Helen/Joan/group						x																		IP		
2.c	Meet with some of the Aboriginal leaders in Peel as part of our learning	Helen/Lorna							x																	IP		
2.d	Add a tick box to Regional forms so Aboriginal families can self identify	Helen/Jan			x																					C		
2.e	Arrange visits to various all ready established Aboriginal community groups i.e. Child Care Friendship Centres	Helen			x			x					x													OG	Visits arranged in various Communities/Regions	
2.f	Identify members from group to sit on the Best Start Network	Lorna	x																							C		
2.g	Community Inventory - who is doing what with the Aboriginal community in Peel	Helen								x																NS	CDRPC/BS Partners/Sb6	
3. Education/Awareness	Task Group																											
3.a	Identify and plan awareness raising events	group			x																					OG		
3.b	Questionnaires at events or online - Regional website	Helen/group/Joan							x																	NS		
3.c	Create curriculum kits	group										x														NS	Look at what CDRCP has	
3.d	Look for opportunities to promote Aboriginal learning's i.e. story telling	group			x			x																		OG	Group is making connections	
3.e	Look at Ashley Press' literacy curriculum, find aboriginal volunteers and offer literacy programs in communities	Laura/Gwyneth																										
3.f	Identify community agencies/space to provide aboriginal specific programs i.e. OEYC's	Helen/group								x																IP	enquiries are being made	
3.g	Role in CS multicultural day this year	Jennifer/Becky	x																							C	Display organized by group	
3.h	Plan an Aboriginal Day celebration region wide for June 2008	Helen/Anubha/Jo																				x				IP	Task group to be organized by	
4. Funding	Task Group																											
4.a	Identify space for 'gathering place' in downtown Brampton, Bramalea and Cooksville.	Lorna/Helen/Kam			x																					IP	St. John Fisher	
4.b	Identify funding for a Friendship Centre or like program	Helen			x																					D	Identify population/need	
4.c	Identify funding to:	Helen/group								x																IP		
	4.c.1 Purchase resources																											
	4.c.2 Promotion/awareness raising event																											
	4.c.3 Provide specific/identified programs/services i.e. Head Start																											
4.d	Assist Peel Aboriginal Network with "Incorporation" process	Helen/Pat							x																	NS		
4.e	Hire an aboriginal ECE to train centre staff and children so that aboriginal learning is part of the environment and curriculum	Lorna						x																		NS		

Status Legend		
■ On Target	C Completed	OG Ongoing
■ Warning	D Deferred	NS Not Startec
■ Alert	IP In Progress	

Appendix 8: Fair Share Peel Report

2020 Vision

Common Themes and Growing Needs

Towards Thriving, Caring Communities within the Region of Peel

Executive Summary

- 1) The Fair Share Task Force is developing a long term community engagement and capacity building initiative to improve individual, family and community life in Mississauga, Brampton and Caledon. The goal is to identify cross-sectoral strategies to strengthen the well-being of all residents with particular attention to those who are vulnerable and have personal, social and/or economic circumstances that impede full participation in the life of the community.
- 2) To provide a platform for developing this initiative, a comprehensive review was undertaken to understand what the different sectors of Peel were focused on in terms of strategic planning and what implications that had for human services. The review included an examination of the strategic directions from government bodies, human service agencies and co-ordinating groups in the Region as well as reports on human service needs and service challenges. In total 135 reports were reviewed. In addition 14 group and/or individual interviews were conducted with community leaders from various sectors.
- 3) The review confirmed that the human services sectors of social, health, housing, education and justice are facing many common and substantial challenges in the areas of service, client, organizational and funding. Often highlighted were:
 - lack of capacity to respond to the demands for service;
 - accessibility to services because of waiting lists;
 - growth in numbers of clients with various challenges, vulnerabilities, special needs and complexities;
 - the impact of growing poverty and immigration;
 - unsustainable pressures on organizations to recruit, retain and support qualified staff with limited or stretched capacity to cope with growth and accountability requirements and
 - severe under funding in all sectors, (social, health, housing and education) when compared with other communities in Ontario outside of the 905.

Appendix 8: Fair Share Peel Report (continued)

- 4) The review found that there were many common themes among the various sectors; many similarities in their aspirations for their residents and communities and a shared commitment to enhance the well-being and good health of residents, create supportive communities and thriving businesses well supported by competent services. At the same time, there was evidence of increasing emphasis upon collaboration and service integration within the sector through alliances such as Success By 6 Peel, the Peel Newcomers Strategy Group, Metamorphosis, Peel Planning Group and Families First.

This shared perspective and spirit of collaboration make it possible and desirable for a more formal and comprehensive approach to cross-sectoral planning that reinforces the interrelationships of human services, business and government.

- 5) For some time, The Fair Share Task Force has recognized and highlighted the body of research which suggests that a strong human services sector provides significant support to businesses and corporations whose success is dependent upon their employees' well-being and productivity. Additionally, Statistics Canada data reinforces the importance of the non profit sector including hospitals, colleges and universities, which provides 7.1% to the Canadian GDP - higher than the mining and automotive industries. As well, the contributions of volunteers to this community enhance this economic contribution even further. Consequently, partnerships with the Boards of Trade and businesses are strategically much more important to the human services sector today than ever before.
- 6) As a result of this review, a number of areas emerged for consideration as possible future cross-sectoral initiatives including:
 - Recruitment of qualified staff and professionals to work in the community;
 - Creation of partnerships to support healthy, family-friendly workplaces;
 - Strengthening the role and numbers of neighbourhood centres throughout Peel to promote better access to service and to encourage a greater sense of belonging;

Appendix 8: Fair Share Peel Report (continued)

- Expanded approaches to addressing poverty from both a program and a policy point of view at the municipal and regional government levels and more comprehensive inclusion of all human service organizations;
 - Supporting new immigrants and building a broad and comprehensive network of support for settlement;
 - The education of the public and the development of social marketing strategies for human services to support volunteerism and to strengthen knowledge about positive steps that individuals, parents and families can take to reduce the incidence of mental and physical illness, bullying, violence, and social isolation.
- 7) This background paper was developed as a vehicle to promote discussion about cross-sectoral initiatives that can be undertaken across the spectrum of human services with the support and involvement of the regional and municipal government and business sectors. It is hoped that the ensuing discussion will lead to a number of strategic planning initiatives designed to improve outcomes for citizens of Peel on a community-wide basis.

Appendix 9: Best Start Integrated Programming Committee Partnership Agreement

The Peel Best Start Integrated Programming Committee Partnership Agreement

 Jean-Luc Bernard Directeur de l'éducation du Conseil scolaire de district du Centre-Sud-Ouest (CSOCSO)	 Janette Smith Commissioner of Health Services, Region of Peel	 Mireille Coulombe-Anifawose Présidente Le Cercle de l'Amitié
 Jim Grieve Director of Education, Peel District School Board and Co-Chair of Success By 6 Peel	 Sylvia Leal CEO PLASP Child Care Services	 Jim Triantafilou Executive Director, Brampton Caledon Community Living
 Keith Tansley Executive Director, Community Living Mississauga	 Humphrey Mitchell Executive Director, Peel Children's Centre	 Joan Amuda Chief Executive Officer, Family Day Care Services
 Bridget Fewtrell Senior Vice President and Chief Operating Officer ErinoakKids Centre for Treatment and Development	 Jane van Berkel Executive Director Child Development Resource Connection Peel	 Lorna Reid Director Early Years Integration, Region of Peel Children's Services
 Bernard Lavallée Directeur de l'éducation du Conseil scolaire de district catholique Centre-Sud	 Lory Wolter Executive Director, Peel Ontario Early Years Centres	 Michael Bator Director of Education, Dufferin-Peel Catholic District School Board


Peel Children's Charter of Rights

The signatures on this page endorse the work of the Best Start Integrated Programming Committee within this Partnership Agreement.

#03-118-0707

**Appendix 9: Best Start Integrated Programming Committee
Partnership Agreement (continued)**

The Best Start Integrated Programming Committee of the Peel Best Start Network, a standing committee of Success By 6 Peel would like to acknowledge the dedication of the Children's Charter of Rights committee and the participation of Peel children in creating the Charter.

We thank the Charter committee for the use of the Children's Charter of Rights logo for our cover page. This linkage between the Best Start Integrated Programming Committee and the Charter committee positions the work of the Peel Children's Charter of Rights at the forefront of all of our future work for the children in Peel.



Appendix 9: Best Start Integrated Programming Committee Partnership Agreement (continued)

Best Start Integrated Programming Committee

Vision Statement

Our community values accessible early childhood services as an essential support to children and families. Parents, caregivers/guardians and all children, including those with special needs, are able to access and benefit from a range of integrated and seamless early childhood supports.

Mission

The Best Start Integrated Programming Committee as a subcommittee of the Best Start Network and initiative of Success By 6 Peel, will strive to provide seamless supports for children 0–6 years and their families/caregivers through a commitment of collaboration by all stakeholders.

To help achieve our mission the Ontario Government, Peel District School Board, Dufferin-Peel Catholic District School Board, Conseil Scolaire de district du Centre-Sud-Ouest, Conseil Scolaire de district Catholique Centre-Sud, Region of Peel Children’s Services, Region of Peel Health Department, PLASP Child Care Services, Family Day Care Services, Le Cercle de l’Amitié, Centre éducatif Éveil aux savoirs, Ontario Early Years Centres (OEYCs), Child Development Resource Connection Peel (CDRCP), Children’s Treatment Centre, Peel Children Centre, Malton Neighbourhood Services, Mississauga Parent Child Resource Centres, Community Living Mississauga, Brampton Caledon Community Living and other members of Success By 6 Peel collaborate to:

- integrate traditionally separate systems of child care, education, parent/family education, support and temporary care with an integrated system of seamless early childhood and parent/caregiver support services with;
- integrated accessible health services on-site with;
(For example: health screening (0 to 6 years), pre and post natal services, parent education for early child development)
- integrated specialized services;
(For example: speech and language, infant development, mental health, etc.)

Appendix 9: Best Start Integrated Programming Committee Partnership Agreement (continued)

- assist and support staff to function as an interdisciplinary team demonstrating mutual respect and valuing each other's unique skills and contributions;
- provide families with a choice of programs that are full-time, part time and flexible, including parent/family education offered in non-traditional hours and using a variety of methods;
- effectively engage parents/caregivers;
- develop and implement strategies to ensure availability to families;
- provide a range of services and programs for families available through a single access point;
- connect staff and families to information in the community;
- use various outreach strategies to ensure that all families in the catchment area are aware of the program.

Our Committee recognizes that this is a process which takes time and commitment from all partners.

Partnership Agreement

Mandate

The Best Start Integrated Programming Committee sets overall strategic direction, vision, objectives, and operating policies for the initiative and reports to the Best Start Network. The committee is accountable to the partners and the community to ensure that all commitments of the project plan are met.

Appendix 9: Best Start Integrated Programming Committee Partnership Agreement (continued)

Committee Responsibilities

The Committee's responsibilities include, but are not limited to:

- creating a plan with timelines which will set the overall direction and priorities for the initiative (by June 2007) e.g.
 - Communication Plan
 - Common Understanding
 - Professional Development Plan
- approving the model and individual components
- ensuring that the components meet the objectives
- allocating and monitoring the budget
- developing strategies to ensure adequate resources
- establishing the work plan and priorities and participating in the evaluation of each site
- promoting and monitoring effectiveness and integration among project components using the Indicators of Change
- liaising with the government, funders and the community; and developing and approving operating policies.

