



NANAIMO CHILD DEVELOPMENT CENTRE STRATEGIC PLAN – 2023-2026

OUR MISSION

We support the growth of children and youth, strengthen families, and build community.

OUR VISION

An inclusive community where everyone thrives.

OUR VALUES

Service Excellence

- Services are informed by research, evaluation, and evidence-based practice.
- Innovation and creativity are encouraged and supported.
- Continuous learning and sharing of knowledge is supported for the staff team and the community.
- We continuously assess and improve our services.

Family-Centered Approach

- We are responsive to the unique needs of families.
- We acknowledge our expertise within families and collaborate with families to build on strengths.

Inclusion

- Everyone has the right to be respected, appreciated, and included.
- Cultural safety is practiced by recognizing our beliefs, practices, and histories, structural and interpersonal power imbalances, and how these impact indigenous people and visible minorities.
- We recognize the importance of connections to community and culture and encourage and facilitate those connections.
- We advocate for equity in access to services, opportunities, and resources.

Integrity

- Ongoing performance quality assessment is built into our operations.
- We hold ourselves accountable for our performance.
- We are transparent about what we are doing and why we are doing it.

STRATEGIC PRIORITIES

WORKPLACE CULTURE OF WELL-BEING AND MEANINGFUL WORK

Rationale – By prioritizing the physical, mental, and emotional health of our staff, we are not only investing in their personal fulfillment but also fortifying the long-term sustainability and resilience of our organization.

Key Actions

- Revise our existing workplace culture by evaluating the vision, mission, values. This involves establishing SMART goals, monitoring progress, optimizing communication channels, demonstrating our commitment to reconciliation, creating efficiencies, and acknowledging accomplishments.
- Define our preferred workplace culture emphasizing leadership development, fostering a learning organization, and board and staff collaboration.
- Determine and implement appropriate program delivery model, considering options for onsite, virtual, and team-based options.
- Identify and implement relevant personal and professional development.
- Review and upgrade our cultural competency and diversity plan. Engage in educational opportunities to strengthen our plan.
- Identify and implement relevant personal and professional development (e.g. diversity, equity, inclusion).
- Review and strengthen board governance (e.g. Appropriate governance model, board recruitment, training, and effective board meetings).
- Develop a 5-year succession plan for key positions (e.g., finance, RD, HR).
- Identify and purchase key software/technology to create efficiencies in finance and human resources.

EFFECTIVE COMMUNICATION WITH INTERNAL AND EXTERNAL STAKEHOLDERS

Rationale – Through open and transparent communication channels, we stay attuned to the evolving needs of our families and community. This responsiveness allows us to adapt our programs and services in real-time, ensuring that we are meeting the dynamic and diverse needs of those we serve and our community.

Key Actions

- Review current communication policies, strategies, and plans.
- Develop and implement an internal and external communication strategy.
- Identify and implement board and staff's role in internal and external communications.
- Explore rebranding the NCDC (complete research, implement new branding strategies).

APPROPRIATE CHILD DEVELOPMENT PROGRAMMING FOR CURRENT AND FUTURE NEEDS

Rationale - Our child development programming aligns with present needs and adopts a forward-thinking approach rooted in current research. We anticipate and adapt to the ever-evolving landscape of child development. Our commitment to excellence and efficiency in delivering impactful programs is fundamental to our role within the community.

Key Actions

- Review current programming and delivery strategies to make recommendations that enhance programming and service delivery.
- Collaborate with community partners to ensure appropriate child development programming is in place.
- Develop a strategy for actively decolonizing service delivery by creating a plan that fosters inclusive practices and actively participates in education to prioritize the voices and needs of indigenous communities.
- Develop and implement an advocacy strategy to ensure appropriate child development programming is in place for current and future needs.
- Develop a team to move Family Connection Centre (FCC) planning forward, including writing a successful FCC proposal.
 - Find efficiency in workflow to create a solid foundation for growth.
 - Prepare for implementing Family Connection Centre (board, staffing, funding, space, programming)

OPTIMAL SPACE TO SUPPORT CURRENT AND FUTURE NEEDS

Rationale – Recognizing that the optimization of space transcends our organizational boundaries, collaboration with other organizations, community stakeholders and government officials becomes crucial. By working together, we can tap into collective resources, share expertise, and create opportunities that will have a positive impact, and incorporate accessibility and inclusion for all within our spaces.

Key Actions

- Re-establish facility committee with representatives from board, staff, and community.
- Develop and implement a comprehensive building strategy and share with staff and community.
- Confirm our current space needs and make the necessary upgrades within the next 6 months (e.g. playground).
- Draft a new building project flow chart and share with board and staff.
- Complete architect functional plans.

APPROPRIATE RESOURCE DEVELOPMENT TO SUPPORT SOCIETY PRIORITIES

Rationale – To plan beyond immediate needs, aiming for long-term sustainability of our programs and initiatives. This would position us to plan strategically, invest in infrastructure, and build enduring programs that contribute positively to NCDC society, and our community over the long term.

Key Actions

- Review past and current resource development plans and historical data.
- Develop a 3-year resource development plan with targets and track progress.
- Determine best resource development structure and strategy (e.g. events, 3rd person fundraising, grants, donations, deferred giving for supporting CDC priorities).
- Develop and implement an annual plan for raising awareness (external communication) and funding.
- Complete capital campaign research by implementing recommendations from report and develop a capital campaign plan.
- Enhance our volunteer program.