



2015-2018

STRATEGIC PLAN

Bringing our plan to life!

I am pleased to release the second narrative update of our Strategic Plan which coincides with our Board of Director's Annual General Meeting.

This year, our goals were centered around the following 3 Strategic Directions:

- To provide the best services, employ the best staff and be the best organization possible.
- To act as a champion for the needs of the communities we serve.
- To expand both internally and externally through collaboration, relationship building as well as partnerships in our communities.

Our report outlines the following:

- Our four goals for fiscal 2016/2017
- What we have accomplished in terms of those goals
- What we will achieve short-term – 2017
- What we will achieve long-term – 2018

It is important to note that both short-term and long-term goals are monitored for completion through our Senior Leadership Team.

This process is meant to engage staff at all levels in purposeful discussions, while providing our Board of Directors an opportunity to gauge progress on our key areas of focus relative to each year.

I invite you to review our 2015-2018 Strategic Plan and welcome any feedback.


Susan Nicholson
Executive Director



	Strategic Direction:	To provide the best services, employ the best staff and be the best organization possible.
	Goal #1	Improve recruitment practices to ensure the most qualified and dedicated staff work for the Agency.
	Current Position	<ul style="list-style-type: none"> • High turn-over in casual staff. • New staff orientations are time-consuming for Managers and Administration staff. • Providing 2 days of training in daycare. • Providing 2 weeks of training for Parent Resource Workers. • Making sure the Parent Resource Workers have a degree or diploma in a Human Resources Field. • Making sure the Early Childhood Educators have a diploma and college registration. • Daycares and programs are sharing support staff.
	Accomplished	<ul style="list-style-type: none"> • Consistency of posting and recruitment throughout the agency. • Created a Recruitment Policy. • Created a Staff Satisfaction Survey. • Created an Exit Interview Policy. • Created an On-Site Orientation Checklist. • Providing 5 days of training in daycare. • On-going communication with a new staff for the first six months and followed up by a performance appraisal. • Created a performance appraisal policy. • Providing “How Does Learning Happen?” training as part of orientation process.
Proposed Changes	Short-Term (to be implemented in 2017)	<ul style="list-style-type: none"> • Review performance appraisal tool. • Our policy will identify where postings will appear for various positions.
	Long-Term (to be implemented in 2018)	<ul style="list-style-type: none"> • Improve training of unqualified staff.

	Strategic Direction:	To expand both internally and externally through collaboration, relationship building as well as partnerships in our communities.
	Goal #11	Collaborate with other organizations to ensure that the community has access to needed services.
	Current Position	<ul style="list-style-type: none"> • Involved with many organizations, such as: <ul style="list-style-type: none"> ○ All 5 School Boards in our Community, Local Churches, Capreol Public Library, Markstay-Warren Public Library, St-Charles Public Library, Centre de santé communautaire, Municipality of French River, DSB, City of Sudbury, Local Merchants, etc.
Proposed Changes	Short-Term (to be implemented in 2017)	<ul style="list-style-type: none"> • Communities of Practice to continue in small group sessions. • Inviting internal and external staff for relevant training. • Communities of Practice relative to the work we do. • Internal Communication Policy.
	Long-Term (to be implemented in 2018)	<ul style="list-style-type: none"> • To create a process for both Daycare and Programs to collaborate • Create a policy on how to identify who will be attending what meeting and the rationale behind this (benefit to the agency). • Identify an internal process to ensure OCOF/Nena is represented at the appropriate community tables.

Strategic Direction:	To act as a champion for the needs of the communities we serve.
Goal #7	Act as a resource and leader for other agencies and community groups.
Current Position	<ul style="list-style-type: none"> • Already viewed as a leader for the at risk community. • Staff chair or co-chair community groups. • Offer financial expertise to other agencies. • Offer quality assurance to other agencies.
Accomplished	<ul style="list-style-type: none"> • Many managers and staff co-chair community groups. • We offer financial expertise to other agencies and to the City and DSB. • We offer Quality Assurance services through an agreement with DSB. • One of our Supervisors will continue to take a leadership role in the Supervisors Network. • We assist our community partners by sharing our policies and forms when requested. • We partner with key organizations such as the Sudbury and District Health Unit, School Boards etc. to promote our agency and take part in community events such as Bridges out of Poverty, Healthy Kids Campaign, etc. • Through our fundraising initiatives we showcase our programs and services establishing vital links with our Community for Profit Sector in order to market our soft skills.

Goal #9	Increase involvement in providing services to vulnerable populations.
Current Position	<ul style="list-style-type: none"> • Staff provide information and brochures at Food Banks. • Providing services in rural areas and in a variety of locations where people are at: churches, libraries, schools, community centers, playgrounds. • Our fundraising efforts are geared to the vulnerable population.
Accomplished	<ul style="list-style-type: none"> • Food Security Services: Infant Food Cupboard, Emergency Groceries, Good Food Bags. • Food Security Programming: Collective Kitchen, Community Kitchen, Creating Healthy Babies, Cooking with Kids.

Proposed Changes	Short-Term (to be implemented in 2017)	<ul style="list-style-type: none"> • Create welcome/info packages i.e.: what can a PRW do for you, emergency services & IFC posters, menu of programs/services, pamphlets, calendars, program posters. • Fundraising initiatives such as the Winter Clothing Drive – PRWS to greet/give participants vouchers to come to program, hand-out info packages. • Follow-up phone calls to new members. • Make members a priority – paperwork, committees second. • Infant Food Cupboard de-centralized.
	Long-Term (to be implemented in 2018)	<ul style="list-style-type: none"> • Home visiting program. • Expand outreach of services/programs into housing unit areas. • Create a menu of OCOF programs/services for community partners (in order to better refer to the appropriate program/service). • Expand our fundraising initiative. • Database alerts: to follow-up with new members. • Building relationships with community partners. Awareness/visiting community partners including daycares. (Bring a welcome/info package) schedule time in the month to do this.