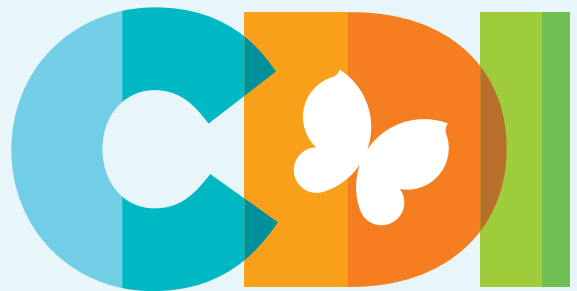




INNOVATING FOR IMPACT

CHILD DEVELOPMENT INSTITUTE STRATEGIC PLAN 2024-2029



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LAND ACKNOWLEDGMENT

At the Child Development Institute we acknowledge that the land on which we work is the traditional territory of many nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee, the Wendat and the Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit. This land continues to be home to many diverse First Nations, Inuit and Métis peoples. CDI is committed to working in partnership with Indigenous peoples to make measurable progress toward Truth and Reconciliation. We affirm this commitment in deep gratitude for the opportunity to live and work on this land.

LETTER FROM THE CEO & BOARD CHAIR

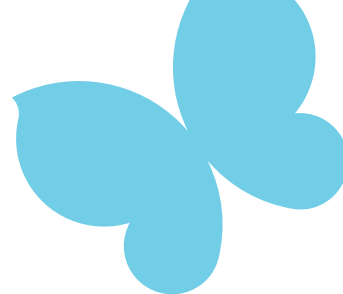
The Child Development Institute (CDI) is proud to launch our new five-year (2024-29) strategic plan as we strive to support growing numbers of children, youth, and their families to transform their mental health and well-being.

Since 1909, CDI has put children and their families first, offering community-based services that have grown to provide a comprehensive continuum of care, including early learning and child care, mental health services, and programs that address gender-based violence. Through our Toronto-based direct services, and our network of national and international affiliates, CDI has served over 30,000 children over the past five years alone, all while grappling with a global pandemic from which our communities are still recovering. Building on our strength, ingenuity, and resilience as we celebrate 115 years of service, CDI looks forward to achieving even greater impact for children, youth, and their families.

To develop our new strategic plan, CDI has invested in a deeply collaborative process, involving consultations with more than 100 stakeholders. Through this process, we gained meaningful insights from staff and board surveys and focus groups, dialogue with funders, and interviews with cross-sectoral partners, including organizations led by equity-deserving communities. CDI expresses our sincere thanks to everyone who contributed their time, expertise and wisdom to helping us craft an agile strategic plan that equips our organization for the challenges and opportunities that the future brings.

Our new strategic plan includes three pillars, namely Our Clients (Strong Client Outcomes), Our People (Thriving and Inclusive Culture), and Our Society (Systems Leadership and Partnership), supported by the additional foundation of Strong Infrastructure.

CDI has prioritized Inclusion, Diversity, Equity, and Accessibility (IDEA) and Truth and Reconciliation as core strategic imperatives throughout our five-year plan, informing our strategic directions and contributing to the framework by which CDI will hold ourselves accountable for achieving our goals and honouring our commitments.



CDI's strategic priorities also include a strong focus on expanding our reach and deepening our impact through continued scaling of our evidence-informed programs and implementation of measurement-based care at the client level and across CDI's services. By investing in our talented, dedicated staff, and empowering our teams with the tools, training and technology that support continuous improvement, CDI will provide growing numbers of children, youth, and their families with the highest possible quality of care.

CDI thanks our exceptional staff, board and volunteers for their incredible work and deep commitment to our mission and vision. We also express our gratitude to our generous donors and funders, and to our strategic partners at all levels of government, for empowering CDI to serve growing numbers of children and their families in urgent need. We thank our innovative network of community partners and affiliate sites for the strong outcomes we achieve together for our clients and communities. We look forward to working with all of you over the next five years to make a positive, measurable impact on the mental health and well-being of children and their families.



ANDREW REDDIN
CHIEF EXECUTIVE OFFICER



KATE BANTING
BOARD CHAIR



A photograph of four diverse children (two boys and two girls) standing outdoors in front of a brick wall. They are all smiling and giving thumbs up. The image is overlaid with a semi-transparent blue filter. The text "CDI: WHO WE ARE" is centered over the image.