Responsibilities of Individual Members of the Committee include:

- Each partner agency or organization will assign a representative with decision-making authority to consistently attend Committee meetings. When this representative is not available to attend, the agency/organization has the responsibility to designate a substitute with authority to vote on project issues and make decisions on behalf of the organization.

Appendix 9: Best Start Integrated Programming Committee Partnership Agreement (continued)

- Working within their own agencies and organizations to ensure that staff are informed, engaged and trained to take part in the integration of services.
- Supporting goals and directions of the Best Start project, in particular its vision to create and integrate a continuum of services.
- Completing financial and service reporting requirements as required by funders and sponsoring agency.
- Participating in and supporting the Best Start project evaluation process.
- Linking parents/caregivers and Best Start services.

Meetings

The Committee will meet monthly in the first year January to December 2007. The schedule of meetings is to be determined by the Committee with input of the Project Manager, taking into account the project stage and requirements.

Decision Making

Whenever possible, decision-making will be done by consensus. Consensus is defined as the one solution all committee members can accept even if it is not their first choice. In the case that consensus cannot be reached, if a quorum is present, the committee will take a majority vote.

In the event of a tie vote the committee can choose from one of the following options:

- To defer decision to gather more information
- To consult with external advisors
- To conduct a secret ballot

A quorum will be 50% plus one of the voting members (see below).

Appendix 9: Best Start Integrated Programming Committee Partnership Agreement (continued)

Membership

It is a tenet of the project to recognize, encourage, and value the full participation of all its members and that the best decisions will result when all members actively contribute their experiences and perspectives.

The Committee consists of both voting and non-voting members. Regardless of voting status, input from all members is welcome and valued. Each member organization is entitled to one vote regardless of the numbers of representatives present.

Voting Members includes but is not restricted to:

- Peel District School Board
- Dufferin-Peel Catholic District School Board
- Conseil Scolaire de district du Centre-Sud-Ouest
- Conseil Scolaire de district Catholique Centre-Sud
- Region of Peel Children's Services
- Region of Peel Health Department
- PLASP Child Care Services
- Family Day Care Services
- Le Cercle de l'Amitié
- Centre éducatif Éveil aux savoirs
- Ontario Early Years Centres (OEYCs)
- Child Development Resource Connection Peel (CDRCP)
- Malton Neighbourhood Services
- Mississauga Parent Child Resource Centres
- Success By 6 Peel
- Children's Treatment Centre
- Peel Children's Centre
- Community Living Mississauga
- Brampton Caledon Community Living

The Committee will approve new memberships as required for project development following established decision making procedures.

The Committee will select its chairperson annually based on calendar year.

Appendix 9: Best Start Integrated Programming Committee Partnership Agreement (continued)

Time frame, review periods and term of this agreement:

This agreement has a three year term. By signing, the signatories agree the terms outlined in this agreement and commit to holding themselves and each other accountable for fulfilling their respective roles and responsibilities as detailed in this agreement. It will be reviewed by the signatories on an annual basis. It is understood that the agreement may be amended at an earlier date by agreement of the partners to allow additional members to sign on as signatory partners.

Signature: Laura Mitchell-Collier

Print Name: Laura Mitchell-Collier
Project Manager Best Start
Children's Services, Region of Peel

Signature: Pat Houlton

Print Name: Pat Houlton
Director of Operations
PLASP Child Care Services

Signature: Sheila McWatters

Print Name: Sheila McWatters
Superintendent, Special Education &
Support Services Dufferin-Peel Catholic
District School Board

Signature: Minelle Coulombe Anifawose

Print Name: Minelle Coulombe Anifawose
Présidente
Le Cercle de l'Amitié

Signature: Cheryl Morin

Print Name: Cheryl Morin
On behalf of Beverley Hardy
Manager, Family Health
Health Department, Region of Peel

Signature: Jane van Berckel

Print Name: Jane van Berckel
Executive Director
Child Development Resource Connection Peel
and Ontario Early Years Centres (OEYCs)

Signature: Elean D. Battista

Print Name: Elean D. Battista
Director
Success By 6 Peel

Signature: Shirley Ann Trull

Print Name: Shirley Ann Trull
Superintendent of Education
(with Early Years Responsibilities)
Peel District School Board

Signature: Linda Lee-Bernadette

Print Name: Linda Lee-Bernadette
Manager Preschool Services,
Peel Children's Centre

Signature: Daniel Leebire

Print Name: DANIEL LEEBIRE
Superintendant de l'éducation
Conseil Scolaire de district du
Centre-Sud-Ouest

Signature: Shelagh Karstoff

Print Name: Shelagh Karstoff
Program Manager
Family Day Care Services

Signature: Ken Albanese

Print Name: Ken Albanese
Manager Halton-Peel Preschool
Speech and Language Program
ErinoakKids Centre for Treatment
and Development

Appendix 9: Best Start Integrated Programming Committee Partnership Agreement (continued)

Signature: 

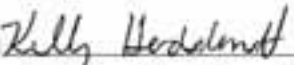
Print Name: Michel St-Amant
Superintendent de l'éducation
Conseil Scolaire de district Catholique
Centre-Sud

Signature: 

Print Name: JILKE TEMPLE-SMITH
Executive Director
Malton Neighbourhood Services
Ontario Early Years Centres (OEYCs)

Signature: 

Print Name: Ann Iannarelli
Manager, Preschool Services
Community Living Mississauga

Signature: 

Print Name: Kelly Hoddinott
Manager, Early Childhood Resource
Brampton Caledon Community Living

Signature: 

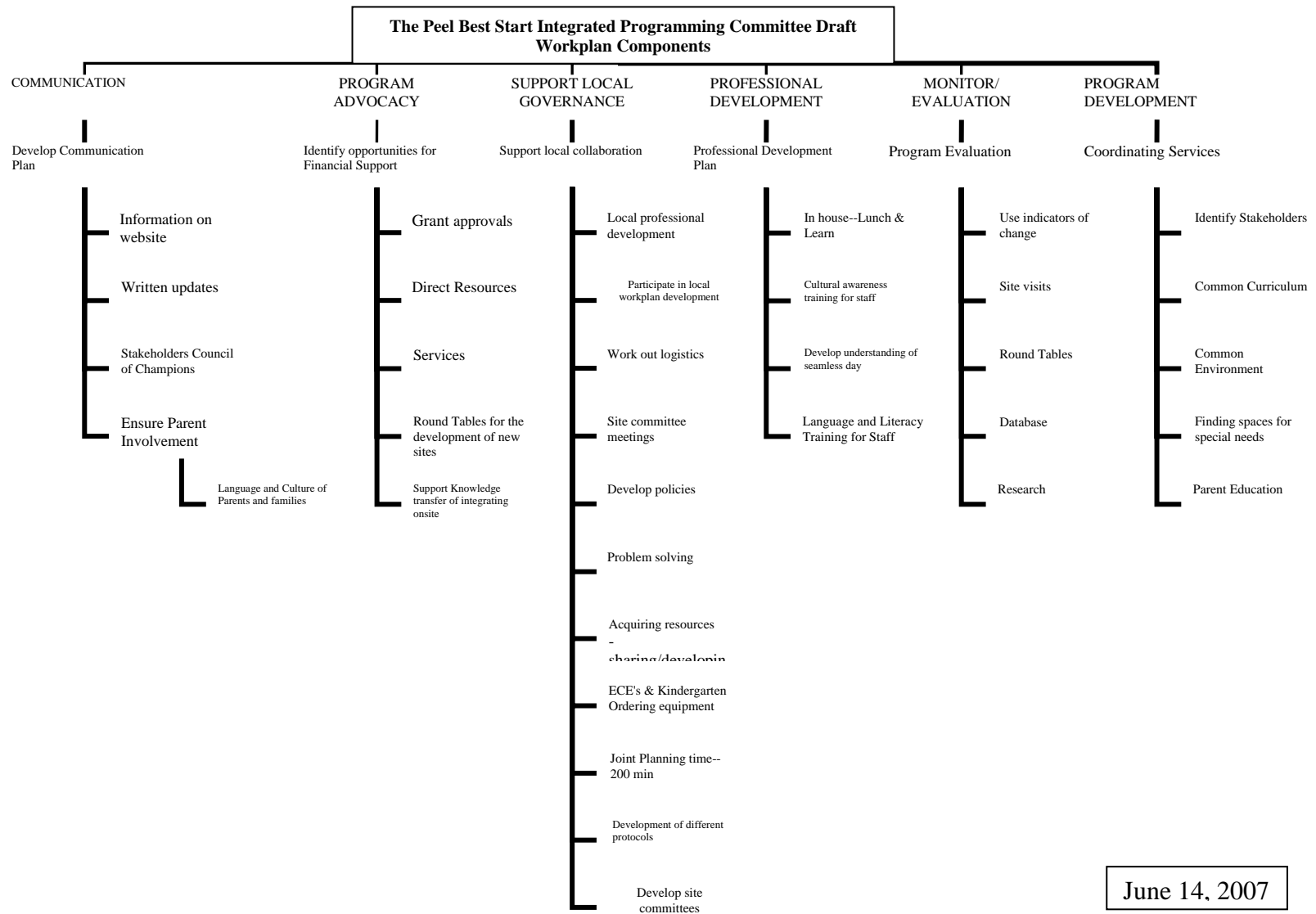
Print Name: MARIA IVANOVA
Directrice
Centre éducatif Éveil aux savoirs

Signature: 

Print Name: Lory Wolter
Executive Director
Mississauga Parent Child Resource Centres
and Ontario Early Years Centres (OEYCs)

This Agreement is effective June 29, 2007

Appendix 10: Integrated Programming Committee Draft Work Plan



June 14, 2007

Appendix 11: Preschool Speech and Language

What opportunities exist to integrate the agency's planning process with community wide planning?

- Erinoak and partner agencies involved in the preschool speech and language initiative (PSL) support the Best Start vision with community wide planning through active involvement in: Best Start Network; Integrated Services Subcommittee of Best Start; PSL Advisory Committee with representation of Best Start Partners; Success by 6 Peel; Peel's Early Identification Committee consisting of partners in the Early Learning and Child Care Community including HBHC, Infant Development, Early Years Centres and the child care community; the Peel Special Needs Resource Committee, the ASD Working Group; the Transition to School Committee and the West Cluster Neonatal Advisory Committee.
- Best Start planning for the PSL in Halton and Peel will continue to be informed by regular input through participation in the committees listed above. Opportunities for integration of services will be identified through regular contact with other agencies and the community.
- Formal plans for service integration and expansion will be reviewed by senior staff and the PSL Advisory Committee and presented to the Best Start Network as appropriate.

How has the PSL used enhanced funding to reduce waitlists and meet other expectations?

- The PSL has received increased funding in 07-08 and one-time funding in 06-07 to assist in reducing waitlists, maintain current staffing levels, improve training in language and literacy through integrated planning and expand service to children with complex needs who are not attending SK.

Appendix 11: Preschool Speech and Language (continued)

- With the funding mentioned above, the PSL has been able to reduce waiting times from 8-10 months overall to 4-6 months and take over 700 children off the wait list. The PSL is also hosting a major educational opportunity in Language and Early Literacy Development and is creating plans to enhance opportunities for ECE training in language development on an ongoing basis throughout the region.
- Reducing wait lists and maintaining these lower levels in future will be a key to providing the flexibility that the program needs to insure more collaborative action with community partners that can have a wider impact on the preschool population.

