



Peterborough Family
Resource Centre

STRATEGIC PLAN

2014 – 2019



www.pfrc.ca

A MESSAGE *from the Board President & Executive Director*

At Peterborough Family Resource Centre (PFRC), we work to ensure the well-being of the *whole* child, along with families and care providers.

To support our mission, today and well into the future, the PFRC Board of Directors has completed a comprehensive strategic planning process. As an integral part of this undertaking, we reached out and consulted with many of our community and child care partners. We conversed with our staff members and managers, and of course, gathered input from program participants. Who better to help us define a vision for the future, than those we are striving to serve?

The insight we gathered through stakeholder consultation was essential to the process, and helped us further examine the important issues affecting children and their families in our region. In doing so, we were also able to identify a number of opportunities for our organization, along with some potential risks we will work to mitigate.

While we took the time to listen to the voices of our stakeholders, we also listened to each other — around the boardroom table. We took our time with this process, and over the course of eight months, explored, deliberated and discussed many items and we gathered themes as they emerged.

A completed strategic plan is far from a destination, but the journey thus far, has been one of engagement and it has helped us grow and develop as a Board of Directors, and as an organization. We have come together, in the very best interests of those we strive to serve, to define four high-level, forward-looking directions. We are excited by, and deeply invested in, the future of our organization — we hope this is evident in this plan.

In closing, we would like to extend our sincere thanks to all those who took the time to share their thoughts and to take part in this process.

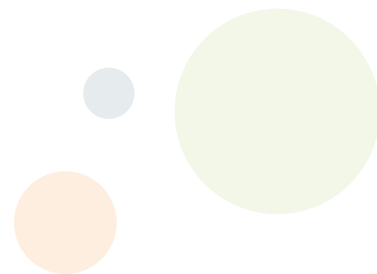
Sincerely,

Joe Grant
President, Board of Directors

Barb Lillico
Executive Director



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INTRODUCTION

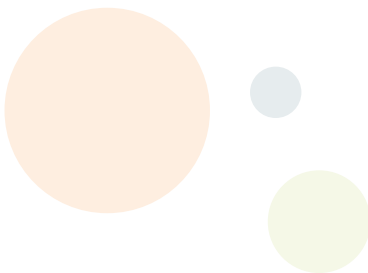
Since its inception in 1983, PFRC has been committed to supporting families in an integrated way, by partnering with local organizations and agencies to meet our mandate.

Children, families and care providers in Peterborough city and county are touched by, and interact with, PFRC in many ways. PFRC offers education, resources and support, along with programs and services that focus on the well-being of the whole child, from before birth to age six.

PFRC is a non-profit, charitable organization and the designated Ontario Early Years Centre for the area. Led by a committed Board of Directors, the organization is the head administrative agency for the Student Nutrition Program and the transfer payment agency with the Ontario Midwifery Program — both for Central Eastern Ontario. PFRC is funded by the Public Health Agency of Canada, the Ontario Ministry of Children and Youth Services, and United Way, Peterborough and District. The organization also receives a number of private donations.

More than 25 PFRC staff members coordinate and deliver programs and services from six locations, with a base in the City of Peterborough at the Antrim Street location. The base is complemented by five community “hubs” or satellites including two in the County of Peterborough. They are: Norwood Family Hub, Otonabee Valley Family Hub, St. John Family Hub, Lakefield Family Hub, and the School for Young Moms. Programs and services include play-to-learn, prenatal nutrition, and fathering programs to name but a few.

Since its inception in 1983, PFRC has been committed to supporting families in an integrated way, by partnering with local organizations and agencies to meet our mandate. Last year, more than 1,100 families in the area made nearly 24,000 trips to PFRC.





MISSION STATEMENT

The mission of the Peterborough Family Resource Centre (County and City of Peterborough) is the well-being of the whole child, families and care providers.

VISION & BELIEFS STATEMENTS

We value children and the people who care for them.

