



Strategic Plan

2019 – 2024

*Operating Since
1982*



“We Care 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 EarlyON Child and Family Centres. 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 directions and aspires to address strategic objectives for the Agency over a five year period (2019 ~ 2024). We will review on a quarterly basis to ensure continuing progress towards achieving our directions/goals.

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.



“Child Care Algoma’s strategic plan is designed to embrace our Mission, Vision and Values.



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 OF CHILD CARE ALGOMA

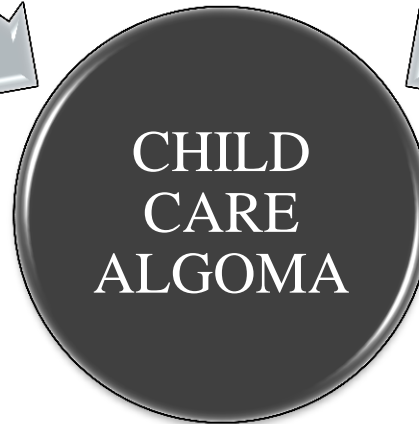
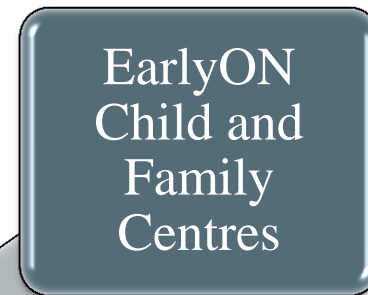
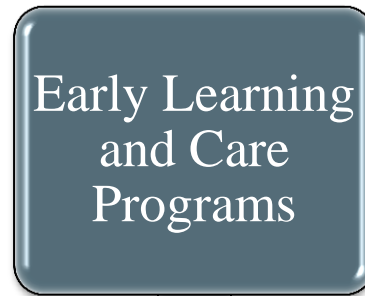


We Believe



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

All components of Child Care Algoma are addressed in our strategic plan. Strategic directions are collective to correspond within all environments, programs and services.



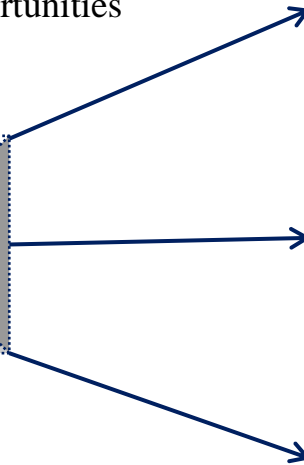
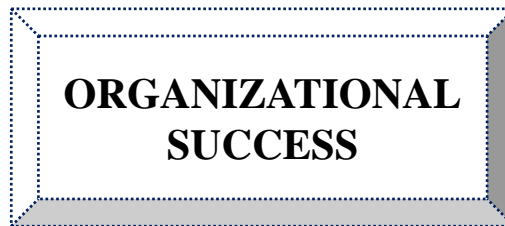
STRATEGIC DIRECTIONS

Our strategic plan is designed to embrace the Mission, Vision and Values of Child Care Algoma and reflect upon our core principles.



CORE PRINCIPLES

Respect/Fairness ♦ Trust/Integrity ♦ Change/Adaptability
Results Orientation ♦ Teamwork ♦ Employee Engagement
Responsibility/Accountability ♦ Learning Opportunities



**DIRECTION #1
QUALITY SERVICES**

**DIRECTION #2
ORGANIZATION
DEVELOPMENT**

**DIRECTION #1
EMPLOYEE
DEVELOPMENT**

*“**Successful** organizations need both inspirational leaders and sound managers. In order to achieve increased and sustainable results, organizations need to execute strategies and engage employees.*