CDI: WHO WE ARE



THE CHILD DEVELOPMENT INSTITUTE

The Child Development Institute (CDI) is a Canadian charity that has brought hope and built brighter futures for at-risk children and their families since 1909. CDI provides direct services to communities in Toronto and has scaled the delivery of its signature evidence-based programs across Canada and internationally through a growing network of affiliates. Built on a legacy of more than 100 years of helping children and families, CDI is an accredited mental health agency and child care provider that offers evidence-based programs across three primary service streams:

- Child and Youth Mental Health Services
- Gender-Based Violence Services
- Early Years and Child Care Services

We are proud to be accredited through the Canadian Centre for Accreditation, a third-party organization that accredits Canadian social service and health care providers based on accepted practices that promote ongoing quality improvement and responsive, effective community services.

CDI works with each child and family's unique strengths, needs and challenges, helping clients to uncover their abilities, giving them tools to succeed, and supporting them in overcoming significant challenges.

We are a highly collaborative organization, sharing our research, knowledge and expertise through partnerships and collaborations, training, consultation, and publications. Thanks to our organization's uniquely robust research capacity and proven track record of innovation, CDI is a trusted thought leader in children and youth services, with specialized experience in mental health, child care and addressing family violence.

For more information about CDI, please visit www.childdevelop.ca.

IDEA & TRUTH AND RECONCILIATION

As we launch our new strategic plan, the Child Development Institute (CDI) will expand and deepen our commitments to Inclusion, Equity, Diversity and Accessibility, and to Truth and Reconciliation.

This work will build upon progress achieved over the past five years, including the revitalization of CDI's Health Equity, Diversity and Inclusion (HEDI) Committee, the launch of our annual employee survey including IDEA measurement and benchmarking, and the development of strong program partnerships with Black-led and Indigenous-led organizations.

CDI has also developed strategic talent partnerships with organizations like BIPOC Executive Search to become increasingly inclusive and reflective of the communities whom we serve. For example, from 2023 to 2024, BIPOC representation on CDI's executive team (Associate Director and above) has grown from 22% to 50%.

Going forward, CDI commits to growing our network of partnerships with organizations led by equity-deserving communities, resulting in co-creative programming, IDEA-informed data collection and evaluation, and inclusive services for children, youth and families. CDI also aims to continue attracting, retaining and promoting diverse talent, including at the leadership level, along with upholding and strengthening a safe, inclusive environment where everyone belongs.

In bringing this vision to life, CDI has engaged external consultants to conduct an IDEA and Truth and Reconciliation-focused organizational assessment, reviewing CDI's policies and practices across teams and service areas, and consulting with stakeholders for their candid feedback on where CDI needs to improve or do things differently. This will produce an action plan and accountability framework for CDI as we measure our progress in acting on our IDEA and Truth and Reconciliation commitments.

We look forward to reporting on our progress and lessons learned over the next five years.

ACHIEVEMENTS & OUTCOMES

30,000

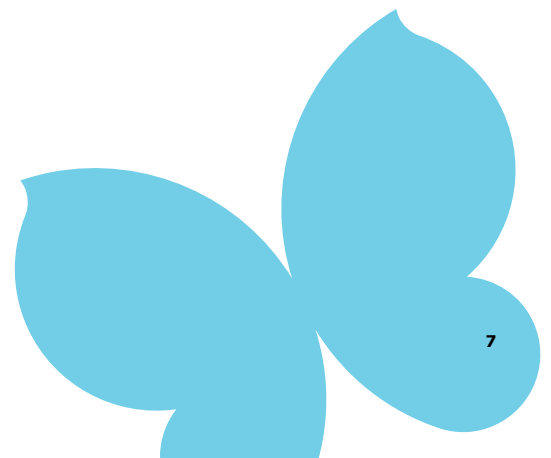
Over 30,000 children served over the past five years by CDI and our network of national and international program affiliates.

85%

85% of clients receiving clinical services from CDI report positive mental health outcomes and express satisfaction with services received upon completing treatment.

25

CDI has published 25 thought leadership pieces over the past 5 years. These have primarily been scholarly articles in peer-reviewed journals and chapters in books and have also included presentations at several conferences and convenings.



ACHIEVEMENTS & OUTCOMES

CDI will keep building our capacity for training, coaching and fidelity-monitoring among our affiliate networks, empowering our growing number of affiliate sites to continue to meet the growing needs of the community.

83%

These outcomes will include an 83% reduction in aggression among students completing our SNAP for Schools program.

90%

These outcomes will also include more than 90% of mothers reporting better relationships with their children upon completing our Mothers in Mind program.

4+ AQI

As CDI grows our early years and child care services, we commit to continuing to outperform sector benchmarks for high quality child care. The City of Toronto measures the performance and service quality of child care providers along a 5-point Assessment for Quality Improvement (AQI) scale. While Toronto-based child care operators typically score an average AQI of 3 points, CDI reliably achieves AQI scores of 4, 4.5 or higher. In 2024-29, we will aim to achieve even higher AQI scores, demonstrating our commitment to service excellence and continuous improvement.