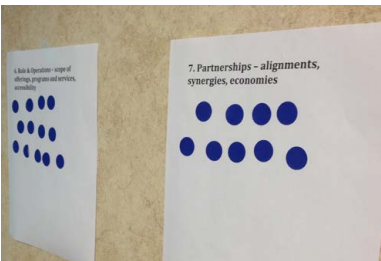
We Believe

- in providing support services which are prevention-focused and non-treatment oriented
- that families and child care providers are instrumental to the well-being of children
- that families and child care providers can be responsible and competent in teaching and supporting each other
- that families and child care providers with support and information can make the best choices for children
- that choices which support the well-being of the whole child will be valued and accepted
- that the larger community has a responsibility to support families and child care providers in meeting the needs of children



OVERVIEW OF THE PLANNING PROCESS

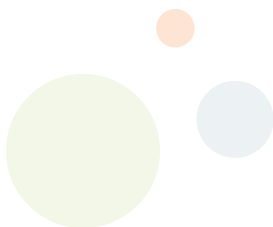
PLANNING HIGHLIGHTS



PFRC Board as a whole, along with senior staff members, took part in every step of the strategic planning process. With guidance from an external facilitator, our Board customized its planning process and carried it out over the course of eight months.

Strategic planning was a standing item at the top of monthly Board meeting agendas. The time was dedicated to the formal exploration of strategic themes, along with informal deliberation and discussion, and the review of findings and research. The following are some other highlights from the process:

- A kick-off meeting launched the process in February. Directors participated in an early visioning exercise and expressed that in five years, they hope to, in short, be serving more families; listening and responding to their needs in the context of the larger community; and retaining great staff members.
- Early on in the planning process, the Board conducted stakeholder and current state analyses. An environmental scan was also undertaken, with information provided by multiple sources, to ensure the Directors were well informed of the current socio-political context.
- To engage its stakeholders, four consultation sessions took place. Two community partner sessions and two staff sessions were held. Every PFRC staff member took part — hearing these voices was a priority throughout the planning process.
- New third-party, objective research drawing out the perspective of PFRC participants — those who visit the centre for programs and services — was carefully reviewed, discussed, and incorporated.
- From this work, a 36-page summary report with key findings from the stakeholder consultation sessions along with other assessment and analyses was created to inform the Board and senior staff members prior to an evening retreat, held in October.
- The process culminated in a draft strategic plan that was presented to the Board in November. Slightly revised, it received unanimous approval at its January meeting.



STAKEHOLDER CONSULTATION

Stakeholder consultation is one of the *lenses* used in strategic planning, and it's an important one, especially for our organization because PFRC is situated, along with other local program and service providers, within an integrated web of support for children and their families dependent upon mutual understanding, strong collaboration and communication.

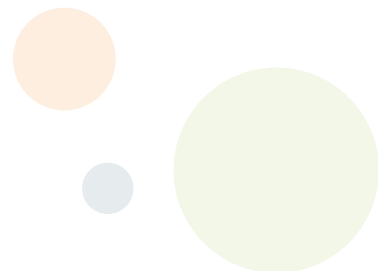
The following provides a summary of the stakeholder consultation at-a-glance...

CONSULTATION SESSIONS:

A number of stakeholder consultation sessions, externally facilitated, allowed PFRC to gain honest insights from looking outwardly, and hearing from its community partners, as well as inwardly, from its staff members.

PFRC benefited from, and are grateful to, the participation of the following organizations at its stakeholder consultation sessions:

- Kawartha-Haliburton Children's Aid Society
- New Canadians Centre
- Partners in Pregnancy Clinic
- Trinity United Church
- City of Peterborough
- Peterborough Alternative and Community Education Centre (School for Young Moms)
- Peterborough County-City Health Unit
- Kawartha Pine Ridge District School Board
- Peterborough Regional Health Centre
- Kinark Child and Family Services





COMMUNITY PARTNER COMMENT SUMMARY:

Discussion with community partners focused on PFRC’s role and associated opportunities, the importance of community collaboration and the sector’s overall approach to the changing face and needs of families in the city and county.

