

Strategic Plan

2013 ~ 2018



"Caring for What Really Matters"





INTRODUCTION

Child Care Algoma is a progressive non-profit Agency that works collaboratively to provide excellence in early learning and care programs and services. The richness and individuality of our environments challenge children and adults to discover the enjoyment of learning. We strive to ensure children are valued

as citizens of today. We embrace the ideologies of equality in our relationships with children, families and community. We acknowledge the value of lifelong learning and that educators, children and families deserve ongoing opportunities, resources and time for reflection so that they may be emotionally and intellectually engaged in learning. We lead our organization in an ethical manner with attention to fiscal responsibility, accountability and stability consistent with our values.

Our strategic plan is designed to embrace the Mission, Vision and Values of Child Care Algoma and reflect upon our core principles. It provides organized goals/priorities and measurable benchmarks. It aspires to address strategic direction for the Agency over a five year period (2013 ~ 2018). We will review on a quarterly basis to ensure continuing progress towards achieving our goals/priorities.

Child Care Algoma regards children as the heart of our Agency and we remain dedicated to providing them with a place to develop their potential through freedom to explore and engage in the world around them.



“Our strategic plan is designed to embrace the Mission, Vision and Values of Child Care Algoma.”

Mission Statement

Child Care Algoma is a non profit agency dedicated to being a leader in providing quality programs which support healthy early childhood development.

Vision Statement

It is our vision to play a critical role in strengthening the foundation for learning, behaviour and health of children for future success. Through environments that foster active learning, autonomy and a sense of responsibility and security, *Child Care Algoma* will provide children with opportunities that support social competence, cognitive development, language development, physical health and well-being, communication and general knowledge. Through education and resources we will provide parents and caregivers of young children the necessary skills to promote positive parent/child relationships within the family and the community.

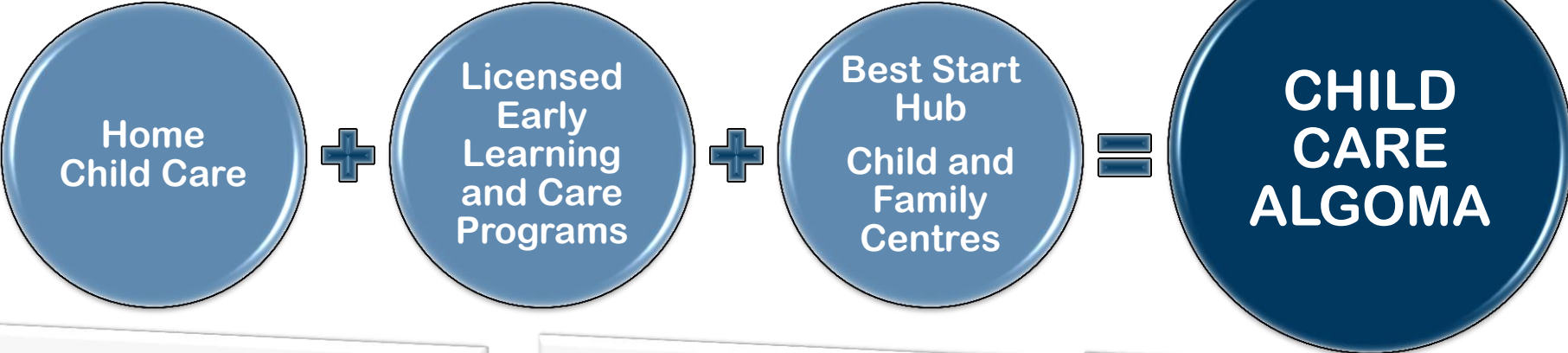


VALUES

- We believe that families and children are the focus of all our programs.
- We believe that research is an integral part of the planning of programs and the implementation cycle.
- We believe in quality care and education designed to meet the needs of children and families.
- We believe in accessible and affordable child care programs.
- We believe in a safe and friendly environment for children, parents, staff and visitors.
- We believe in an atmosphere of harmony, trust, friendship and warmth that encourages children to learn as individuals.
- We believe in support and guidance for those who are caring for young children.
- We believe in opportunity for professional development and to recognize staff accomplishments.
- We believe in effective lines of communication.
- We believe in an enthusiastic approach to the role each individual plays as a member of our team.
- We believe in the development and implementation of program/service enhancement to meet the growing needs of the Algoma District.
- We believe in programs, services, resources and funding to meet the needs of our community and industry.



