



"We Care for What Really Matters"

Strategic Plan

2024 – 2028

*Operating Since
1982*



Holy Cross Site

A Commitment to Excellence

Child Care Algoma is a progressive, non-profit Agency that is dedicated to provide excellence in all our Programs and Services to include, Licensed Child Care, Licensed Home Child Care and EarlyON Child and Family Centres. The richness and individuality of our environments challenge children to discover the enjoyment of learning. 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 have always taken a leadership role in the Child Care community and conduct 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 (January 1st, 2024 ~ December 31st, 2028). The Management team, Board of Directors and Child Care Algoma employees were consulted in the development of this strategic plan. We will review on a quarterly basis to ensure continuing progress towards achieving our directions/goals.

In the previous five years, and due to COVID 19, many objectives were placed on hold as we needed to focus our attention on the many challenges brought on by the pandemic. Therefore, as we strategize for the future, prior objectives that remain valid and important to the organization will remain at the forefront.

*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.*



R. M. Moore Site

“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.



Rosedale Site



Queen Street Site

VALUES OF CHILD CARE ALGOMA

We Believe

- ◆ that families and children are the focus of all our programs;
- ◆ that research is an integral part of the planning of programs and the implementation cycle;
- ◆ in inclusion for all children, families and staff and appreciate cultural uniqueness;
- ◆ 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 of the Algoma District;
- ◆ in programs, services, resources and funding to meet the needs of our community and industry.