50,000

CDI is now on a path to serve at least 50,000 children through its direct services and affiliate networks in 2024-2029. We are committed to maintaining our high quality of service as we grow.





**CDI: INNOVATING
FOR IMPACT
IN THE FUTURE**

VISION

Children, youth, and their families thrive and lead healthy lives.

MISSION

CDI is a charity that supports children, youth, and their families to transform their lives through innovative and impactful early learning and mental health services.

VALUES

CDI integrates its values into everything it does. These values include Accountability, Inclusion, Innovation, Collaboration and Service Excellence.

VALUES

VALUE DEFINITION

ACCOUNTABILITY

We honour our commitments by consistently acting with integrity and transparency, reporting on our progress towards clear, measurable goals. We adhere to rigorous ethical and professional standards while making the most prudent, efficient use of our resources.

INCLUSION

We act on our commitments to Inclusion, Diversity, Equity, and Accessibility (IDEA) and Truth and Reconciliation across all facets of the organization. We offer a safe and inclusive environment that builds trust, mutual respect and belonging.

INNOVATION

We embrace opportunities to develop, test and evaluate new and different approaches. By reflecting on lessons learned along with celebrating our successes, we support a culture of learning and continuous improvement.

COLLABORATION

We work with mutual respect, openness and integrity when collaborating in service of our communities.

SERVICE EXCELLENCE

We provide children, youth and their families with high-quality, responsive and inclusive services that generate positive, measurable outcomes for our clients and communities.



STRATEGIC PLAN 2024-2029

STRATEGIC DIRECTIONS

OUR CLIENTS: STRONG CLIENT OUTCOMES

Maximize impact by measurably improving outcomes for children, youth, and their families through innovative, culturally responsive, high-quality and inclusive services.

OUR PEOPLE: THRIVING AND INCLUSIVE CULTURE

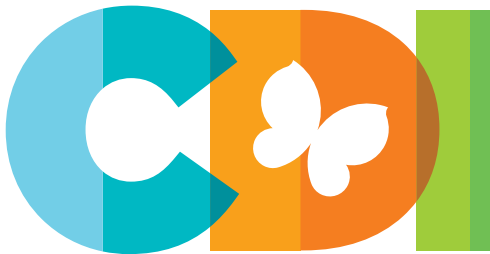
Build a thriving and inclusive organization to foster belonging, growth and innovation for our people.

OUR SOCIETY: SYSTEMS LEADERSHIP & PARTNERSHIP

Leverage evidence and partner with others to become leaders in influencing positive systems change.

STRONG INFRASTRUCTURE

Invest to ensure our core infrastructure is resilient and sustainably funded.





STRONG CLIENT OUTCOMES

STRATEGIC DIRECTION

Maximize impact by measurably improving outcomes for children, youth, and their families through innovative, culturally responsive, high quality and inclusive services.

STRATEGIC PRIORITIES

- Improve service offerings by developing evidence-based programs, integrating services across service areas, and providing culturally relevant services.
- Meet growing and increasingly complex needs for children, youth, and their families by expanding and scaling services.
- Equip client-facing staff across service area (Clinical and Early Years) with the tools they need to provide excellent services.
- Reduce the gap in outcomes for equity deserving communities by integrating Inclusion, Diversity, Equity, and Accessibility (IDEA), and Truth and Reconciliation principles into service delivery.
- Embed data collection, measurement-based care, research and evaluation across more programs.



THRIVING & INCLUSIVE CULTURE

STRATEGIC DIRECTION

Build a thriving and inclusive organization to foster belonging, growth and innovation for our people.

STRATEGIC PRIORITIES

- Improve engagement and satisfaction to create an environment where our people, including those from equity-deserving communities, feel heard, supported and valued.
- Attract, develop and retain a diverse and skilled staff, investing in our current workforce while growing our talent.
- Increase collaboration and cohesion to work as one CDI.
- Strengthen organizational integration of Inclusion, Diversity, Equity and Accessibility (IDEA), and Truth and Reconciliation through education, capacity-building and policy change.
- Create opportunities for staff across the organization to contribute to innovation to improve services and systems.



SYSTEMS LEADERSHIP & PARTNERSHIP

STRATEGIC DIRECTION

Leverage evidence and partner with others to become leaders in influencing positive systems change.

