



**ABSTRACT**  
Planning for the  
next five years.  
Approved by  
the Board of  
Directors  
September 9,  
2019

# STRATEGIC PLAN 2019 - 2024

All Star Children Services Inc.

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## Introduction

### ALL STAR CHILDREN SERVICES INC.

All Star Children's Services Inc. is licensed to provide five Childcare Centres and one EarlyON Child and Family Centre in Blind River.

#### Blind River Early Learning Centre (Blind River)

Infants 10  
Toddlers 10  
Preschool 16  
Kindergarten 12  
School Age 15  
Total 63

#### Guarderie Nouveau Depart (Elliot Lake)

Infants 3  
Toddlers 10  
Preschool 16  
School Age 15  
Total 54

#### Little Treasures Children's Centre (Elliot Lake)

Infants 10  
Toddlers 15  
Preschool 32  
Total 57

#### School Club at Fatima School (Elliot Lake)

School Age 15  
Total 15

#### Au Jardin de Pierrot (Blind River)

Infants 10  
Toddlers 20  
Preschool 24  
School Age 15  
Total 69

ASCS Inc. applies the guidelines provided by *How Does Learning Happen?* and *Ontario's Pedagogy for the Early Years*.

Children are offered every opportunity to build on their competencies, capabilities and are provided activities to foster their creativity. Each program design encourages curiosity for children to maximize their potential.

Educators participate as co-learners with families and children, learning with children, about children and from children. Through observation, documentation, listening and discussions with colleagues, other professionals and families, they understand that all children are unique individuals.

All Star Children Services Inc. supports, encourages and provides professional development to ensure all educators have a solid understanding of child development. Educators are lifelong learners with opportunities for professional development. ASCS

Inc. is staffed with caring and responsive adults who focus on the child's active learning. Children, their families and the community are valued as active participants and contributors.

Play is the means through which children capitalize on their natural curiosity and exuberance. Our programs provide indoor and outdoor, active play, rest & quiet time, always taking into consideration the individual needs of the children.

#### DEVELOPMENT OF THE STRATEGIC PLAN

The Board of Directors developed its strategic plan by reviewing relevant documents and consulting with the All Star Children Services community, its service providers, parents and employees. Through these approaches, the Board of Directors selected its strategic directions with their goals and objectives for the next five years. This strategic plan, like all long-term plans will be reviewed on an ongoing basis with the understanding that evolving realities may modify the shape of this plan as the years go by.

With the finalization of the Strategic Plan the Board developed its Operational Plan for year one and turned over the implementation of its goals and objectives to the ASCS management team.

### Concepts, All Star Children Services

#### MISSION

To create a sense of belonging for every child and family that we serve. We are committed to provide educational experiences and environments that promote expression, engagement and the well-being of all children.

#### VISION

To create the best learning environment for children to realize their fullest potential while providing partnerships with parents and / or guardians.

#### VALUES

The Board of Directors maintains and supports the following values, whereby ASCS will:  
Make every possible effort to: a) ensure resources are adequate, b) provide services in a cost-effective manner that, c) are affordable for parents.

Strive to provide quality and inclusive services that maximize each child's potential with active participation in its programs.

Ensure its client / parents are well informed of the programs offered and the progress observed with their children.

Serve special needs children with program goals and methods that are clearly described in its operational policies and procedures, program descriptions and training materials.

Maintain a measurable Continuous Quality Improvement program to support the ongoing development of its human resources.

Where occasions permit, advocate for the support and advancement of child care programs.

Deliberately pursue the organization's progress and development with realistic planning, environmental scanning and regular program evaluations that examine measurable outcomes.

## Strategic Directions

Two Strategic Directions will dominate the All Star Children Services evolution over the next five years to:

Improve All Star Children Services' Organizational Success

And

Improve the Quality of Services

## Goals

For each of the Strategic Directions the Board of Directors identified the following goals.

### **Pursuing Organizational Success**

- Analyse the catchment area's population trends
- Increase the Agency's funding
- Revise all Policies and Procedures
- Define the meaning of success
- Perfect management's capacity to delegate tasks effectively
- Improve communications within the agency
- Build capacity – increase the number of kids in all the programs
  - Recruit and Retain Qualified Staff
  - Improve communications outside the agency

### **Improving the Quality of Services**

- Improve services for special needs children
- Develop a natural playground at the Little Treasures site.

## Objectives

The Board of Directors then identified the following objectives for each of the above goals.

## **Pursuing Organizational Success**

Analyse the catchment area's population trends

Objectives:

- Identify sources for relevant stats
- Obtain statistics
- Analyse and consult on available stats
- Forecast population trends for each program location

Increase the Agency's funding

Objectives

- Determine funding targets
- Re-evaluate the Agency budget
- Identify options for additional funds such as fundraising, fundraiser & grants, ETC.

Revise all Policies and Procedures

Objectives:

- Identify the policies and procedures to be reviewed
- Identify options to complete a thorough revision to all policies and procedures

Define the meaning of success

Objectives:

- Establish a Vision Statement
- Identify success indicators (EG.: Sustainability)
- Establish a present-day baseline to identify organizational issue to be addressed

Perfect management's capacity to delegate tasks effectively

Objectives:

- Define the elements of delegation
- Identify issues mitigating against effective delegation
- Identify solutions

Improve communications within the agency

Objectives:

- Issue annual satisfaction survey for staff
- Identify shortfalls and solutions with the Agency's internal Communications

Build capacity – increase the number of children in all the programs  
(to ensure the maximum use of resources & revenues)

Objectives:

- Identify shortfalls in registration
- Maintain a running awareness of evolving standards
- Review estimated population trends
- Identify problems and solutions with achieving full capacity
- Target realistic capacity expectations for each program / location

Revise ASCS's marketing strategies

#### Recruit and Retain Qualified Staff

Objectives:

- Identify barriers and solutions to recruitment
- Identify requirements for full capacity
- Establish workplans for solutions
- Identify barriers and solutions to staff retention

#### Improve communications outside the agency

Objectives:

- Increase ASCS public relations from the Bowling for Elliot Lake Kids fund raiser (Raise \$25,000 over 5 years)
- Issue satisfaction surveys for clients twice per year
- Identify other communications options

#### **Improving the Quality of Services**

##### Improve services for special needs kids

Objectives:

- Determine special needs and possible service options with needed resources
- Draft business plan for financial requests
- Set program targets
- Review the evolving licensing standards

##### Develop a natural playground at the Little Treasures site.

Objectives:

- Define "Natural Playgrounds"
- Review populations trends
- Identify related costs
- Identify potential funding sources and volunteer resources to complete the work
- Draft a business Plan for funding requests
- Secure the required funds and assistance
- Review the evolving licensing standards

## Operational Plan

The annual cycle for the Board's strategic planning is from September to August and to this end it established its first annual Operational Plan for September 1, 2019 to August 31, 2020. The first operational Plan will address the following goals:

To analyse the catchment area's population trends

To Revise the agency's Personnel and Health and Safety Policies and Procedures

To Perfect management's capacity to delegate tasks effectively

To Improve communications within the agency

The Board of Directors delegated the implementation of this Operational Plan to the Executive Director who has worked with her Management Team to develop work plans for the above goals and objectives. These workplans will provide the benchmarks for progress on the Strategic Plan that will be reported to the Board of Directors throughout the year.