Partner Session One

Location: PFRC Boardroom
Date: Tuesday, May 7, 2013
Time: 3:00 p.m. – 4:30 p.m.

Partner Session Two

Location: PFRC Boardroom
Date: Thursday, May 9, 2013
Time: 9:00 a.m. – 10:30 a.m.

“We’ve found PFRC staff to be very supportive – they are our connection to the community for providing services.”

“The PFRC gives amazing support to young moms.”

“PFRC is seen as an agency with good community collaboration.”

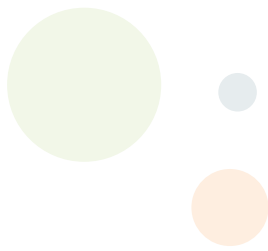
“They provide the most maximized service for the most marginalized people. They meet challenges with admirable flexibility.”

“PFRC can be a bridge between organizations and services. As a community, we need to sit down and see who does what, and who does it best.”

“The focus on child welfare needs to shift, and I see this organization as an important player.”

“The face of the family is changing. You can find resources at PFRC to nurture and help you grow as a family.”





STAFF SESSION COMMENT SUMMARY:

Discussion with staff members also focused on PFRC’s role, but in this instance, the desire to better communicate who they are and what they do. Staff members are very proud of the services they provide, and feel they are valued by both their organization and by those they serve. They shared their insight on work-life balance and workplace and organizational culture.

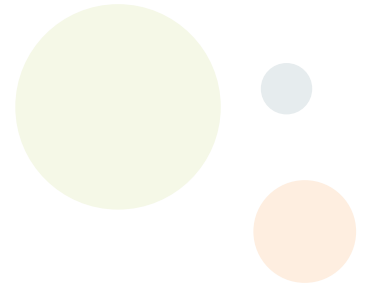
Staff Session One

Location: PFRC Boardroom
Date: Wednesday, June 5, 2013
Time: 9:00 a.m. – 10:30 p.m.

Staff Session Two

Location: PFRC Boardroom
Date: Wednesday, June 5, 2013
Time: 10:30 a.m. – 12:00 p.m.

-
- “There is nothing that fills my passion like this job.”*
 - “Families trust us to move them to a broader support in the community. Not only can we recommend another resource, we can say ‘I know this woman there, she will be able to help you,’ for example.”*
 - “We could build more awareness and strengthen relationships within the community.”*
 - “Too many people say, ‘I wish I heard about PFRC six years ago.’”*
 - “Part of what keeps us here is all of the opportunities for different training and different challenges. This keeps me engaged and always learning.”*
 - “We build trusting relationships really well. We do this by listening, giving people the chance to talk, acknowledging them, not judging, and reading cues for when a parent may be ready to receive information.”*
 - “As staff, we continue our education constantly, we are always working to improve, to make this the safest place possible.”*
 - “Great connections are formed between parents, some turning into lasting friendships. It is in our programs that neighbours meet neighbours.”*
 - “We are good at staying at the forefront in terms of trends, and I would like to see that continue, and see that as a proactive direction.”*



ABOUT PARTICIPANT ENGAGEMENT

Early in 2013, the Trent Centre for Community-Based Education was contracted to gather participant feedback, through facilitated discussions and creative activities at the five hub locations. This recent work, along with results from a survey, provided the participant voice for this process.

Five key themes emerged from this work, reflecting the value participants place on PFRC programs and services. They include:

- Socialization
- Child development and skills
- Community-building
- Parenting skills
- Parent and caregiver networking and respite

PARTICIPANT SESSION COMMENT SUMMARY:

“It is wonderful to watch staff interact with my and other children. I often mirror the language and reasoning they use at home. Feel like I have people to ask questions to.”