All elements of **Child Care Algoma** are addressed in our strategic plan. Strategic priorities are collective in most areas to correspond within all environments, programs and services. Specific program/service goals are noted as is required.



Home Child Care



Thessalon ELCP



Holy Angels BSH

STRATEGIC PLAN ~ OVERALL VISION

CORE PRINCIPLES	Thriving and Happy Children	Successful Families Successful Communities	Organizational Success
<p>Child and Family Focused</p> <p>Demonstrating Excellence</p> <p>Inclusive of Participation</p> <p>Encouraging Communication</p> <p>Supporting Equality</p> <p>Reliant on Trust And Respect</p>	<p><u>High Quality Programs</u></p> <ul style="list-style-type: none"> • Will prepare children for lifelong success • Commit to listening to each child's voice • Deliver programs that treat each child as an individual respecting dignity and culture • Flexible planning to meet child's individual interest <p><u>Environment</u></p> <ul style="list-style-type: none"> • Will commit to providing child focused environments that are nurturing, healthy and clean 	<p><u>Support</u></p> <ul style="list-style-type: none"> • Support and meet the needs of parents and caregivers through evidence based parenting programs, quality child care programs, resources and information • Increase parent engagement and participation internally (open houses) • Listen intently <p><u>Partnerships</u></p> <ul style="list-style-type: none"> • Work with partners to build opportunities and services for children and families • Proactively plan for enhancement to children's services • Integrated seamless system 	<p><u>Financial Strength</u></p> <ul style="list-style-type: none"> • Continue to build financial strength by effectively managing enrolment and financial processes • Secure and maintain funding <p><u>Employees</u></p> <ul style="list-style-type: none"> • Support ongoing professional development • Provide excellent working conditions • Provide equitable remuneration <p><u>Programs</u></p> <ul style="list-style-type: none"> • Provide exceptional services to children and families

STRATEGIC PRIORITY ONE ~ THRIVING AND HAPPY CHILDREN

High Quality Programs / Environment:

- (1). We aspire to provide a range of learning opportunities for children that will promote a sense of emotional and physical well being; intellectual curiosity/problem solving skills; a capacity to listen and communicate thoughts and feelings; respect for others and acceptance and valuing of diversity within the community and resilience, including capacity to cope with change, accept failure and overcome setbacks.
- (2). We aim to recognize and allow for different learning patterns and pathways, individual strengths, interests and needs and different teaching and learning contexts within our services and at home.
- (3). We wish to utilize documentation from observations of children's work and questions to inform curriculum, provide opportunities for reflection, and involve parents/guardians in their child's learning and play.
- (4). We hope to ensure optimal learning environments that are conducive to learning and development, reflect the goals and values of those involved, are motivating for children and are clean and well maintained.
- (5). We intend to focus on providing quality programs that are based on best practice in early learning philosophy and curriculum.

These are broad outcomes to be nurtured and strengthened over the next five years in collaboration with the educators/ staff, providers, parents and families



R.M. Moore ELCP

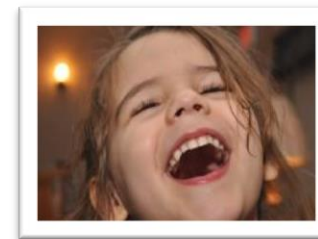


Queen Street ELCP



Actions to Support Strategic Priority One

~ THRIVING AND HAPPY CHILDREN ~



ACTION	MEASURABLE BENCHMARK	BY WHOM
Commitment to complete ECERS – Early Childhood Environment Rating Scale	Within year one and annually thereafter	Directed by Program Coordinator / Staff
Commitment to complete ELLCO – Early Language and Literacy Classroom Observation Tool	Within Year One and annually thereafter	Directed by Program Coordinator / Early Literacy Practitioner
Commitment to complete FCCERS – Family Child Care Environment Rating Scale	Within Year One and annually thereafter	HCC Supervisor HCC Consultants
Commitment to complete CHELLO – Child/Home Early Language and Literacy Observation Tool	Within Year One and annually thereafter	HCC Supervisor HCC Consultants
Commitment to complete Nipissing Developmental Screening Tool	Initially at time of enrolment and as required based on developmental milestones	Directed by Program Coordinator / Staff
Establish strategies to promote employee/ Providers interest to review/utilize content of documents such as “Early Learning for Every Child Today”; Ontario Early Years Policy Framework	Within Year One and annually thereafter	Program Co-ordinator HCC Supervisor HCC Consultants