Are there opportunities for the PSL to engage in collaborative service delivery in HUBS and other venues?

- The Peel PSL currently offers drop-in consultation services by speech-language pathologists at the Ontario Early Years Centres in Malton, and Bolton. We anticipate expansion of these services to a new HUB in Brampton by July 2007.
- The following represent the core services that we are recommending be available through the Peel PSL at HUBS or OEYCs in high needs communities as staffing permits: drop-in consultation and screenings; referral to other services; parent education programs and staff education programs. The exact services and the extent of services provided would be determined by the local community needs, space, and available resources.
- The following programs are currently in place and represent examples of service integration through preschool speech and language programs in Peel. Many of the existing programs represent a high degree of integration (cooperation or collaboration) according to the Integration Index.

ABC Talk with Me Program

A pilot project in language intervention between Preschool Speech Staff and OEYC staff on site at an Early Years Centre. With modifications this type of program could also be an ideal support for children in JK and SK who are in daycares for the other half day.

Appendix 11: Preschool Speech and Language (continued)

Fetal Alcohol Syndrome Disorders (FASD) Team

A regional initiative providing assessments and team consultations on request. The team comprises a range of professionals from different agencies in Peel and is designed to provide a comprehensive assessment and seamless service for this population.

Neonatal Teams

Assessment and Consultative services are provided on a limited basis to neonatal services through the Credit Valley Hospital and Trillium Health Centre. The Peel PSL is currently developing parent education programs to be offered at neonatal clinics. In addition we are developing in-services for neonatal staff around infant communication. There is room for further collaboration with Erinoak's Preschool Multidisciplinary Program in providing these services to neonatal teams.

PEP Start Screenings

The PSL participates with partner agencies in providing multidisciplinary screening programs throughout Peel regions on a regular basis. These screenings take place in OEYCs, Hubs and other accessible locations.

Consultation to Infant Development Programs

The Peel PSL provides consultation to the Peel Infant Development Programs. Infant Development staff are invited to participate in screenings and consults to parents. Children engaged in Infant Development Programs are fast-tracked to service when a need is identified.

Are there opportunities to develop mechanisms to facilitate collaborative service delivery?

- The broad based involvement described in the previous answers point to ample opportunity to develop mechanisms to facilitate collaborative service delivery. Many of the services described already have protocols and service agreements in place (FASD team, PEP Start Screenings, etc.) There would appear to be sufficient opportunities through community committees to create the collaboration envisioned in Best Start. However, organizational barriers, funding mechanisms and limitations, ministry targets and organizational culture are often barriers to using these opportunities to move forward with collaboration.

Appendix 11: Preschool Speech and Language (continued)

Are there implementation barriers in moving forward with the community's vision?

The PSL in Peel has the following challenges and barriers in achieving and maintaining a fully integrated service system.

- Despite recent funding enhancements, the preschool speech and language services in Peel are not sufficient to meet the needs of a growing and multi-faceted population. The need to provide intensive services to a large number of children with significant delays in their communication development in a timely fashion requires constant attention. It can be difficult to justify staffing to HUBS and other community initiatives unless such programs are reducing waitlists for traditional services. *It is estimated that to reach Ministry PSL targets for Peel and Halton and to provide the kinds of integrated services envisioned in Best Start would require an additional 1.3 million dollars in funding for Peel and Halton combined.*
- Maintaining current levels of service is very challenging due to the lack of annualized funding enhancements. This is particularly challenging when commitments are made to a community for specific programs outside of traditional services. There is a danger that new commitments will be pulled because there is insufficient funding to maintain staffing levels. *It is recommended that all foundational programs for Best Start be granted annualized funding increases sufficient to maintain current levels of staffing and accommodate growth.* Such a move would allow these foundational programs to make commitments to an integrated model of service delivery with the comfort of knowing they will be maintained.
- Speech and Language Services for preschoolers with significant special needs is provided through Erinoak's Preschool Multidisciplinary Program. Insuring that these services can be integrated into the community's Best Start vision requires that these programs be maintained and enhanced. There are currently 265 clients waiting to see Erinoak's paediatricians for entry to the multidisciplinary program. These children would represent a significant increase in demand for the speech services of the program. *While many of these children will require treatment based services and special equipment that cannot be provided in HUBS, it is important that these treatment services be adequately funded to insure these children have equal opportunity for success through the Best Start vision.*

Appendix 11: Preschool Speech and Language (continued)

- The many different language and culture groups in Peel will require the development of special strategies to insure all families have access to services and information to enhance language and literacy development. One option for meeting this challenge would be the development of training packages in language development and literacy that that could be offered in a 'train-the-trainer' model. These programs could be offered to applicants who are interested and capable to offer programs to different language and culture groups. This approach could also be used to provide some services to the francophone and aboriginal communities. *It is suggested that a portion of Best Start funding could be allocated to create a budget for hiring individuals to offer education sessions to parents and other caregivers in different languages and to various cultural groups on a wide range of parenting issues.* These individuals would become a 'pool' of trained presenters who could be paid to offer some services in other languages and cultures. In this way, the PSL and other Best Start Partners could disseminate culturally appropriate information in a wide range of languages at accessible locations throughout the region.
- Providing support for the child care community to integrate children with special needs is a critical need in Peel and crucial to the Best Start vision. PSL staff have an important role to play in helping ECE staff support these children in early childhood programs. Resource Consultants play a critical role but they are often not able to provide the kinds of hands on training and support that ECEs need to implement programs for children with significant communication and behavioural challenges. *It is suggested that Best Start Funding could be used to expand staffing to provide short-term hands on support for ECE's when needed. These individuals could then be trained on an ongoing basis by treatment professionals in the community to insure they have the skills required to implement the programs effectively on behalf of children with special needs.*
- Regular ECE training in the area of language and literacy development for all children and especially those with identified delays in speech and language is a critical element to the success of Best Start. The rate of turnover of child care staff and the large number of child care centers in Peel will require an ongoing effort in training in language and literacy development. *Best Start Funding could be used in a coordinated fashion with PSLs, Early Literacy Consultants, Library Staff and others to insure that ongoing training in language and literacy development is available for ECE staff.*

Appendix 12: Infant Hearing Program

1. What opportunities exist to integrate your organizations' planning processes with the community planning process that is part of our vision for Best Start?

Many opportunities exist to integrate the planning processes of the Central West Infant Program (CWIHP) with the community planning process that is part of the Best Start vision.

At the present time, the Central West Infant Hearing Program (CWIHP) coordinates many of its processes with community partners throughout the Central West Region (CWR). For example, initial new born infant hearing screenings are completed at the 14 hospital sites and 7 midwifery practices in the CWR. Stage 2 community screening clinics are offered at 3 sites, KidsAbility and some Ontario Early Years Centres OEYCs). The screening equipment is portable and could be completed at any location which offers a quiet room for hearing screenings.

As well, audiology services are offered at 5 audiology private practice clinics throughout the CWR. At the present time, Erinoak's Auditory-Verbal Therapists (AVTs) are conducting a pilot study in one of Halton's Early Years Centres to provide parent/child group sessions to ascertain the benefit of such groups to parents. If successful there is potential for future groups in other locations throughout the region.

2. Please describe how your organization could be involved in collaborative *service delivery* within an existing hub, or in a hub that may be operational in the future.

As long as there is appropriate space in an existing hub to provide infant hearing screening services, the CWIHP is amenable to meeting with the existing hub and setting up community infant hearing screening services. The screening equipment is portable and testing can be completed as long as there is a quiet space available in the hub.

Potentially, some social work and communication development services to families could be offered if there was appropriate space in the hub. The necessary professionals could travel to the hub where they would meet with the families, as required.

Appendix 12: Infant Hearing Program (continued)

- 3. Please describe the mechanisms your organization would require (such as communication & service protocols; MOU) that would facilitate collaboration with other Best Start Network partners.**

The CWIHP staff would provide services in identified spaces in hubs, as required. Communication and service protocols would be required so that there is mutual understanding and respect of how the various services would be provided by all services providers involved.

- 4. Are there challenges or barriers to your organization's involvement in moving toward the vision for system integration? Please describe these challenges and include a description of strategies to overcome the challenges.**

Potential lack of communication between all parties involved presents the biggest challenge. In reference to number 3 above, as long as there are communication and service protocols (perhaps in the form of signed contracts), provided to all parties involved, challenges regarding involvement and integration should be significantly reduced or avoided.

Appendix 13: Child Development Resource Connection Peel

- 1. Consider the nature and structure of your individual program/service/ agency planning process, what opportunities exist to integrate, or further integrate, this planning process with the community planning occurring at the Best Start network table, in order to move forward with the development of locally integrated system of services?**

Child Development Resource Connection Peel (CDRCP) is an agency that:

- values community partnerships
- recruits strategically for Board and Advisory members, and staff to meet the needs of the community and the organization
- has advisory committees for all projects that reflect the community
- is integrated into community, participating on over 50 community partnerships and 20+ written protocols
- CDRCP continues to build and collaborate at a higher level of formality

- 2. Are there opportunities for your program/service/agency to engage in collaborative service delivery within community hubs that are currently operational, or which may be operation in future years? For program/service components delivered within the community, how are or will linkages to the hubs be developed or sustained?**

Child Development Resource Connection Peel provides a range of services that serve all of Peel, and Hubs including:

- Information and Referral Services for Child Care, Community Services Inventory (on behalf of OEYC and Best Start), Coordinated Information Peel (Making Services Work for People, Children, Youth and Adults with Special Needs)

Appendix 13: Child Development Resource Connection Peel (continued)

- Respite Services
- PEP-Start Clinics
- Training Services related to Early Learning and Care, Special Needs, Education and Business Practices
- Conference Coordination and a Family and Professional Resource Centre
- Hub Liaison - CDRCP has assigned a CDRCP Consultant to be the official liaison to work with the Hub sites in coordination
- CDRCP is a member of the Best Start Integrated Programming Committee and will be a signing partner in the integrated programming protocol

Child Development Resource Connection Peel is already providing some service to community programs through:

- outreach from CDRCP and CDRCP's OEYC services in Brampton West/Mississauga Riding
- Parenting programs are being offered in 3 Best Start Hubs and we are collaborating with another OEYC to provide service at a FLS hub that will open shortly
- CDRCP also submitted a proposal to Success by 6 in 2003 to operate extended services in NW Brampton and we currently participate on the Mobile Unit project which may deliver services, on an interim basis, while we gather support to operate full hubs in under serviced areas of NW Brampton and Peel. Mobiles although useful on an interim basis are not a long term strategy in a recognized under served area

Appendix 13: Child Development Resource Connection Peel (continued)

3. **Are there opportunities to develop mechanisms that will facilitate collaborative service delivery between your program/service/agency and other Best Start Partners (e.g. communication and service protocols, MOU's)?**

Child Development Resource Connection Peel, as an organization:

- Developed from a community planning partnership and incorporated as a non-profit with charitable status in 2001
- Community partners funded our start-up
- Partnered with most related Peel community agencies and some groups outside Peel since its inception in 1993. Each year CDRCP continues to build, change and further collaborate with partners
- The Peel OEYC partnership, Best Start, Community Information Peel Partners and respiteservices.com are recent examples. Most recently is the formal agreement among the Best Start Integrated Programming Partners which will be signed in June

Child Development Resource Connection Peel has a very active website where community information is updated daily with:

- 4.3 million visitors in 2006
- Usage is up by 50% in some areas in the 1st Quarter of 2007. This is a very powerful communication tool!
- CDRCP provides website service to 6 other community agencies with interlinkages and a seamless face

Appendix 13: Child Development Resource Connection Peel (continued)

4. **Are there implementation challenges and/or barriers faced by your program/service/agency in moving forward with the community's vision for an integrated system of services? Please describe these challenges and include a description of the strategies to overcome these obstacles.**

Child Development Resource Connection Peel, as an organization has one key challenge which is a barrier to providing service and that is funding.