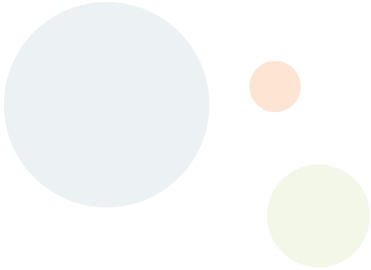
“[PFRC] is a great way to find out about other community events and be involved in my community.”

“My child has been like a butterfly: encouraged to get out of the house, interact and have new experiences.”

“As a young new parent I learned skills and strategies to raise my child in a positive way – with workshops like positive discipline for preschoolers and the caring support of [the staff], I learned there was a better way to raise children. Without violence and with heart and patience.”

“This place makes me feel more relaxed, like I actually know what I’m doing!”



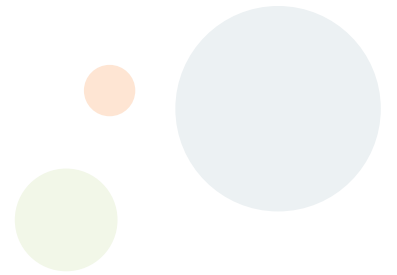


BOARD OF DIRECTORS' RETREAT

In late October, the Board and senior staff members came together for an evening retreat — a chance to review strategic themes as they relate to risks and opportunities on the horizon. The conversation the Board had begun eight months prior continued, and culminated in four high-level directions.



STRATEGIC DIRECTIONS: 2014 – 2019



PFRC is committing to a five-year strategic plan. As such, the directions are high-level and set the stage for the future. Through the planning process, it was important to the Board that directions be clear, but broad enough to allow the organization to respond and adapt as circumstances change over the years.

The directions offer a framework, then, for the development of yearly operational plans with measurable goals and objectives. These annual plans (not included as part of this document) will ensure the directions “live” within, and change with, the organization.

1

1. Tell a brand story that resonates

To better connect with its community on all fronts, PFRC will work to tell the story of why it exists, emphasizing its role and promise as a provider of essential services for children and their families. A strong brand identity, along with an accompanying marketing and communications program, will allow PFRC to meet the needs of those it serves in new and innovative ways, and to set the stage for future advocacy, program or policy development, or philanthropic endeavours.

OUR COMMITMENTS:

- Through consultation, draw out and develop a new brand identity and a brand story that resonates with participants, partners and staff members. This will include a new logo and visual identity.
- Develop an integrated marketing and communications strategy to launch the new brand identity into action in ways that are suitable, sustainable and measurable for the organization.
- Continue to build upon marketing and communications capacity within the organization, leveraging all stakeholders, and investing in new ways to position PFRC as a leader in the work it does, and a strong partner.



2

2. Strengthen Organizational Capacity and Sustainability

To ensure continued strength, stability and sustainability in both its human and financial resources, PFRC will create and invest in its own capacity so it may serve children and families to the best of its ability.

OUR COMMITMENTS:

- Recognizing its staff as its greatest strength, continue to foster a healthy workplace culture, with increased emphasis on planning for permanent and/or full-time positions and compensation packages that are attractive and appropriately benchmarked.
- For initiatives that support the organization’s mission, explore and pursue new or innovative funding opportunities for short- or long-term project work, and partnerships.
- Through the continued cultivation of relationships, and through strong performance, become recognized by funders as innovative, a strong steward of public funds, and a “go-to agency” for capacity-building initiatives.
- To further the organization’s mission and vision, explore the options and the feasibility of creating a philanthropic culture and if appropriate, continue on to build a program that will support the organization’s work at every turn.



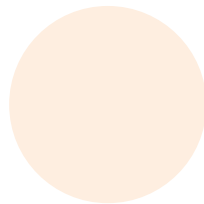
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3. Lead the way

To provide the very best start possible for children in the city and county, PFRC will be a leader locally and provincially, offering best-practice programming and services delivered by expert staff members.