STRATEGIC PRIORITIES

- Contribute to policy and systems coordination work in the mental health, child care and youth-serving sectors.
- Increase collaboration and partnerships with organizations, including those led by equity-deserving communities, to build capacity and influence systems change.
- Strengthen the reputation of the organization as a thought leader.
- Continue to work toward implementing evidence-based programs through research, testing and evaluation.



STRONG INFRASTRUCTURE

STRATEGIC DIRECTION

Invest to ensure our core infrastructure is resilient and sustainably funded.

STRATEGIC PRIORITIES

- Continue to modernize infrastructure, including technology infrastructure and shared services, to improve efficiency.
- Maintain and expand physical infrastructure to strengthen and grow service delivery.
- Build on marketing and branding initiatives to improve understanding of CDI's work.
- Ensure organizational agility and sustainability by growing and diversifying revenue.
- Leverage data to make data-informed decisions across the organization.



ACRONYMS & GLOSSARY

- **Capacity building:** Capacity building is the process of building the knowledge, skills and capacities of people or organizations to do their jobs.
- **Culturally responsive services:** Culturally responsive services demonstrate understanding of, and are adaptive to, a client’s cultural norms, lived experience, background, values and context.
- **Data-informed:** See evidence-informed.
- **Early Learning:** The Early Years and Child Care Services (EYCCS) support the on-going development and life-long foundation of learning, health, and well-being. CDI services offer children the supports they need to be actively immersed in an environment that promotes belonging, well-being, engagement, and expression.
- **Evidence-based:** Evidence-based interventions have been validated by research and evaluation conducted in controlled settings, utilizing methodologies such as Randomized Controlled Trials (RCTs) to measure and validate impact.
- **Evidence-informed:** Evidence-informed interventions may leverage a range of evidence gathering, data collection and evaluation methods to test what works, measure outcomes and demonstrate effectiveness. These methods do not have Controlled Trials (RCTs).
- **Equity-deserving communities:** A group of people who, because of systemic discrimination, face barriers that prevent them from having the same access to the resources and opportunities that are available to other members of society and that are necessary for them to attain just outcomes.^[1]

- **IDEA:** IDEA is an acronym that stands for Inclusion, Diversity, Equity and Accessibility.
- **Integrating services:** Integrating services refers to facilitating close collaboration between service areas (such as Early Years and Clinical Services) to optimize client outcomes.
- **Measurement-based care:** An approach to care that includes collecting data using reliable and validated measures, analyzing that data, and using it to inform treatment planning and measure progress. These insights guide continuous improvement across CDI's direct services.
- **Mothers in Mind® (MIM):** Mothers in Mind® (MIM) is a trauma-informed program specifically designed to help mothers who have experienced interpersonal trauma, including intimate partner violence, take care of themselves while respond sensitively to the needs of their children under the age of 4.
- **Policy change:** Policy change is the act of changing public policy, which may include changing government programs, regulations and legislation.
- **Scaling programs:** Scaling programs refers to how CDI works to expand the reach and deepen the impact of programs for which research and evaluation has demonstrated consistently strong outcomes.
- **SNAP®:** SNAP® or (Stop Now And Plan) is an evidence-based cognitive-behavioural and social interactional learning program for children exhibiting significant disruptive, oppositional behaviour and emotional dysregulation impacting their functioning at home, school and community. The program teaches children and their parents or caregivers how to manage their emotions and behaviour by utilizing strategies to stop, think and plan positive alternatives before acting impulsively.
- **Systems change:** The process of changing large-scale or structural systems like public policy.
- **Systems coordination:** The process of coordinating large-scale or structural systems. For example, coordinating social service agencies to work better together.
- **Thought leader:** Someone who is viewed as having expertise and knowledge in a particular area.
- **Truth and Reconciliation:** Truth and Reconciliation is a process of healing of relationships that requires public truth-sharing, apology and commemoration that acknowledges and redresses past harms. The Truth and Reconciliation Commission has also generated Call to Action to guide us in honouring and acting on our commitments.^[2]

^[1] Government of Canada (2023). Guide on Equity, Diversity and Inclusion Terminology. Available at: <https://www.noslangues-ourlanguages.gc.ca/en/publications/equite-diversite-inclusion-equity-diversity-inclusion-eng#lettre-letter-E>

^[2] Truth and Reconciliation Commission of Canada (2015). What We Have Learned: Principles of Truth and Reconciliation. Available at: https://publications.gc.ca/collections/collection_2015/trc/IR4-6-2015-eng.pdf



THANK YOU

**Thank you for your support and partnership!
We look forward to working with you to bring our vision to life.**

CHILD DEVELOPMENT INSTITUTE

197 Euclid Avenue
Toronto, Ontario M6J 2J8
www.childdevelop.ca
info@childdevelop.ca