- The OEYCs have not had an increase in operating budget since 2002. CDRCP believes in paying our staff fairly and this has led to staff reductions in the OEYC, the Child Care/Community Services Inventory I & R staffing areas. We continue to offer a similar level of service but have had to cut some related services and there is no relief support which is stressful for the organization. The agency has submitted deficit budgets in these areas
- CDRCP fundraises for \$250,000. per year and this is difficult given the few non-program staff we have at CDRCP
- Population growth in Peel continues to be enormous and historically Peel has always been under funded per capita so the gap continues to grow
- CDRCP is part of *Fairshare for Peel* – ie 2020 Vision Document and works to educate our service community on the need for services in Peel

Appendix 14: Family Day Care Services

1. **Consider the nature and structure of your individual program/service / agency planning process –what opportunities exist to integrate or further integrate, this planning process with the community planning occurring at the Best Start Network table, in order to move forward with the development of a locally integrated system of services.**
 - Child Care Centres for the most part at Family Day are in schools therefore are situated well for integration with school to occur
 - have daily interactions with the families we serve so can easily get access to their needs and be used as a starting point for community involvement
 - Supervisors and teachers have a great deal of knowledge of children 0-6 yrs of age and with parents consent can be a great resource to the kindergarten teacher
 - Family Day uses the High Scope curriculum that is based on active learning. The daily activities are both child initiated and developmentally appropriate. Teachers and children are partners in shaping the learning experience

2. **Are there opportunities for your program /service/agency to engage in collaborative service delivery within community hubs that are currently operational, or which may be operations in future years? For programs/service components delivered within the community, how are or will linkages to the hubs be developed or sustained?**
 - Flyers to parents of upcoming events
 - Common dates that certain services are available so parents are aware and can easily access services at predictable times
 - By using staff expertise in all areas and enabling staff to grow professionally by sharing their time and experience in meaningful ways (i.e. workshops, cooking,)

Appendix 14: Family Day Care Services (continued)

- Understanding what the community partners have to offer by outreach to centre staff so they in turn can talk to parents and give them informed choices
 - Already at St. Herbert connection with local OEYC, CDRCP, Family Education Centre and Sherwood Mills Public School has taken place
3. **Are there opportunities to develop mechanisms that will facilitate collaborative service delivery between your program and other Best Start partners.**
- We are operating one of the Best Start sites at St. Herbert. Would love to see a network of supervisors to share experiences and discuss what's working in an open forum. Also the networking would allow for further growth of future linkages and give opportunities for specific needs to be addressed. We need to have this support at the ground level for that's where the nuts and bolts of change will occur
 - Training on the memorandum of understanding could be done as a beginning to networking the sites
4. **Are there implementation challenges and/or barriers faced by your program/service/agency in moving forward with the community's vision for an integrated system of services? Please describe these challenges and include a description of the strategies to overcome these obstacles.**
- We have to work within the framework of the Day Nurseries Act. Some barriers may present themselves because of that
 - Always have to think of financial feasibility within own organization
 - The child care day and the school day have very different components and the discussion and understanding of the differences needs to take place so positive outcomes for change can occur
 - Would like to see more collaborative dialogue from the Principals of the schools

Appendix 15: Ontario Early Years Centres (OEYC's)

Note: The OEYC's met together to answer the consultation questions

1. **Consider the nature and structure of your individual program/service/agency planning process- what opportunities exist to integrate, or further integrate, this planning process with the community planning occurring at the Best Start network table, in order to move forward with the development of locally integrated system of services?**
 - All OEYC's will sit at the Best Start network
 - OEYC's already have a history of collaboration with each other and partners to eliminate duplication
 - Planning work has been taking place for a number of years – agencies came together to plan the development of the OEYC's and have continued to plan together
 - OEYC's plans will be integrated into the Best Start plan

2. **Are there opportunities for your program/service/agency to engage in collaborative service delivery within community hubs that are currently operational, or which may be operation in future years? For program/service components delivered within the community, how are or will linkages to the hubs be developed or sustained?**

It is felt that there are two parts to this question:

a) Locations

- A number of OEYC's are already engaged in collaborative service delivery with the School Boards, i.e. Lancaster, Sir Winston Churchill, Havenwood, St. John Fisher to name a few

Appendix 15: Ontario Early Years Centres (continued)

- It is felt that there should be opportunities for future Hub work inside and outside of the schools, i.e. a variety of community facilities –Recreation centres, mobiles, churches, etc.

b) Integrated programming

- OEYC's already work with a long list of community partners which include special needs agencies – There is a lot of integrated programming currently taking place however, there is opportunity to expand
- All OEYC's would like to begin dialogue on how to take their services to the next level by building on relationships
- (OEYC's – Child care) but this will all take time
- OEYC's currently sit on all levels of the integration continuum

3. Are there opportunities to develop mechanisms that will facilitate collaborative service delivery between your program/service/agency and other Best Start Partners (e.g. communication and service protocols, MOU's)?

- So many strengths already exist – Through years of relationship building, OEYC's work very closely and have tight connections with the Region of Peel Planning department, the Fire department and many other community partners
- Caledon Parent Child Centre (CPCC) uses a mobile unit and rented space in rural communities to provide programs and services
- CPCC offers free meeting and counselling space to agencies and families to bring services to families but more is needed
- CPCC sits on several planning tables to facilitate increased services and partnerships

Appendix 15: Ontario Early Years Centres (continued)

- There are currently various formal and informal agreements between the OEYC's and partnering agencies for service delivery
 - OEYC's are members of the Best Start IPC group which have completed an MOU
- 4. Are there implementation challenges and/or barriers faced by your program/service/agency in moving forward with the community's vision for an integrated system of services? Please describe these challenges and include a description of the strategies to overcome these obstacles.**
- Deficit budget - what we want to do and can do are very different
 - As there has been no increase in budgets in order to provide new services we would have to take from one service in Peel to give to another location
 - Transportation
 - Space
 - Multiple families living in single family dwellings
 - Fair Share for Peel (info to be provided by CDRCP)
 - Wage subsidy/enhancement has made the gap bigger between OEYC's and child care
 - There is a general lack of services and agency representation in Caledon
 - Limited central meeting places
 - Caledon has a large geographical area with no public transportation
 - Caledon only received partial OEYC (40 percent) funding
 - No available space in schools

Appendix 16: Peel Public Health, Family Health, Healthy Babies Healthy Children

1. Planning Process

- Regional planning cycle well defined
- Annual usually summer budget process
- Program development usually done in 2-3 year cycles
- Use of logic models, well researched, moving towards evidence based practice
- Topic focussed
- Definitely opportunities exist to do joint planning in areas of common interest
- Need to find commonalities in terms of mandate—New MOHLTC Mandatory programs will provide a good framework for the work
- We would see the need for strong leadership from Success By 6 Peel to serve as a facilitator for joint planning
- We are already doing more liaison with community agencies in our planning cycles and integrating community partnerships into our initiatives

2. Potential for Integration

- Potential for strong Family Health presence
- This includes HBHC, although mandate of much of HBHC is assessment/intervention within the home, aspects of the work could be done at a hub e.g., elements of the assessment, education, linking with community resources

Appendix 16: Peel Public Health, Family Health, Healthy Babies Healthy Children (continued)

- Public Health Nurse linkage with HUB
- Bring service to local community
- Provide consultation on all topics
- Referral to other programs within Health Department
- Potential to develop specific programs at hubs e.g.
 - Breastfeeding support
 - Post partum mood disorder support
 - Venue for prenatal education
 - Venue for PEP Start or Early ID
- Partner with HUB outreach worker to develop community specific programming

In Family Health we see Hubs and integrated centres as an excellent venue for delivering our service. We currently use a PHN liaison model to connect with OEYCs and the Peel board Hubs and Readiness centres. Work there is delivered according to our mandates, in consultation with the community, and depends on resources. For example, a PHN currently would have about one day per month to attend to a particular site. These allocations would need to increase to partner effectively at a hub site.

We also need to consider the integration opportunities within Family Health Teams and Community Health Centres, both new innovations for Peel.

3. Collaborative Mechanisms

- The development of MOUs or letters of agreement are crucial to setting the foundation. It is often through the work of writing these documents that truer understanding of each others strengths, barriers, methodology becomes clearer

Appendix 16: Peel Public Health, Family Health, Healthy Babies Healthy Children (continued)

- We need to develop a clear and well communicated vision of what an integrated service really means. i.e. Is it something restricted to service sites (as in the integrated hub model), or is it more of a service system integration that takes place across agencies at the planning/administrative level?
- There are different service integration models, and clarity and agreement on which model is important
- Seamless, transparent referral is a hallmark of integration; this element would need to be addressed
- Service agreements assist and smooth the referral process
- Make Success By 6 Peel integral to this process

4. Implementation Challenges

- Already exist lots of integrated services
- We should look to existing strategies to find best practices or at least lessons learned e.g. FASD diagnostic team, Valley Infant Therapeutic Nursery, St. John Fisher project
- A chief barrier is resources. The provincial funding caps in the Ministry of Health and Long Term Care and within Ministry of Children and Youth have stopped our planned growth in family Health
- We have no new resources to add to a growing population
- If we move to deliver more service to a particular location, then service must be withdrawn from another
- Workload, staff and management are busy implementing already existing programs, at a minimum we need to pool resources to fund coordinating positions

Appendix 16: Peel Public Health, Family Health, Healthy Babies Healthy Children (continued)

- We should explore funding these positions through Success By 6 Peel
- A challenge of implementation is to promote the growing understanding of the way others do business. It is about understanding not just their practice, but the models and constructs that define that practice. There are a few of these in public health that should be noted:
 1. Approach to program planning: community need driven vs. focussed on legislated mandates
 2. Level and stage of intervention: Upstream (population health approaches) vs. downstream(individual service delivery)
 3. Type of service, focus of health professions: generalist (broad knowledge base, mandate to deliver service to any topic or age group) vs. specialist (deeper, specific knowledge, more specific service mandate)
- It will be important as we move forward with joint planning that these elements are discussed. These are the issues that will raise barriers that can be felt, but not clearly understood unless they are articulated. For example, work in a hub setting may seem to require a generalist health professional, who adopts a community, needs based approach and delivers services primarily to individuals and groups. Much of public health practice now is specialized, must follow provincial mandates and seeks to target large populations. When dealing with limited resources, as we always will be, public health must make programming decisions that will provide a range of services that will meet the needs of clients and other service providers across the community.

