

Peterborough

Child & Family Centres

share,
learn,
grow!



2023 to 2026 Strategic Plan

Approved by the Board of Directors February 2023

Introduction

Following a meaningful engagement and planning process, Peterborough Child and Family Centres (PCFC) has developed a new strategic plan that outlines our priorities for the next three years, from 2023 to 2026.

Driven by an updated vision, mission, and set of values, we have established three strategic priorities to guide our decision-making.

Our strategic plan is an aspirational document that provides a roadmap to how we will realize our future. Our vision – ***A thriving community that values, invests in, and supports the growth and development of young children*** – is critically important as we think about the community we want to build. Our mission is clear, and we strongly believe that this new plan will not only strengthen our foundation but also create the conditions needed to build a stronger Early Years sector. We are excited to embark on this next chapter of our journey.

Planning Context

The past few years have brought tremendous change to both our community and to our organization.

Rural communities are growing rapidly, resulting in an increasing demand for services, while limited existing infrastructure has made it challenging for PCFC to deliver programs, particularly in schools. Also, as our community becomes more diverse, it is increasingly important that we consider how to deliver programs and services that meet the needs of all families of young children. Broader community challenges, including a lack of affordable housing, the rising cost of food, and a lack of childcare spaces continue to affect families in our region. Sector-wide challenges, including Early Childhood Educator labour shortages and low wages, continue to have an impact on us and our partners.

Internally, the COVID-19 pandemic has resulted in constant change for PCFC as we adapted to best meet the needs of families during this difficult time. We recognize the need to pause and ensure our foundation is strong before we take on more change. Staff are the heart of our organization, and it is critical that they continue to be valued for their hard work. At the same time, with our funding remaining relatively flat, we must consider how to best support staff well-being while meeting community need. Finally, we know that our work doesn't happen in isolation and that families rely on a wide variety of local supports. Strengthening partnerships that have grown more distant over the pandemic, as organizations were stretched and changing, is important as we plan for the future.

This strategic planning process has provided us with the opportunity to pause, to listen, and to reflect. We have emerged from the process with a renewed focus on creating a strong organizational foundation. We are confident that through this strategic plan, we will be able to continue our important work of supporting expectant families and those with young children so they can thrive.

Engagement

As part of a strong engagement process, we invited the Board, staff members, service users, and community partners to share their insights and perspectives.

Board members and senior leadership participated in a Reflection & Visioning session as well as strategic retreat sessions. Other important individuals and groups, including staff, service users, and community partners were invited to share their thoughts through focus group sessions, interviews, and an online survey. Results of engagement were summarized in an Engagement Report provided to the Board of Directors and senior staff to inform their decision making.

We are thankful for the participation of the 159 individuals who provided their valuable insights and perspectives to the process.

Engagement Methodology



Plan Implementation and Monitoring

To ensure the successful implementation of our strategic priorities, the Board of Directors commits to the following actions:

1. Support management in the creation of annual operational plans that identify annual goals, objectives, key measures, and roles and responsibilities.
2. Monitor and measure effectiveness of the operational plan annually.
3. Communicate progress to stakeholders on an annual basis.
4. Complete an annual review of the strategic plan to amend objectives and strategies if needed, and to ensure these are reflected in annual operational plans and budgets.

Our Vision, Mission, and Values

As part of this planning process, we have developed new mission and vision statements, while reflecting on the values that guide us as an organization.

Our Vision	A thriving community that values, invests in, and supports the growth and development of young children.
Our Mission	We connect expectant families and those with young children to tools, resources, the knowledge of our multi-disciplinary staff team, and each other, supporting the growth and development of children aged 0 to 6.
Our Values	<p>Excellence. We challenge ourselves to be multi-disciplinary experts in early years growth and development. We do this by following pedagogy and best practices, as well as by partnering with families who contribute expertise on their own children.</p> <p>Inclusion. We value diversity in all its forms. We strive to create a welcoming, accessible, and inclusive space for children and families of all backgrounds, identities, histories, and needs.</p> <p>Collaboration. We deeply value our relationships within our team, as well as with our community partners, families, children, and their caregivers. We work with a network of partners to ensure families have the supports and services they need to thrive.</p>

Our Strategic Priorities

Quality Programs and Services

Our goal is to deliver programs and services that connect all families to the resources and knowledge they need to support the growth and development of their children aged 0-6 years.

A Thriving Organization

Our goal is to be a bold and innovative workplace that is built on best practices and strong governance, so that staff and volunteers feel valued and know their wellbeing is paramount.

Sharing Our Story

Our goal is to broaden awareness of PCFC programs and services, as well as the impact we have among the communities we serve, our partners, and our funders.



PCFC Strategic Priorities 2023-2026

Priority	Quality Programs & Services	A Thriving Organization	Sharing our Story
Goal	We deliver programs and services that connect all families to the resources and knowledge they need to support the growth and development of their children aged 0-6 years.	We are a bold and innovative workplace that is built on best practices and strong governance, so that staff and volunteers feel valued, and know their wellbeing is paramount.	There is broad awareness of PCFC programs and services, as well as the impact we have among the communities we serve, our partners, and our funders.
Our Objectives	<p>Assess current community needs and identify where there are gaps in program delivery. Consider how to address those gaps, alongside accessibility, the diversity of families, and the point of entry to PCFC.</p> <p>Based on this assessment, deliver programs and services that meet the changing needs of the community, both urban and rural.</p> <p>Redefine our strategic partnerships by outlining partner expectations, strengthening relationships, and collaborating on initiatives to best meet the needs of families. Ensure there are mechanisms in place for knowledge transfer and education between community partners.</p>	<p>Continue to build a culture of trust within our organization by strengthening employee engagement and supporting well-being.</p> <p>Identify practices, policies, and programs to support recruitment, retention, and staff and volunteer succession planning.</p> <p>Continue to develop an engaged board through strong governance.</p> <p>Cultivate Diversity, Equity, and Inclusion (DEI) within the organization and throughout all programs and services.</p> <p>Explore how to maintain the necessary funding and capacity for PCFC to deliver quality programs and services, while ensuring staff are well-compensated for their work.</p>	<p>Revisit PCFC’s brand story. Focus on developing more clarity about PCFC’s mission and vision, while demonstrating the importance of early years development in laying the foundation for lifelong emotional, social, and physical development.</p> <p>Build staff and volunteer capacity to be strong advocates for PCFC within the organization and into the community.</p> <p>Create an external communications plan, based on the brand story, to build awareness of PCFC programs and services in the community.</p> <p>Demonstrate the impact of PCFC and work with partners to build awareness of the importance of early years growth and development.</p>