



Strategic Plan Final Report – Executive Summary

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Prepared for the Strategic Planning Steering Committee

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Overview

In spring 2013, the Caledon Parent Child Centre (CP-CC) completed a strategic planning process, which engaged all staff and Board members. As part of the process, a diverse sample of stakeholders, including users, community partners, funders, past and present volunteers were consulted.

The mission, vision and values of the organization were reaffirmed. The desired future was revisited. Seven strategic priorities, in four operational areas, were identified. They build on CP-CC 's success to date and stretch the organization towards continuous improvement in a time of significant transitions.

Stakeholder Consultations

Stakeholder	Method	Responses
Families & Caregivers – users	Online survey	45
Families & Caregivers – users	Users focus groups	5
Board members	Online survey	9
Staff & Managers	Paper survey	14
Volunteers	Online survey	6
Past Board members	Telephone interviews	2
Donors	On-line survey	5
Funders	Telephone interviews	3
Community partners – CCS, FTP, BCCL	On-line survey	6

Mission, Vision and Values

Based on feedback from the Board, the following mission and values were reaffirmed.

Mission Statement

- To provide support, resources and education which strengthen families and promote the optimal development of children.

Vision Statement

- To be a leading member of an integrated system of community services that fosters the healthy development of children and families, resulting in a strong and socially responsive community.

Values

- *Collaboration* - We believe in the strength of partnerships that increase community capacity and accessibility to local health care and social services.
- *Inclusion* - We operate in the spirit of inclusion and tolerance whereby all individuals feel valued and accepted.

- *Accountability* - We are guided by integrity and fiscal responsibility and strive to be effective and responsive to the needs of our community.
- *Lifelong Learning* - We value education and recognize the power of lifelong learning and empowerment as the foundations of a strong community.
- *Nurturing Environment* - We provide a safe and supportive environment that fosters a sense of trust and mutual respect where individuals feel connected to one another and their community.

Strategic Priorities

Operational Areas	Strategic Priorities	What is expected outcome?
Financial	Increase and diversify sustainable funding	Mitigated financial risk through a diversified and balanced funding model
Programming	Evaluate and enhance programming	Continuous program refinement based on user feedback, community needs and funder priorities
Organizational	Plan for and build human resource capacity	Increased number of skilled staff to meet evolving user needs and funder requirements
	Embrace information technology	Delivery of information and services using tools expected by users and funders
	Enhance facilities	Short-term and longer-term facilities improvements to increase efficiency and effectiveness
Stakeholders	Target and connect with partners	Intentional relationship development to grow community impact and accessibility
	Increase community profile	Greater awareness, understanding and use of programs and services through effective communication

Desired Future

The elements of the revisited desired future are:

- Innovative child programming
- Practical forward-looking use of technology
- Raised profile and established new connections
- Enriched parent programming
- Extended hours of operation
- Accessible permanent satellite location in Caledon West
- Holistic human resource development
- Sustainable additional funding
- Revitalized facilities

- Centralized human service facility

Operating Goals

The operating goals have been adjusted to reflect feedback.

- Promote healthy child development
- Provide links to specialized services and community supports
- Prepare children for school
- Support enrichment of parenting skills
- Nurture positive family relationships