Appendix 17: YMCA

1. Opportunities of Integration:

- Providing shared space opportunities in existing child care centres for infant hearing testing, vision testing, speech and language assessment, developmental screens.
- Provide shared space opportunities for OEYC programs to be delivered, satellite locations to reach out to parts of the region where OEYC's are too far away to access easily. Programs such as: Baby time, Mother goose, Toddler time, Daddy, Teen parent Supper /Lunch Clubs.
- To be invited to attend with school board teachers the trainings provided on professional development days. Strengthen the relationship between the child care staff and school teaching staff. Enforce a seamless delivery of programs.
- To be a part of school staff meetings.
- Reading buddies program between the Child Care Staff as volunteers into the kindergarten program once a week.
- Volunteer Program between the ECE Teachers in the Child care or Best start centre, by ECE volunteers in kindergarten program once a week. Vice versa, offer the kindergarten class and teacher to join the child care program once a week for a small group time, arts/craft, gross motor etc. Provide documentation on the experience and send home weekly with the kindergarten families. What we did at the "Y" or Child Care centre today.
- Become a part of the Parent Council Committee

2. Collaborative Service Delivery in existing and future Community Hubs

- Currently the YMCA is supporting the Havenwood Community Hub and is looking forward to stating the same partnership soon with the St. John Fisher Community hub as well as the new Malton/Springdale Hub.

Appendix 17: YMCA (continued)

- In a high risk community the YMCA strives to find external donors to fund community recreational programs that can support the Hub. In a non-high risk community, programs would run with a program fee charged to each participant.
- Programs being offered: Mega Hoops – Basketball program, partnership between Basketball Ontario and the YMCA, Play On – recreation program that offers a new sport and skill to be learned weekly from trained YMCA coaches. Play it Forward – a program that gives the opportunity to connect the Community hub with the local high school. Involves high school students being trained by the YMCA on how to be an effective coach as well as giving the students the opportunity to create a mini-sport league and develop teams and create intramural tournaments between the teams. The children on the teams would come from the Community Hub. This program also allows the high school students to complete their 40 hours of community service. The last program the YMCA currently is delivering is Kids Proof programs which speak to personal and community safety. These programs consist of baby sitting courses, home alone, cyber safety, I wanna walk workshops. Some workshops are offered as parent-child.

3. Mechanisms to develop or facilitate service delivery

- Sharing of resources at organizational and operational level between all service providers, i.e., communication is going out, utilize YMCA communications department to produce materials for everyone.
- Break down the silos between agencies and operators as much as possible, to support one another and remove the competition piece. Messaging is we are all in this service sector together to improve services for children and families.
- Offer supports in professional development – to services providers in the region, as it relates to administration, curriculum, interactions with families, child abuse etc.
- Offer supports in Program Quality.

Appendix 17: YMCA (continued)

- The opening up of doors to allow other agencies to access the YMCA's services as well as for the YMCA to access the expertise of other agencies.

4. Challenges/Barriers to implementation of programs

- Silos between operators.
- Support/buy in from the school boards and the value to the Best Start Initiative.
- An understanding from the school teaching profession that Early Childhood Educators are experts in Early Child Development, and they are professionals.
- True integration of services, Best Start Program is just another class in the school not a separate operation or tenant, therefore when a school concert is planned they have a part, or if a community visitor (dentist) comes to the school the Best Start/Child Care program is invited too.
- Current lease agreements between tenant and landlord create some barriers.
- Lack of recognition of the children and families that belong to the school are part of the community that the school and Best Start/child care Program are servicing. It is not they are our families from 9-3 but yours on the other parts of the day they do not attend school. The vision of one system, seamless delivery.

Appendix 18: Peel Infant Development

1. **Consider the nature and structure of your individual program/service/agency planning process- what opportunities exist to integrate, or further integrate, this planning process with the community planning occurring at the Best Start network table, in order to move forward with the development of locally integrated system of services?**

Peel Infant Development sits at several planning groups in Peel at this point, and several planning tables that have provincial influence. Infant Development spans the child care system, the children's mental health system, the developmental services system, the maternal child planning table of the LHIN's, and the "children's" system. Because the children served fall into all of the above categories, we need to be at all planning tables. With little infrastructure and underfunding, this crucial planning role is a hard one to manage. Still, we attempt to participate at all tables, and to bring up the points of view of the other tables at the one at which we are currently sitting – as in which hat will I wear now. If one is thinking of planning, it permeates all areas in which planning conversations happen. In an underserved area (depth, not breadth), there are few conversations among managers in which planning does not enter. We seize all opportunities to have those broad planning inputs. Success by 6 becomes a crucial filter through which cross sectoral planning issues can be tabled. If we, as in other areas, had a more integrated children's planning system, where there was less duplication, it would be a great deal more efficient. Still, a planning table with 40 people is very difficult. Most services are across fewer systems than infant development, which helps, but still the task is a hard one for infant development, which has a mandate to be in all places at once, so to speak.

2. **Are there opportunities for your program/service/agency to engage in collaborative service delivery within community hubs that are currently operational, or which may be operation in future years? For program/service components delivered within the community, how are or will linkages to the hubs be developed or sustained?**

In order for infant development to be involved extensively with hubs and OEYC's, there must be more funding to allow our consultative role. We had a broader reach, initially, and the uptake was excellent, the use of our consultation was very good, and our consultation was individually based on the express needs of various centres.

Appendix 18: Peel Infant Development (continued)

Consultative roles are good ones for Infant development because the issues are individualized. We are not interested in going out and teaching programs, but more on individual problem identification, solving, staff teaching, and client consultation in a direct but informal manner. In that we can increase capacity of individual programs, staff, and of the service system in general. With more staffing, we could do more. Without, we are unable to meet our service quotas and consult to programs, regardless of the positive outcomes. We showed early on with Havenwood that sustainability was quite possible. Our staff have published a couple of papers and presented in various forums on how to do this work and how to sustain it.

- 3. Are there opportunities to develop mechanisms that will facilitate collaborative service delivery between your program/service/agency and other Best Start Partners (e.g. communication and service protocols, MOU's)?**

There are lots of opportunities if there were more resources within which to operate. We have had and still have protocols, MOU's, and informal agreements of a number of different kinds to be able to facilitate collaborative service delivery. This is not the hard part. The hard part is finding the resources to deliver the service collaboratively. There are efficiencies, but they have already been found and set up.

- 4. Are there implementation challenges and/or barriers faced by your program/service/agency in moving forward with the community's vision for an integrated system of services? Please describe these challenges and include a description of the strategies to overcome these obstacles.**

As in the above 3 questions, I have outlined the need for more resources for infant development. If there is no more resourcing, it is not possible to do all things for all people. Infant development supports the community vision, but it is not possible to substitute one piece of service with another. All children and families cannot be served through hubs and integrated services. With more funding, we could go back to our previous system of assigning a specific person to each hub or OEYC or other integrated element, that person would take care of those relationships that are integral to the formation of a working collaborative. See the paper written some years ago by Cantwell de Macz, Bodolai, and Shariff re forming good collaboration. It doesn't happen in lieu of relationships, and doesn't happen without a lot of time.

Appendix 18: Peel Infant Development (continued)

There is a myth that collaborations will allow more to be done with fewer people. In point of fact, collaborations can serve more people, but they take consistent relationships between like minded service providers, who have the freedom and capacity to work through the model, come up with new joint strategies and produce systems that work in particular neighbourhoods (see paper by Craig Shields). Those folks must be allowed to drop some of the agency characteristics to produce the new characteristics of the collaborative. Not everyone can do this work – there must be care in choosing people with open minds to do the creative work of collaboration. They must love it, live it and produce new and exciting programs and activities for the specific neighbourhoods. Those programs become the property of the neighbourhoods and the collaborating partners, are valued, cherished and meet individual neighbourhood needs – so valuable, so rare, so needed!

Quite frankly, without more funding for infant development, we cannot do more in this context. We are as thinly stretched as is possible, there is no infrastructure, and we are serving as many people as we can. It is important to review and prioritize funding.

**Lorna Montgomery, Manager
Peel Infant Development and Service Resolution Peel**

Appendix 19: Peel Children's Centre (PCC)

1. Opportunities to integrate program/service planning with community planning.

Service planning at Peel Children's Centre is an ongoing process. Service plans are prepared annually and submitted to MCYS outlining all of our programs, including those integrated with the community. Funding decisions, as always, impact resources and therefore the ability to mobilize additional services at any given time.

2. Opportunities for program/service to engage in collaborative service delivery within community hubs that are currently/in future will be operational.

Areas that PCC would be able to engage in collaborative service in hubs:

- Provision of children's mental health consultations to parents/caregivers
- Offering of evidence-based groups-Right From the Start; COPEing with Toddler Behaviour
- Participating in Steering/Advisory Committees to represent CMH (Children's Mental Health)

3. Mechanisms to facilitate collaborative service delivery:

- MOU's
- Service plans that reflect integration of services that are coordinated between the service provider and HUB

4. Challenges and/or barriers faced by program agency in moving forward:

- Funding for the individuals to provide this service
- Resources to support individual-start up costs, space, supervision
- Increase in overall workload of more in-depth services as number of individuals identified as requiring more service will increase-waitlist will increase, but this can be managed
- Costs of ongoing training in group modalities to keep staff current-can be absorbed by partnering with other agencies who are also training

Linda Berkowitz, M.S.W., R.S.W.
Manager, Preschool Services

Appendix 20: Brampton Library

1. Consider the nature and structure of your individual program/service/ agency planning process – what opportunities exist to integrate, or further integrate, this planning process with the community planning occurring at the Best Start Network table, in order to move forward with the development of locally integrated system of services?

- Brampton Library’s Strategic Plan for 2006-2008 is entitled “Connecting Community”
- The Library evaluates the Strategic Plan every four years to coincide with the Library Board’s term of service
- The Library’s Project Plans are evaluated on an annual basis
- Within the current Strategic Plan the following goals speak directly to Brampton Library’s position regarding the integration of services within the community:

Goal 1: Valued Community Institution

1.2 To increase the Library’s involvement in community affairs.

- Ensure the Library is represented at community events.
- Increase staff participation on community committees.
- Provide links to other organizations on the Library’s website.
- Enhance Library partnerships within the community.

Goal 6: Financial Resources

6.2 Explore options for more cost effective service delivery.

- Investigate opportunities for integrated service delivery.
- Explore opportunities to participate in province wide cost savings initiatives.

Appendix 20: Brampton Library (continued)

2. **Are there opportunities for your program/service/agency to engage in collaborative service delivery within community hubs that are currently operational, or which may be operational in future years? For program/service components delivered within the community, how are or will linkages to the hubs be developed or sustained?**
- Brampton Library currently offers literacy based programs (Roots of Reading Programs based on the Every Child Ready to Read initiative) at community hubs on an ongoing basis (e.g. St. John Fisher Early Years Partnership) and by invitation
 - The Library also provides deposit collections which are developed by Library staff in cooperation w/ the housing agency
 - The Library is committed to outreach within the community (this is highlighted in the current Strategic Plan but is considered to be an integral part of public library service)
 - The Library's commitment to making connections within the community is evidenced by numerous partnership agreements, active participation on various community committees and in a variety of community events
3. **Are there opportunities to develop mechanisms that will facilitate collaborative service delivery between your program/service/agency and other Best Start Partners (e.g. communication and service protocols, MOU's)?**
- Brampton Library is already engaged in collaborative projects w/ several Best Start Partners (e.g. Read & Play programs w/ Ontario Early Years Centres, the Region of Peel's Family Literacy Night Program, the St. John Fisher Early Years Partnership)
 - The Library utilizes Memos of Understanding and detailed Partnership Agreements

Appendix 20: Brampton Library (continued)

4. **Are there implementation challenges and/or barriers faced by your program/service/agency in moving forward with the community's vision for an integrated system of services? Please describe these challenges and include a description of the strategies to overcome these obstacles.**
- A greater understanding of the education and skills possessed by staff in the various agencies combined with knowledge of the contributions the organizations make to the community would assist with integration.
 - A lack of awareness of what an organization has to offer often leads to that provider's programs/services being overlooked when considering duplication within the community and opportunities for integration.
 - The public library appears to often be viewed by other members within the Network as a support organization, which does not acknowledge the library's direct role in the promotion and development of early literacy and family literacy within the community.
 - Public library systems within Peel Region must better communicate with other Network partners all that the library has to offer through active participation on Regional committees and in community projects, educating partners about Master of Library/Information Science programs and Library Technician Diploma requirements, and continuing to offer programs in partnership with agencies that can then serve as public library advocates within the community

Appendix 21: Brampton Caledon Community Living

1. **Consider the nature and structure of your individual program/service/agency planning process- what opportunities exist to integrate, or further integrate, this planning process with the community planning occurring at the Best Start network table, in order to move forward with the development of locally integrated system of services?**

In the current structure the licensed Best Start Child Care Centres meet the criteria for BCCL's services if the centre has a child with a developmental disability attending and is in service with BCCL. At this time the Resource teacher would collaborate with all members of the child's team: families, teachers and other professionals. The Resource Teacher provides consultation and training that would help to facilitate inclusion of all children. However the HUBS are not licensed and BCCL is mandated to provide consultation to licensed centres.