Notre Dame du Sault

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



Algoma District Outreach



S.S.M. EarlyON

Licensed Child Care Programs

Licensed Home Child Care

EarlyON Child and Family Centres

CHILD CARE ALGOMA



Home Child Care



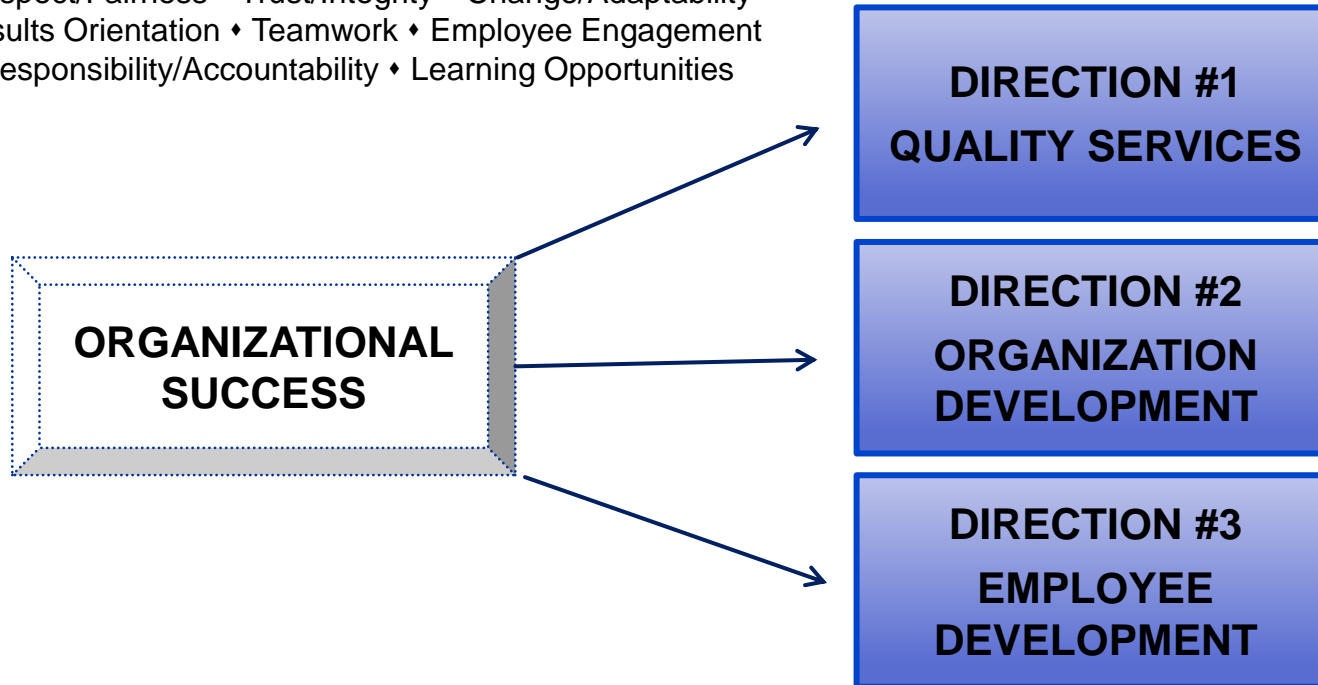
St. Basil Site

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



*“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 and How Does Learning Happen? Pedagogy.
2	To fully support and participate in the initiatives established by DSSMSSAB / ADSAB that are designed to benefit programs in capacity building, provide networking, promote inclusion (enhanced ratio) and pedagogical leadership.
3	To further develop our proficiencies and evaluate/enhance our programs/services to ensure they are accessible, customer-centered, inclusive and of superior quality.
4	To further develop and implement accessible customer satisfaction and other performance outcome approaches to continue to meet and/or exceed customer expectations.
5	To maintain furnishings, equipment, toys and resources to ensure children are offered a range of quality learning experiences that meet all domains of development.
6	To invest in maintenance of our premises (indoor/outdoor) to ensure safety, accessibility, longevity and that are esthetically welcoming for all.
7	To provide a variety of opportunities for family engagement
8	To continue to invest/maintain in improvements of our “natural” outdoor play spaces.
9	To maintain up-to-date documents, to include Program Statement, Menu Planning, Program Planning, Documentation Process and all validated tools such as “Look and See”.

Strategic Direction #2 – Organization Development

OBJECTIVES TO SUPPORT ORGANIZATION DEVELOPMENT

1	To continue to advocate with DSSAB's/Political Leaders to support organizational requirements, structure and services.
2	To monitor our organizational structure and operational processes, as required, to ensure they are responsive to current initiatives and future opportunities.
3	To refine the Mission, Vision and Value Statements.
4	To attain adequate funding to fully support all qualified staff currently working in our programs/services (i.e. ability to increase contract positions to permanent full time/part time status with benefits).
5	To continue to advocate for better working conditions to support the recruitment and retention of R.E.C.E.'s.
6	To attain adequate funding and qualified staff / Management personnel to enable opportunities to expand programs/services to address lengthy wait lists and support the goals of the CWELCC System.
7	To create a broader Community awareness of the importance of quality licensed child care that are staffed with RECE's.
8	To promote and further develop Licensed Home Child Care and increase the number of affiliated HCC Providers.
9	To seek additional funding sources in order to augment structure alignment and Agency development.
10	To review and update as necessary our Corporate By-Laws and governance practices to ensure compliance and accountability.
11	To ensure financial stability by maintaining licensed capacity at optimum levels (90 - 100%).
12	To continue to invest in technology and facilities enhancement.
13	To maintain strong partnerships within Community and identify opportunities to establish new partnerships.

Strategic Direction #2 – Organization Development (Continued)

OBJECTIVES TO SUPPORT ORGANIZATION DEVELOPMENT

- | | |
|----|---|
| 14 | To refine onboarding processes to ensure thorough attention and follow-up is given to new recruits. |
| 15 | To build and strengthen capacity in EarlyON Child and Family Centres and mobile services. |
| 16 | To continue to support opportunities for inclusion (enhanced ratio support) to ensure we are accommodating as many children/families as possible. |
| 17 | To continue to play a leadership role in our Communities. |



Algoma District Outreach

Strategic Direction #3 – Employee Development

OBJECTIVES TO SUPPORT EMPLOYEE DEVELOPMENT

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| 1 | To invest in targeted staff training and development to support succession planning at all levels. |
| 2 | To establish employee networks/engagement opportunities, such as social events/networking. |
| 3 | To continue to advocate for funding to allow for staff 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 | When possible, accommodate employee(s) with opportunities for workplace variation (i.e. re-location to an environment that is more conducive to the employees' interests and/or strengths/skills/abilities/experiences). |
| 6 | To strengthen and build high performance teams. |
| 7 | To provide a better balance/equality in regard 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 recognize employees for their achievements; such as successorship/employment development opportunities. |

Supporting Documents

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



Dacey Road Site

- ◆ Realignment Structure
2024 ~ 2028
- ◆ Realignment Structure;
Estimated Targets

Other Supporting Documents

- ◆ Personnel Policies and Procedures Manual
- ◆ Program Operating Manuals
- ◆ Health and Safety Manual
- ◆ Child Care and Early Years Act
- ◆ College of Early Childhood Educators;
- ◆ Code of Ethics and Standard of Practice
- ◆ How Does Learning Happen? Pedagogy
- ◆ Canada-Wide Early Learning and Child Care System
- ◆ Strategic Plan 2019 – 2024 and Supporting Documents



Thessalon Site

Our strategic plan for 2024 – 2028 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 will be set for the objectives we have identified.

Results will be tracked quarterly.



R.M. Moore Site



"We Care for What Really Matters"

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