Actions to Support Strategic Priority One

THRIVING AND HAPPY CHILDREN (Continued)



ACTION	MEASURABLE BENCHMARK	BY WHOM
Promote child-centered learning environments based on child observations	Ongoing	Program Co-ordinator/ Staff
Review “Quality Standards Document” to ensure best practice and program is attaining all components quality programming	May 31 st , 2013 and annually thereafter	Program Co-ordinators Staff
Conduct regular staff meetings	Three Times Per Year	Program Co-ordinators Site Supervisors
Commitment to ensure every child enrolled in a CCA’s program has an active and meaningful child portfolio	Within Year One and ongoing	Directed by Program Coordinator/Staff
Development of Curriculum Statement	Completed ~ Review Annually	Management / Staff
Opportunities to visit other locations (internally/externally) to generate innovative ideas	Ongoing	Quality Assurance Committee HCC Supervisor

STRATEGIC PRIORITY TWO ~ SUCCESSFUL FAMILIES / SUPPORT / PARTNERSHIPS

SUCCESSFUL COMMUNITIES

- (1). We intend to promote a culture of transparency and information sharing among Educators, Parents/guardians, Providers and Community Partners by inviting ongoing and active parental contributions and feedback.
- (2). We want to foster and maintain strong relationships with Parents/guardians, Families and Providers where receptive communication and active listening are paramount.
- (3). We plan to increase parent/family engagement and participation internally by scheduling regular special activity days, parent meetings and open houses.
- (4). We will strive to ensure parents/caregivers are supported through current evidence based parenting programs, resources and information.
- (5). We wish to partner and collaborate with other service providers to build an integrated, seamless system. We will attempt to grow in areas where we can fill the gaps and establish clearer pathways for children and their families to follow in order to get the most appropriate care to meet their needs.



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These goals will be realised and fostered over the next five years in partnership with the educators/staff, providers, parents and families.

“We know accept the fact that learning is a lifelong process of keeping abreast of change. And the most pressing task is to teach people how to learn.” ~ Peter Drucker

“If you raise your children to feel that they can accomplish any goal or task they decide upon, you will have succeeded as a parent and you will have given your children the greatest of all blessings.”

~ Brian Tracy ~



Actions to Support Strategic Priority Two

SUCCESSFUL FAMILIES SUCCESSFUL COMMUNITIES



ACTION	MEASURABLE BENCHMARK	BY WHOM
Explore annual and special activity events for Parents/Guardians/Providers {Open Houses/Meetings/Special Days/Dinners}	Annually and more often as may be applicable	Program Co-ordinators HCC Supervisor Staff
Improve employee, parent/guardian, family awareness of user-friendly resources, and services within Best Start Hub Child and Family Centres	September 2013 and Ongoing	Program Co-ordinator Site Supervisor Staff
Exceed targets by increasing parent/family participation within drop-in, outreach and parenting programs and early years services	September 2012 and Ongoing	Program Co-ordinator Site Supervisor Staff
Continue to promote and utilize strategies of evidence based parenting programs	Ongoing	Program Co-ordinators Triple P Practitioners
Identify, build and strengthen partnerships to create and respond to current needs	Ongoing	Management Staff
Communicate effectively/professionally and listen intently with the goal of establishing and promoting CCA as a recognized leader in early childhood education	Ongoing	Management Staff



Actions to Support Strategic Priority Two

SUCCESSFUL FAMILIES

SUCCESSFUL COMMUNITIES (Continued)



ACTION	MEASURABLE BENCHMARK	BY WHOM
Design programs and services to ensure we are sensitive and respectful of diversity/ cultural, equity and inclusion.	Ongoing	Program Co-ordinators Staff
Cultivate programs and services to ensure they are accessible and affordable	Ongoing	Management