2. **Are there opportunities for your program/service/agency to engage in collaborative service delivery within community hubs that are currently operational, or which may be operation in future years? For program/service components delivered within the community, how are or will linkages to the hubs be developed or sustained?**

There may be further opportunities to collaborate in service delivery through extending training opportunities to staff and/or parents in the Best Start Centres. There is the possibility of consultations to the centres to provide suggestions on how to facilitate inclusion of children with special needs.

Appendix 21: Brampton Caledon Community Living (continued)

3. **Are there opportunities to develop mechanisms that will facilitate collaborative service delivery between your program/service/agency and other Best Start Partners (e.g. communication and service protocols, MOU's)?**

Community Living Mississauga and Brampton Caledon Community Living sit on the Best Start Committee and the Best Start Integrated Programming Committee where there are opportunities to provide formal input on service delivery and to collaborate. BCCL currently works collaboratively with many community agencies and is actively involved with many committees such as, PPSNR and Success by 6.

4. **Are there implementation challenges and/or barriers faced by your program/service/agency in moving forward with the community's vision for an integrated system of services? Please describe these challenges and include a description of the strategies to overcome these obstacles.**

Our challenge in moving forward to the full integration model is that BCCL's Early Childhood Resource is a small program with an expanding population; our resources already go beyond the limits that we are funded for. We are limited to working together if there is a child attending the program and are a client of BCCL. Another barrier, as mentioned, is that the HUBS are not licensed and BCCL is mandated to provide consultation to licensed centres. At this time we could invite staff and parents to existing trainings that are being offered. It is possible to offer occasional consultations to centres and with more resources we could expand our services on a more regular basis.

If you have any further questions please feel free to contact me.

Kelly Hoddinott
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Appendix 22: Community Living Mississauga

1. **Consider the nature and structure of your individual program/service/agency planning process- what opportunities exist to integrate, or further integrate, this planning process with the community planning occurring at the Best Start network table, in order to move forward with the development of locally integrated system of services?**

Community Living Mississauga (CLM) is represented at the Best Start network table and is an active participant of many other community committees, networks and advisory groups. When planning our programs and services for the coming year, we consider the goals and objectives of Best Start as much as possible. We collaborate with Brampton Caledon Community Living and other preschool special needs resourcing agencies to ensure that children and families receive consistent, quality service and care. CLM is prepared to provide Resource Teacher consultation services to children identified with an intellectual disability who are attending Best Start child care centres. As part of this service the Resource Teacher would work collaboratively with the child's parents, preschool teachers, elementary school staff and other professionals to develop individualized program plans and support seamless transition into the school system.

2. **Are there opportunities for your program/service/agency to engage in collaborative service delivery within community hubs that are currently operational, or which may be operation in future years? For program/service components delivered within the community, how are or will linkages to the hubs be developed or sustained?**

Community Living Mississauga would be willing to collaborate in relation to community Hubs through the sharing of information, resources, brief consultation, etc. It should be noted that our service agreement with the Region of Peel requires that we only provide Resource Teacher supports to licenced child care programs and it is not clear if Hubs would be licensed. If not, this may create a barrier to the amount of involvement we would be able to have with service delivery within the Hubs.

Appendix 22: Community Living Mississauga (continued)

3. **Are there opportunities to develop mechanisms that will facilitate collaborative service delivery between your program/service/agency and other Best Start Partners (e.g. communication and service protocols, MOU's)?**

Community Living Mississauga and our counterpart to the north, Brampton Caledon Community Living, are active partners at the Best Start network table, and on the Integrated Programming sub-committee. We are also actively involved at Success by 6, on CDRCP's Education Committee, on the ACCAS Committee, and at the Peel Preschool Special Needs Resourcing Network, etc. CLM makes every effort to work in partnership with other community agencies, including those involved with services and supports for adults as well as children. Information is shared between our agency and other service providers through newsletter mail-outs, postings on the CDRCP website regarding training and information sessions, and through the many committees and networks.

4. **Are there implementation challenges and/or barriers faced by your program/service/agency in moving forward with the community's vision for an integrated system of services? Please describe these challenges and include a description of the strategies to overcome these obstacles.**

Barriers to moving forward with Best Start's community vision include, insufficient funding to meet the needs of a growing community and a lengthy waitlist of children needing service, increased need for translation services as Mississauga is a very multi-cultural community and for many of our families English is not their preferred language for communication, and the inability to provide services in unlicensed settings (as mentioned above) as per our service contract with the Region of Peel. We would be willing to share resources and offer trainings when appropriate and would welcome opportunities to collaborate with other agencies around training, service delivery, etc. whenever possible.

Appendix 22: Community Living Mississauga (continued)

If you have any further questions, please do not hesitate to call me at (905) 542-2694 ext. 4238.

**Ann Iannarelli, Manager
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Appendix 23: Conseil scolaire de district catholique Centre Sud (CSDCCS) Conseil scolaire de district du Centre-Sud-Ouest (CSDCSO)

- 1. Consider the nature and structure of your individual program, service or agency planning process – what opportunities exist to integrate, or further integrate, this planning process with the community planning occurring at the Best Start network table, in order to move forward with the development of a locally-integrated system of services?**

Conseil scolaire de district catholique Centre Sud

- Starting in September 2008, all CSDCCS elementary schools in Peel Region will have a day care service that includes preschool- and school-age children.
- Ste-Jeanne-d’Arc (Brampton) was the first day care centre built by the Board in Peel Region.
- A day care centre was added during construction of the Ange-Gabriel school to accommodate a day care centre.
- At René-Lamoureux school, two classrooms will be renovated and transformed into a day care centre for next September.
- With the agreement signed with Peel Region, the day care centre at St-Jean-Baptiste school will be the last school to accommodate a day care centre.
- One morning per week, a program entitled “les amis des petits” at Ange-Gabriel school will welcome children up to age four who are accompanied by an adult. In addition to borrowing books (for children and adults) and engaging in cognitive and language activities, parents will also receive all kinds of information on the different facets of their role as parents.
- Full-time kindergarten and nursery school offered
- Promotion announcing the day care centres

**Appendix 23: Conseil scolaire de district catholique Centre Sud
Conseil scolaire de district du Centre-Sud-Ouest
(continued)**

- Training offered conjointly to kindergarten-level teaching staff and educators (once a year)
- Training offered to Early Childhood Educators (ECE)
- Accompaniment offered to Early Childhood Educators (ECE)
- Implementation of the “*Pour l’amour des tout-petits*” educational program for children between the ages of 2 ½ and 4
- Gathering of day care centre administrators (once or twice a year)
- Administrative support to managers and members of the Board of Directors
- Shows offered conjointly to day care centres and kindergarten-level children
- Educational outings organized between day care services and kindergarten-level children
- Introduction to kindergarten (children who are registered at the school will visit the kindergarten class the following year)
- “Day care centre in a school environment” administrative policy and guideline

Conseil scolaire de district du Centre-Sud-Ouest

- The Council offers child care service before and after school in collaboration with Le Cercle de l’Amitié to Horizon Jeunesse in Mississauga and the Carrefour de jeunes elementary school in Brampton.

**Appendix 23: Conseil scolaire de district catholique Centre Sud
Conseil scolaire de district du Centre-Sud-Ouest
(continued)**

- Le Cercle de l’Amitié offers a day care centre program to Carrefour des jeunes school. A renovation project was developed as part of the “Best Start” initiative. Available programs target toddler- and preschool-age children.

2. **Are there opportunities for your program, service, or agency to engage in collaborative service delivery within community hubs that are currently operational, or which may be operational in future years? For program or service components delivered within the community, how are or will linkages to the hubs be developed or sustained?**









CSDCCS

No hubs currently exist in this region but Le Cercle de l’amitié, which is a community and cultural organization, could play a role in implementing a hub.

Services that are generally offered in English are listed below. Services that are checked off indicate the services currently available in French.

- | | |
|-------------------------------------|---|
| <input type="checkbox"/> | Public Health Department (immunizations) |
| <input type="checkbox"/> | CAPC – Community Action Program for Children |
| <input type="checkbox"/> | CPNP – Canada Prenatal Nutrition Program |
| <input checked="" type="checkbox"/> | PSL – Preschool Speech & Language–Orthophony services (in Oakville) |
| <input type="checkbox"/> | Infant Hearing Programs |
| <input type="checkbox"/> | Children’s Mental Health |
| <input type="checkbox"/> | Libraries |
| <input type="checkbox"/> | HBHC – Healthy Babies/Healthy Children |
| <input type="checkbox"/> | Children’s Aid |
| <input type="checkbox"/> | Prenatal/neonatal (EYCO) |
| <input type="checkbox"/> | Dental Care |
| <input checked="" type="checkbox"/> | Leisure (City of Brampton Parks & Recreation) |
| <input checked="" type="checkbox"/> | Ethno-cultural organizations (e.g. PIDEF) |
| <input type="checkbox"/> | Housing support |

**Appendix 23: Conseil scolaire de district catholique Centre Sud
Conseil scolaire de district du Centre-Sud-Ouest
(continued)**

	Child care services and before- and after-school programs
	Early Learning Programs
	Religious organizations
	Primary Health Care (e.g. doctors, nurses)
	Resources for children with special needs
	The 18-months Well Baby Visit, or
	Well Baby Clinics
	Other (explain): (e.g. OASIS) Toronto Foundation for Student Success, Toronto Police Service, Knights of Columbus, Catholic Family Services of Peel, Peel District School Board.

CSDCSO

- The Francophone community health centre in Peel Region occupies an office at Carrefour des jeunes school in order to offer services to the community.
- The Carrefour des jeunes school participates in the “Family literacy” program developed by the Municipality of Peel and offers services to parents and young children in Peel Region.
- The Carrefour des jeunes school participates in the “Mon tapis raconte!” family literacy program in partnership with Collège du Savoir and the Cercle de l’Amitié.
- Horizon Jeunesse school, in collaboration with the school board, organizes family activities to foster the integration and participation of families in school life.