OUR COMMITMENTS:

- Recruit and retain the professional staff members required to serve children and their families, and provide them with continuing educational and cross-training opportunities.
- As a leader in early childhood development and a provider of support for children and their families, seek opportunities to demonstrate leadership and showcase excellence and expertise.
- Ensure the organization is in a position to be ready and responsive to new opportunities, with formal succession plans, and current policies and procedures in place.
- With a focus on increased accessibility and the removal of barriers to service, maintain and measure high-quality programs and services in all areas.



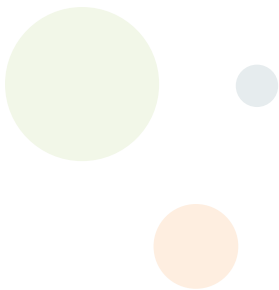
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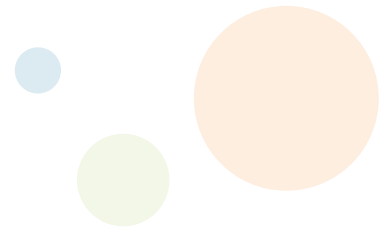
4. Build meaningful partnerships

To come together in pursuit of innovation and commitment to our core mission, PFRC will strengthen and create meaningful partnerships helping to meet the needs of those we serve.

OUR COMMITMENTS:

- Understand, define, rationalize and strengthen existing partnerships that will assist PFRC in meeting the needs of those we serve.
- Formalize all partnerships, with a focus on defining responsibilities and accountabilities. Look for and capitalize on efficiencies and avoid duplication.
- Seek out partnerships that will further long-term strategic goals, including — but not limited to — those with educational institutions, to measure performance; volunteers, to explore and if applicable, foster philanthropy; and non-profit and public sector, to drive service delivery and excellence.





NEXT STEPS

In support of these strategic directions, the Board and management team will develop annual operational plans. Measurable goals and objectives will be outlined for each step, to ensure they are in alignment with the directions.

With all of these components in place and an understanding of how to move forward, PFRC will ensure the strategic directions advance the organization over the course of the plan.

CONCLUSION

Over the years, PFRC has matured as an organization, growing and adapting along with the changing face of the family locally, by working to support the tenants of early childhood development in the most effective way possible. With these four new directions, the Board (listed in the Appendix) will build on the foundation laid decades ago, and strive for an even stronger future.

It is with deep gratitude that we acknowledge the significant input offered by our participants, our community partners, and the staff at PFRC. We have listened, and your voices will continue to guide us as work to further the plan.

The Board is eager to move forward, and to report on the progress of the organization over time. With this new strategic plan, PFRC is well guided in its mission to serve the whole child, and the people who care for them.



APPENDIX

BOARD OF DIRECTORS 2013-2014

EXECUTIVE

Joe Grant, President
Jim Godby, Vice-President
Maureen Farris, Past President
Yvette Peplinskie, Treasurer

DIRECTORS

Matt Coppins
Laura Lord
Stephanie Hansford
Emily Whetung MacInnes
Ashley McNevin
Yvonne Lai
Stephanie Logan

RETIRING BOARD MEMBERS

A special thank you goes to the following now retired Board members who took part in the majority of the strategic planning process.

Maureen Farris, (Board Chair)
Joanna Park (Treasurer)
Carrie Moore
Sonja Martin
Dr. Cynthia Chan-Reynolds

SENIOR STAFF PARTICIPANTS

Barbara Lillico, Chief Executive Officer
Maryanne Hindman, Administrative Team Leader
Kathy Warner, Site Team Leader (St. John and Lakefield Family Hubs)
Kellie Walden, Site Team Leader (Otonabee Valley and School for Young Moms Hubs)
Nicola Lyle, Student Nutrition Program Team Leader (includes Midwifery and Evaluation)
Mary-Ann Meagher (Antrim and Norwood Family Hubs, includes community partnerships)