STRATEGIC PRIORITY THREE ~ ORGANIZATIONAL SUCCESS

Financial Strength / Employees / Programs

- (1). We will strive for *service excellence* by continuously developing and incorporating progressive thinking, approaches and methodologies into our future development. “CCA is the only WAY!”
- (2). We intend to develop and implement appropriate and acceptable revenue diversification strategies by pursuing financial resources through other platforms.
- (3). We aim to define and create appropriate controls to ensure consistency and enhance enrolment procedures/Providers/and statistical information to capitalize on the most effective business systems.
- (4). We intend to offer ongoing professional development opportunities for Employees/Providers to reflect accordingly to their work
- (5). We plan to maximize staff retention rates by providing a challenging, fulfilling work environment and equitable remuneration for all employees.
- (6). We endeavour to complete staff performance appraisals to promote professional development and goal setting.
- (7). We plan to ensure policies and procedures support quality and accountability among staff and promote Child Care Algoma’s vision and values.
- (8). We attempt to ensure organizational stability through active succession planning for leadership positions.
- (9). We propose to invite ongoing and active parental/employee contributions and feedback by implementing surveys assessing parent/employee satisfaction – Program/Services and overall Agency.



“Caring for What Really Matters”

These strategic priorities will be created and refined over the next five years in collaboration with the educators/staff, providers, parents and families.



Actions to Support Strategic Priority Three

~ ORGANIZATIONAL SUCCESS ~



ACTION	MEASURABLE BENCHMARK	BY WHOM
Pursuit of Property Purchase on Shannon Road – Potential sale of Queen Street / Shannon Road lot	In Process	Executive Director Board President
Refurbishment to Shannon Road Property or land Queen Street/Shannon Road	To be determined	To be determined
Investigation and Development of Proposals to attempt to secure applicable financial support in areas of expansion/enhancement	September 2013 and Ongoing	Executive Director Manager of H.R.
Offer Professional Development Activities {Triple P, Employee Mingle, Share and Learn Networking Nights, P.D. Day(s)/Provider Training}	Ongoing	Program Co-ordinators Quality Assurance HCC Supervisor / Consultants
Exemplary Employee of the Year Award	June 2013 and annually thereafter	Quality Assurance Management
Investigation of fair and affordable Employee Benefit Packages and compensation	June 2013 and ongoing	Executive Director Manager of Finance/ Human Resources
Continued Agency profile-raising/promotion {Radio/television/website/jingle}	January 2013 and ongoing	Management/Staff



Actions to Support Strategic Priority Three

ORGANIZATIONAL SUCCESS (Continued)



ACTION	MEASURABLE BENCHMARK	BY WHOM
Complete Parent/Employee Satisfaction Surveys	Annually	Program Co-ordinators Manager of H.R.
Complete Parent “Exit Evaluations” to allow for feedback regarding our programs/ services.	At time of termination of services	Senior Office Administrator
Review, revise and implement new Policies and Procedures to define and create appropriate controls to ensure consistency and minimize risk/liability in areas of Human Resources and Program Delivery	Annually and as required	Manager of H.R. Program Co-ordinators
Offer opportunities for employees to interact/ network informally	Three times per year	Social / Health & Safety Quality Assurance Committees
Continued concentration in relation to recruitment and retention of qualified staff	Ongoing	Manager of H.R. (Management)
Investigate diverse opportunities where we are able to work within current parameters – increase revenue and enhance our services	Ongoing	Management

SUPPORTING DOCUMENTS

The following documents were developed as preliminary planning to support our strategic plan.

- ✓ **Curriculum Statement**
(November 2012)
- ✓ **Management Strategic Planning Day**
(February 2013)
- ✓ **Employee Strategic Planning Survey**
(April 2013)
- ✓ **Overall Vision**
(May 2013)

OTHER SUPPORTING RESOURCES

- ✓ Code of Ethics and Standards of Practice ~ Recognizing and Honouring Our Profession – CECE
- ✓ Early Learning for Every Child Today ~ A framework for Ontario Early Childhood Settings
- ✓ Ontario Early Years Policy Framework ~ 2013