**Appendix 23: Conseil scolaire de district catholique Centre Sud
Conseil scolaire de district du Centre-Sud-Ouest
(continued)**

3. **Are there opportunities to develop mechanisms that will facilitate collaborative service delivery between your program, service, or agency and other Best Start partners (e.g. communication and service protocols, MOUs, etc.)?**
- We need a list of all available services offered in French in Peel Region in collaboration with schools, day care centres and other partnerships, which will be added.
 - We need agreement and protocol templates to use between the day care centres, partnerships and the School Board.
 - As part of the Best Start program for Francophones' new structure, a program supervisor in each regional office will help develop and introduce services in French.
4. **Are there implementation challenges and/or barriers faced by your program, service, or agency in moving forward with the community's vision for an integrated system of services? Please describe these challenges and include a description of the strategies to overcome these obstacles.**

CSDCCS

- The structure of Best Start local networks is such that we have 13 local networks on our territory. We will try to be present and involved in each but distance, lack of human resources, lack of financial resources, and schedule conflicts limit our participation.
- Local networks also created different committees to facilitate implementing the Best Start vision and the burden is too heavy to ensure our Board's active participation.

**Appendix 23: Conseil scolaire de district catholique Centre Sud
Conseil scolaire de district du Centre-Sud-Ouest
(continued)**

- The new structure of the Francophone network increases our task by imposing 4 Francophone networks rather than a single one. The verbal announcement of the loss of significant funding promised to facilitate our involvement in local networks will minimize our involvement in local networks (even further in sub-committees).
- The lack of synergy between the different ministries sometimes creates significant challenges in implementing the Best Start vision. Clearly, the implementation of Best Start belongs to the Ministry of Children and Youth Services (MCYS) and the other ministries (Ontario Ministry of the Environment (MOE)/Ontario Ministry of Health and Long-Term Care) are not aware of the initiatives in order to approve them.
- Since we must work with several different regions, it is difficult when the requirements between MOE and MCYS as well as municipal requirements are not standardized (windows, toilets, ratios, etc.).
- The lack of collaboration between different municipal departments to facilitate opening child care services or hubs has created different obstacles. The health, planning and construction, and fire departments, etc. do not appear to subscribe to the Best Start vision. The majority of projects were delayed due to the different steps and expectations imposed by municipal departments to achieve the renovation/construction projects.
- Physical resources and the scope of our territory: We want a Francophone hub, which would offer services by means of satellites in day care centres, schools (we do not have confidence in a hub that would offer bilingual services). We do not have the physical space available to convert a hub and we need to find a central, easily-accessible location, given the scope of our territory. We must also consider the requirements of MOE, such as a fixed maximum capacity of 20 for kindergarten- and primary-level classes and the non-recognition of spaces used by child care or early childhood services.

**Appendix 23: Conseil scolaire de district catholique Centre Sud
Conseil scolaire de district du Centre-Sud-Ouest
(continued)**

- Human resources: we need to recruit people who are capable of communicating, working in French and offering specific services (orthophony, audiology, specialized educators, literacy consultants, etc.) as found in Early childhood centres or in English hubs. In most regions, no Francophone health centres exist that could certainly play a greater role in implementing a hub.
- Material resources: documents available in English translated into French (numerous pamphlets, etc.)
- Development resources: we need to offer workshops in French and demystify the Best Start vision with all teaching staff and early childhood educators. Other training for administrators and managers, etc.
- Security systems (the city of Toronto mentioned that the MOE financed the installation of security systems in all schools, but it refused additional funding to enable day care centres to be connected to the same system?)
- Financial resources to achieve the vision.

CSDCSO

- Adaptations could be done when translating certain documents to reflect the Francophone reality. If resources such as books, television programs, or Internet addresses are given in English, the proposed document, even if translated, is less useful.

Appendix 24: PLASP Child Care Services

1. **Consider the nature and structure of your individual program/service/agency planning process- what opportunities exist to integrate, or further integrate, this planning process with the community planning occurring at the Best Start network table, in order to move forward with the development of locally integrated system of services?**
 - PLASP staff participate in various Success By 6 Peel and Best Start networks and committees, as well as in Fair Share and CDRCP; this provides excellent awareness of community planning and the opportunity to respond to community initiatives in our own agency planning.
 - One of PLASP's Strategic Goals is to build and nurture positive, reciprocal relationships within our community.

2. **Are there opportunities for your program/service/agency to engage in collaborative service delivery within community hubs that are currently operational, or which may be operation in future years? For program/service components delivered within the community, how are or will linkages to the hubs be developed or sustained?**
 - Sharing of resources (space, equipment, staff expertise)
 - Cost sharing (speakers, programs for parents, enrichment activities for children)
 - Information sharing (distribution of information from hubs re: upcoming events/programs/services to our clients)

3. **Are there opportunities to develop mechanisms that will facilitate collaborative service delivery between your program/service/agency and other Best Start Partners (e.g. communication and service protocols, MOU's)?**
 - Sharing of program delivery (e.g. provide child care while parents/caregivers access programs designed for them)

Appendix 24: PLASP Child Care Services (continued)

4. **Are there implementation challenges and/or barriers faced by your program/service/agency in moving forward with the community's vision for an integrated system of services? Please describe these challenges and include a description of the strategies to overcome these obstacles.**
- Potential philosophical differences around best practices
 - Staff time re: planning/meetings – most agencies do not have resources to dedicate a staff exclusively to this process
 - Providing services without additional dollars (fee subsidy, wage subsidy, individual workers and staff training for special needs children)

Appendix 25: Liste des organismes francophones

I. Conseils scolaires

1. Conseil scolaire de district catholique du Centre-Sud : direction d'école, direction des garderies et présidence des conseils d'école :

Directeur: Bernard Lavallée, 416-397-6564 blavallee@csdccc.edu.on.ca

Surintendant: Michel St-Amant, 905-524-2503,
poste 3160 mst-amant@csdccc.edu.on.ca

- École Ange-Gabriel, Thérèse Richard, trichard@csdccc.edu.on.ca
- École Renée-Lamoureux, Geneviève Gareau- Mossé, ggareau-mosse@csdccc.edu.on.ca
- École Sainte-Jeanne d'Arc, Jacqueline Flemming, jflemming@csdccc.edu.on.ca
- École Saint-Jean Baptiste, Christine Lachapelle, clachapelle@csdccc.edu.on.ca
- École Sainte-Marie, Line Lemoyne Lafleur, llemoyne-lafleur@csdccc.edu.on.ca
- École du Sacré-Cœur, Denise Godin, dgodin1@csdccc.edu.on.ca
- École sec.Sainte-famille, David Rousselle, drousselle@csdccc.edu.on.ca

Conseillère scolaire:

- Région de Dufferin et Peel, Anne Burke-Gauthier, 905-791-8895, aburke-gauthier@csdccc.edu.on.ca
- Région de Halton, Marie Gaudet, 905 824-1745 mgaudet@csdccc.edu.on.ca

2. Conseil scolaire du district du Centre-Sud-Ouest : direction d'école et présidence des conseils d'école :

Président: Ronald Marion, marionr@csdcso.on.ca

Directeur: Jean-Luc Bernard, bernardj@csdcso.on.ca

Surintendant: Daniel Lefebvre, 905-637-3940 lefebvre@csdcso.on.ca

- École Carrefour des Jeunes, Fernande Beaulieu-Boyer
- École Horizon Jeunesse, Françoise Myner, mynerf@csdcso.on.ca
- École Patricia-Picknell, Joanne Bertrand, bertrandj@csdcso.on.ca
- École sec. Jeunes sans Frontières, Xavier Lambert, lambertx@csdcso.on.ca

Appendix 25: Liste des organismes francophones (continued)

Conseillère scolaire:

- Municipalité régionale de Peel : Christine Guindy, guindyc@csdcso.on.ca
- Municipalité régionale de Halton : Micheline Wylde, wyldem@csdcso.on.ca

II. Organismes francophones

3. OASIS, Josette Serguier 905-454-3332 x 221 josettes@oasisfemmes.org
4. Les Scouts de Brampton, Maurice Fortin 905-450-8101 fortin.maurice61@sympatico.ca
5. Les scouts de Mississauga, Michèle Laframboise 905-567-7572 michele@vif.com
6. Paroisse de la Sainte-Famille, père Antoine Badr et Lorraine Gandolfo, présidente du conseil paroissial, stefamillepeel@on.aibn.com, lgandolfo@trilliumfoundation.org
7. Le Club du Bel Age de Peel, Claudette Faucher 905-275-6289 et Azarias Philippon 905-270-0340 aphilippon@rogers.com
8. Le Collège du Savoir, Anna Veltri, 905-457-7884, collegeanna@on.aibn.com
9. Retraite Active, Claire McCullough et Georgette Morin, gem@rogers.com
10. Le Cercle de l'Amitié, Mireille Coulombe, présidente 905-542-1844 president@cercleamitie.ca
11. CENIP, centre d'entreprenariat et d'insertion professionnelle de Peel-Brampton, Brigitte Chatué, info@cenip.com, brigittechatue@yahoo.fr 905-459-2236 portable 647-293-9047
12. AFAF, Association des femmes d'affaires francophones, (Gisèle Pham) 905-281-1341, 905-272-4444 giselepham1@yahoo.ca portable 647-205 6594
13. Le regroupement des femmes immigrantes Yvonne Kabeya 905-458-7333 femmesimmigrantes@yahoo.ca
14. La garderie francophone du Cercle de l'Amitié, Annie Okura 416-839-4081
15. Garderie Petit Bateau, Maria Ivanova, directrice, Petit.bateau@sympatico.ca 905-285-0257
16. Garderie Les Coccinelles d'Oakville Inc. Arnold Linda 905.825.2029 lescoccinelles@cogeco.net, linda.lescoccinelles@cogeco.net
17. Garderie Porte-Soleil, Georgetown, Catherine Saftec 905-873-0967 csaftic@csdccc.edu.on.ca

Appendix 25: Liste des organismes francophones (continued)

18. Centre de ressources d'emploi francophone, collège Boréal, Marthe Gosselin 905-306-1562 marthe.gosselin@borealc.on.ca
19. Paroisse Sacré-Cœur, Georgetown 905-877-4373 télécop.905-877-8491 curé Jeonet Donat, Rachelle Sheld
20. Centre Francophone de Toronto, Jean-Gilles Pelletier, directeur général jg@centrefranco.org
21. Réseau franco-santé du Sud de l'Ontario, Jean-Marc Boisvenue, directeur général jmboisvenue@francosantesud.ca
22. L'espace francophone, Innocent Watat, les@lespacefrancophone.org
23. Réseau de développement économique et d'employabilité de l'Ontario, Jean-Denis Barry, agent de projets, 905-277-8885 jdbarry@rdee-ont.ca

III. Agences

24. Ministère de la Santé et des Soins de longue Durée, France Tolhurst, consultante france.tolhurst@sympatico.ca
25. RLISS Mississauga Halton, Scott McLeod, directeur général p.i., 905-337-7131 x 217 scott.mcleod@lhins.on.ca
26. RLISS Centre-Ouest, Mimi Lowi Young, directrice générale, 905-455-1281 jaf.rai@lhins.on.ca
27. Peel-Health, Baldev Mutta, 905-791-7800 x 2604 dev.mutta@peelregion.ca
28. Halton Health, Joyce See, directrice des services de santé communautaire 905-825-6000 X 7890 joyce.see@halton.ca, Gisèle Franck, directrice au département de la santé des services dentaires et seniors Health Program 1-866-442-5866 X 7834

IV. Media francophones:

29. Le Métropolitain
30. L'Express de Toronto
31. Radio communautaire CHOQ-FM 105,1
32. Radio Canada, Isabelle Routhier 416-205-3623, isabelle-routhier@radio-canada.ca

Sign-off by the Agencies of the Peel Best Start Network

1

Best Start Network of Peel Region

Best Start
2007-08 Best Start Community Plan:
"Building on the Foundation - Moving Forward"

I / We, the undersigned, acknowledge that we have read and approve
The 2007-08 Best Start Community Plan:
"Building on the Foundation - Moving Forward"
June 30, 2007

We pledge our commitment to the implementation of this plan as a member
of the Best Start Network of Peel Region.