***Success** is measured by analyzing where the **organization** is in regards to its goals and its mission”.*

Strategic Direction #1 – Quality Services



OBJECTIVES TO SUPPORT QUALITY SERVICES

- 1 To fully meet and/or exceed all requirements of applicable legislation and regulator standards including without limitation, the College of Early Childhood Educators, Ontario Code of Ethics and Standards of Practice.
- 2 To fully support initiatives established by DSSMSSAB / ADSAB that are designed to benefit programs in capacity building, provide networking, and promote inclusion and leadership.
- 3 To fully participate in the DSSMSSAB Assurance Framework Initiatives and the ADSAB Meaningful Action Plan (MAP)
- 4 To further develop our proficiencies and evaluate/enhance our programs/services to ensure they are accessible, *customer-centered*, inclusive and of *superior* quality.
- 5 To further develop and implement customer satisfaction and other performance outcome approaches to continue to meet and/or exceed customer expectations.
- 6 To maintain furnishings, equipment, toys and resources to ensure children are offered a range of quality learning experiences that meet all domains of development.
- 7 To invest in maintenance of our premises to ensure safety, longevity and that are esthetically welcoming for all.
- 8 To provide a variety of opportunities for parent engagement.
- 9 To invest in improvements of our “natural” outdoor play spaces.

Strategic Direction #2 – Organization Development



OBJECTIVES TO SUPPORT ORGANIZATION DEVELOPMENT

- 1 To continue to advocate with funders to support organizational requirements, structure and services.
- 2 To refine our organizational structure and operational processes to be more responsive to our current undertakings and to future opportunities.
- 3 To refine the Mission, Vision and Value Statements.
- 4 With the support of additional funding and staff and as may be identified, expand our programs/services to meet demand and unmet needs, to include care for parents/guardians who are working non-traditional hours.
- 5 To review and update our Corporate By-Laws and governance practices to ensure compliance and accountability.
- 6 To seek additional funding sources in order to augment structure alignment and Agency development.
- 7 To ensure financial stability by maintaining licensed capacity at optimum levels (90 – 100%).
- 8 To invest in technology and facilities enhancement.
- 9 To continue to advocate the importance of licensed child care to include the promotion and development of Home Child Care.
- 10 To maintain strong partnerships within Community and identify opportunities to establish new partnerships.
- 11 To continue to play a leadership role in our community.

Strategic Direction #3 – Employee Development



OBJECTIVES TO SUPPORT EMPLOYEE DEVELOPMENT

- 1 To invest in targeted staff training and development to support succession planning at all levels; to include Board of Directors.
- 2 To establish employee networks/engagement opportunities, such as social events/networking, CCA facebook.
- 3 To provide educators with *preparation time* enabling them to further enhance quality, observation/documentation requirements and other requisites of their role.
- 4 To strengthen professional development and training opportunities for ALL staff. (i.e. administration/cooks/non RECE's).
- 5 To offer opportunities for role requirements and individuals' skills/abilities/experiences that are more conducive to their strengths. ("*the right people in the right roles*").
- 6 To build high performance teams.
- 7 To provide a better balance/equality in regards to employee benefits/allowances.
- 8 To re-establish pay equity planning and development.
- 9 To continue employee retention and recruitment processes and establish new strategies.
- 10 Introduce a comprehensive employee mentoring/coaching support program for all levels.
- 11 To complete employee performance appraisals regularly and to introduce an employee recognition program for exceptional/consistent contributions made by employees.

Supporting Documents

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

- Realignment Structure; 2019 ~ 2024
- Licensed Child Care Site Supervisors and Cooks ~ Work Hour Guidelines
- Realignment Structure ~ Estimated Targets



Other Supporting Resources

- Personnel Policies and Procedures Manual
- Operating Manuals
- Health and Safety Manual
- Child Care and Early Years Act
- College of Early Childhood Educators – Code of Ethics and Standard of Practice
- Child Care Algoma Program Statement
- How Does Learning Happen? Pedagogy

Our strategic plan for 2019 – 2024 demonstrates our ongoing commitment to children and families in Sault Ste. Marie and the District of Algoma. We are enthusiastic about the future and the opportunities to further develop our current strengths and the diversity of our programs and services .

OUR MEASURES

Initial targets will be set against our three strategic directions of quality, organization and employee development.

More sophisticated measures will be developed during the 5 year plan. In addition indicators and achievements we will set for the objectives we have identified.

Results will be tracked quarterly.



Main Office | 148 Dacey Road | Sault Ste. Marie, ON | P6A 5J7
www.childcarealgoma.ca | info@childcarealgoma.ca | 705.945.8898