



Strategic Plan 2014 – 2019



FOREWORD FROM THE BOARD OF DIRECTORS

November 2013

This past year, Mothercraft embarked upon a broad consultative process to inform the development of a five-year strategic plan. These activities included: key informant interviews with our funders, leaders in the early years, early learning and early childhood education sectors, and community partners; surveys and focus groups with our staff; and consultation with the Board of Directors. We analyzed demographic trends as well as the changes taking place across various orders of government, legislatively and at the policy level.

The outcome was a comprehensive summary of where our strengths lie, where there are opportunities for growth and where we might deepen our impact for the communities we serve. Not surprisingly, we heard that we should continue to do what we do best, as we have for the last eighty three years—provide high quality services to families with young children and high quality education

and training to the professionals who serve them. We also heard that we should continue to support or lead partnerships within the sector that will create the conditions for innovation and excellence in the provision of services. Finally, we heard that we need to ensure that our infrastructure and the core of strength—our staff—must be nimble and efficient to ensure we are able to respond quickly in an ever changing environment.

Contained within these pages is the roadmap that will guide Mothercraft through the next five years. On behalf of the Board of Directors, I invite all of our stakeholders to join us in this journey and the many exciting places it will take us.

Signed by,



Basia Ujejska
President



Mission

WHAT WE ASPIRE TO

To support healthy child development and strengthen families.

Vision

WHAT WE'RE COMMITTED TO

Every family has the knowledge and support they need to provide a loving environment in which their child is able to thrive. Every professional who works with families is confident in their skills and committed to providing the highest quality services to their communities.

Values

WHAT WE BELIEVE

Mothercraft is committed to delivering its programs and services based on evidence, research and current best practices. As a result, our work is rooted in a framework that is built upon three theories—attachment, relational and developmental—to ensure that we are meeting the highest standards of service delivery. This commitment is articulated in a set of values that encompass all that we do:

The First 3 Years Matter

We believe that infancy and early childhood are critical periods in every child's life and that healthy attachments are the foundation of healthy development.

Diversity & Inclusion

We believe in diversity and practice inclusion to ensure that each child and every family is accepted for who they are.

Partnership & Leadership

We believe in working collaboratively with our community partners to strengthen communities and build a system of services in which children and families are at the centre.

Professional Excellence

We believe that fostering strong, positive working relationships are integral to our commitment to our staff and are fundamental to the provision of high quality services. We believe in accountability and integrity in all of our relationships.



STRATEGIC DIRECTION

Build on early learning and early intervention expertise with enhanced and relevant programs



Mothercraft is firmly established as one of the highest quality service providers in its multiple service sectors. When Mothercraft is being described, the words “expert” and “excellent” are used repeatedly by staff, partners and funders.

This is a track record to be proud of and, as a result, both internal and external stakeholders want to see Mothercraft extend the reach of its existing programs and/or develop innovative responses to newly emerging needs or gaps in service in the community.

Despite the vast array of changes taking place across all of the sectors to which Mothercraft belongs, the organization’s reputation points to the need to view transformation as an opportunity. This means positioning Mothercraft as a leader and a hub for service delivery. It also means capitalizing on new funding opportunities that may come, particularly in children’s mental health, where Mothercraft has demonstrated success in reaching families that are most vulnerable and in greatest need of services.

GOALS

1 Continue the delivery of excellent programs and services to ensure that children and families are able to grow and develop.

2 Integrate the promotion of children’s mental health approaches across all Mothercraft programs to ensure that families benefit from Mothercraft’s accreditation as a children’s mental health organization.

3 Strive to become a Best Start Child and Family Centre to ensure that Mothercraft continues to contribute its experience and expertise to the early learning and family support sector.

STRATEGIC DIRECTION

Strengthen leadership through innovation and partnership



Mothercraft has a strong history in the education and professional development of Early Childhood Educators as well as in research and knowledge transfer related to the fields of early learning and early intervention.

The current work on data collection and management systems gets high marks across the board. Mothercraft's place at tables where policy and systemic change are discussed is well recognized. When organizations go through significant change, it is critical that they stay adaptive and continue to focus on being creative and collaborative. This ensures that the management of change results in the organization continuing to move forward.

For Mothercraft, there is a strong foundation of partnership and the development of ground-breaking initiatives that should be built upon through the implementation of this Plan. By leaning into change through responsive leadership, Mothercraft will ensure that it continues to make strong contributions to the sector and the families it serves.

GOALS

1 *Assess the scope and mandate of Mothercraft College to ensure that it is well positioned to meet the needs of a transformed sector.*

2 *Develop a Partnership Framework to ensure that all existing and new partnerships support Mothercraft's sustainability and strategic leadership goals.*

3 *Invest in innovative research, evaluation and program development to ensure that Mothercraft supports and provides leadership to its services sectors about how to maximize impact for the community.*

Strengthen organizational capacity



Mothercraft is a strong organization with talented leadership and talented staff. The challenges requiring attention in order to make the organization stronger in the future relate largely to the fact that Mothercraft has grown over the years into a multi-site, multi-service organization with a large budget and multiple funder and partner relationships.

Mothercraft's complexity is further challenged by the transformative change taking place in all of its service sectors which in turn, creates uncertainty for all Mothercraft stakeholders. In such times, ensuring that there are sound and effective policies, practices and systems to guide the day-to-day work of organizations is paramount.

GOALS

- 1** *Enhance and promote an organizational culture that is strongly rooted in Mothercraft values and foundational theories to ensure that all staff, students and volunteers share the same approach to their work.*
- 2** *Develop a strong and effective organizational structure and operational model that maximizes staff talents to ensure effective practices are in place.*
- 3** *Utilize and leverage emerging innovations in technology to ensure that the impact of Mothercraft's programs and services is fully realized.*
- 4** *Strengthen the marketing and branding of Mothercraft to ensure that it is widely recognizable by stakeholders and the public.*
- 5** *Develop a comprehensive framework of financial policies and practices to ensure financial stability.*

MEASURING OUR PROGRESS

Mothercraft is committed to continuously monitoring and measuring our progress over the next five years and sharing this information with our stakeholders. To that end, each year Mothercraft will produce a report outlining key activities, significant accomplishments and impact, which will be measured within the context of the Strategic Directions and Goals.





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