SIGNED Lorna Reid

Date July 21, 2007

Name LORNA REID

On behalf of _____

Agency/Organization REGION OF PEEL, CHILDREN'S SERVICES

Address 2 COUNTY COURT BLVD ; SUITE 435, BRAMPTON

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

JUN-18-2007 09:17

P.01/01

2

Best Start Network of Peel Region

Best Start
2007-08 Best Start Community Plan:
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of the Best Start Network of Peel Region.

SIGNED B. Fewtrell

Date June 11/07

Name BRIDGET FEWTRILL, CHIEF OPERATING OFFICER

On behalf of ERINOAK

Agency/Organization ERINOAK

Address 2695 NORTH SHERIDAN WAY, SUITE 120
MISSISSAUGA, ONT. L5K 1N6

TOTAL P.01

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

06/06/2007 15:41 9854532531

FAX

PAGE 02

3

Best Start Network of Peel Region

Best Start
2007-08 Best Start Community Plan:
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of the Best Start Network of Peel Region.

SIGNED Pat Chrisjohn

Date June 21, 2007

Name PAT CHRISJOHN

On behalf of Peel Aboriginal Network

Agency/Organization _____

Address _____

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

JUN-18-2007 11:58

CSDCSO

416 397 2847 P.02/02

4

Best Start Network of Peel Region

Best Start
2007-08 Best Start Community Plan:
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of the Best Start Network of Peel Region.

SIGNED *Jean-Luc Bernard*

Date 18 June 2007

Name Jean-Luc Bernard

On behalf of _____

Agency/Organization Conseil scolaire de district du Centre-Sud-Ouest

Address 116, Cornélius Parkway, Toronto, Ontario M6G 2K5

TOTAL P.02

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

CLM

Fax:9055420987

Jun 19 2007 14:48

P.02

5

Best Start Network of Peel Region

Best Start
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SIGNED *Kathy Tansley*

Date 6/19/07

Name KATHY TANSLEY

On behalf of COMMUNITY LIVING MISSISSAUGA

Agency/Organization _____

Address 6675 MILLCROCK DRIVE UNIT 2
MISSISSAUGA, ONTARIO L5N 5R8

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

207-08-10701

6

Best Start Network of Peel Region

Best Start
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SIGNED Adele Kostiak

Date June 19/07

Name ADELE KOSTIAK

On behalf of _____

Agency/Organization BRAMPTON LIBRARY

Address 15 QUEEN STREET EAST
BRAMPTON, ON L6W 3L6

207-08-10701

BRAMPTON LIBRARY F.C.

JUN-19-2007 10:16

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

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TO: 19058619079

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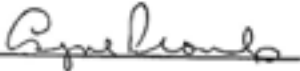
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Best Start Network of Peel Region

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SIGNED 

Date_07/ June 21

Name__Lyne Proulx_

On behalf of Francine Dénomé

Agency/Organization Conseil scolaire de district catholique Centre-Sud -
CSDCCS
Address: 110 ave Drewry
Toronto, ON, M2M 1C8

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

JUN -20' 07(WED) 14:21 SPECIAL ED. PRDG SRV

TEL-905 890 3280

P.002

8

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Best Start
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SIGNED 

Date June 20.07.

Name Jim Griever, Director

On behalf of _____

Agency/Organization Peel District S.B

Address 5650 Hurontario, Mississauga, ON L5R 1C6

Sign-Off by the Agencies of the Peel Best Start Network (continued)

905433853

BRAMPTON CALEDON

02:27:48 p.m. 06-15-2007

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9

Best Start Network of Peel Region

Best Start
2007-08 Best Start Community Plan:
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of the Best Start Network of Peel Region.

SIGNED: [Signature]

Date: June 15, 2007

Name: Jim Triantafilou

On behalf of _____

Agency/Organization: Brampton Caledon Community Living

Address: 34 Church St W Brampton ON L6Y 1H3

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

JUN-13-2007 15:13 From: FAMILY DAY CARE

416925335

Tel: 9058619079

P.2/2

10

Best Start Network of Peel Region

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of the Best Start Network of Peel Region.

SIGNED: *Joan Arruda*

Date: June 13, 2007

Name: Joan Arruda, C.E.O.

On behalf of _____

Agency/Organization: Family Day Care Services

Address: 155 Gordon Baker Road,
Suite 400,
Toronto, Ontario M2H 3N5

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

06/13/2007 10:53 FAX

0002

11

Best Start Network of Peel Region

Best Start
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June 30, 2007

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of the Best Start Network of Peel Region.

SIGNED Linda Cottes

Date June 13/07

Name Linda Cottes

On behalf of Jacqueline Foley

Agency/Organization YMCA of Greater Toronto

Address 103-60 Centurian Drive, Markham, Ontario
L3R 8T6

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

JUN-12-2007 12:29 From:HS FIN

9056775584

To:9058619879

P.2-2

(12)

Best Start Network of Peel Region

Best Start
2007-08 Best Start Community Plan:
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June 30, 2007

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of the Best Start Network of Peel Region.

SIGNED: [Signature]

Date: June 17/2007

Name: JAYLE TEMPLE-SMITH

On behalf of: Malton Neighbourhood Services

Agency/Organization: Malton Neighbourhood Services

Address: 3570 Watling St. Drive, Mississauga
L4T 1Y2

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

06/12/2007 13:39 9858988325

CDRCP

PAGE 02/02

13

Best Start Network of Peel Region

Best Start
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SIGNED [Signature]

Date June 2007

Name Jane van Benth

On behalf of CDRCP Bd.

Agency/Organization CDRCP

Address 75-103 Lakeshore Ave. Miss. L9R 3E5

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

06/12/2007 12:51

905-456-8006

MICHAEL ROBITAILLE

PAGE 01

14

Best Start Network of Peel Region

Best Start
2007-08 Best Start Community Plan:
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SIGNED *Michael Robitaille*

Date *June 13/07*

Name *Michael Robitaille*

On behalf of _____

Agency/Organization *Parent Rep.*

Address _____

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

Jan. 12. 2007 2:40AM

No. 0353 P. 2

15

Best Start Network of Peel Region

Best Start
2007-08 Best Start Community Plan:
"Building on the Foundation - Moving Forward"

I / We, the undersigned, acknowledge that we have read and approve
The 2007-08 Best Start Community Plan:
"Building on the Foundation - Moving Forward"
June 30, 2007

We pledge our commitment to the implementation of this plan as a member
of the Best Start Network of Peel Region.

SIGNED *Tommy Campbell*
Date June 12, 2007
Name Tommy Campbell
On behalf of Region of Peel
Agency/Organization _____
Address 3515 Walsdale Rd Miss

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

06/12/2007 14:47 FAX 905 810 4444

CREDIT VALLEY HOSP.

001/001

(14)

Best Start Network of Peel Region

Best Start
2007-08 Best Start Community Plan:
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of the Best Start Network of Peel Region.

SIGNED *Cori Chapman*

Date June 13, 2007

Name Cori Chapman, Program Director Paediatrics

On behalf of _____

Agency/Organization Credit Valley Hospital

Address 2200 Eglinton Avenue West, Mississauga, Ontario L5M2N1

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

17

Best Start Network of Peel Region

Best Start
2007-08 Best Start Community Plan:
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SIGNED Lynn Petrushchak
Date June 8/07
Name Lynn Petrushchak
On behalf of _____
Agency/Organization Dixie Bloor Neighbourhood Centre
Address 1420 Burnhamthorpe Rd E. Miss. L4W 2T9

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

18

Best Start Network of Peel Region

Best Start
2007-08 Best Start Community Plan:
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of the Best Start Network of Peel Region.

SIGNED 

Date Jun 8 / 07

Name MAUREEN THORNTON

On behalf of _____

Agency/Organization Calverton Parent-Child Centre

Address 150 QUEEN ST. S, BOLTON, ON L7E 1E3

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

19

Best Start Network of Peel Region

Best Start
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of the Best Start Network of Peel Region.

SIGNED E. D. Butler

Date June 4/07

Name Elena D. Butler

On behalf of _____

Agency/Organization Success By 6 Peel

Address 5170 Dixie Rd. Mississauga

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**



Best Start Network of Peel Region

Best Start
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of the Best Start Network of Peel Region.

SIGNED *[Signature]*

Date June 8/07

Name Lory Welter

On behalf of _____

Agency/Organization Mississauga Parent Child Resources Centres

Address 1801 Lakeshore Rd. W. Unit 101
Mississauga, ON L5T 1Z6

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

21

Best Start Network of Peel Region

Best Start
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of the Best Start Network of Peel Region.

SIGNED Linda Lee-Berkowitz

Date JUNE 8/07

Name LINDA LEE-BERKOWITZ, Manager

On behalf of HUMPHREY MITCHELL, Co

Agency/Organization PEEL CHILDREN'S CENTRE

Address 35 A AVENUE EAST
MILLIKEN, ON L5T 2Y4

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

06/22/2007 13:24 905-898-6947

PLASP CHILD CARE SER

PAGE 02/02

92

Best Start Network of Peel Region

Best Start
2007-08 Best Start Community Plan:
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SIGNED Pat Houlton

Date June 22, 2007

Name Pat Houlton

On behalf of _____

Agency/Organization PLASP Child Care Services

Address 121 Brunel Road
Mississauga, Ontario
L4Z 3E9

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

06/05/2007 11:58 4162319865

BRAMPTON NEIGHBOURH

PAGE 02


23

Best Start Network of Peel Region

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of the Best Start Network of Peel Region.

SIGNED 

Date June 19th, 2007

Name Dr. Anthony Hutchinson, Executive Director

On behalf of _____

Agency/Organization Brampton Neighbourhood Resource Centre

Address 50 Kennedy Road South, Unit 24, Brampton, ON L6W 3R7

Sign-Off by the Agencies of the Peel Best Start Network (continued)

FROM : MISSISSAUGA CENTRAL

PRK NO. : 905 712 3468

Jun. 22 2007 02:03PM P2

24

Best Start Network of Peel Region

Best Start
2007-08 Best Start Community Plan:
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of the Best Start Network of Peel Region.

SIGNED 

Date Jun 21/07

Name S. McWhorter

On behalf of D.P.C.D.S.M.D

Agency/Organization Duffin Peel

Address Catholic Educ. Centre

**Sign-Off by the Agencies of
the Peel Best Start Network (continued)**

11 Jul 2007 9:45AM

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P. 2

Best Start Network of Peel Region

**Best Start
2007-08 Best Start Community Plan:
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of the Best Start Network of Peel Region.

SIGNED

Date

Name

On behalf of

Agency/Organization

Address



June 22, 2007

BEV HARDY
ACTING DIRECTOR

ANNE FENWICK

DIRECTOR, FAMILY HEALTH
PEEL PUBLIC HEALTH

44 PEEL CENTER DRIVE, BRAMPTON, ONTARIO