



Strategic Plan 2025-2028



Our strategic priorities

We shift towards innovative and sustainable growth

We invest in our people and our communities

We lead early learning and child care practices and system changes

We commit to exceptional quality in early learning and child care

We shift towards innovative and sustainable growth



To achieve our strategic priority, we will:

- ✓ Create Strategies for investments in communities for **child** care and program expansion
- ✓ Adapt systems which provide safety and security and support growth
- ✓ Address system challenges through innovative approaches

| Strategic Goals | Year 1 Indicators | Year 2 Indicators | Year 3 Indicators | Measures |
|---|--|---|--|--|
| Develop and Implement Community Investment Strategies to Increase Child Care Access | Leverage mergers and acquisitions, focusing on integrating other community child care agencies | Explore non-traditional facilities (e.g., outdoor education centres, community facilities) to offer unique educational environments | Grow service complement | Program growth (20% increase in spaces) across all communities (Haldimand-Norfolk, Peel, Oxford, Halton, and Hamilton) |
| Establish Technology Protocols and Privacy Measures that Meet or Exceed Industry Standards and Legislative Requirements | Incorporation of Artificial Intelligence into business practices | Embed proactive risk management and data-driven decision-making | Develop reporting mechanisms for data on government policy impacts, with a focus on finding adaptive solutions | Adopt and implement solid decision making tools to meet the expectations of the developing system of child care |
| Leverage External Supports in Innovative Ways to Enrich Learning Experiences | Resource Utilization: increased access to enhanced supports in programs to better serve children and families | Further develop youth and community engagement strategy | Partner with community agencies to find new ways to support child development in the communities we serve | Identify and develop two partnerships or collaboratives to further strengthen and support the work in service to children and families as per our partnership framework |

We invest in our people and our communities

To achieve our strategic priority, we will:

- ✓ Advance the professionalization of early childhood education
- ✓ Support continuous learning and development
- ✓ Continue to build inclusive communities to best serve **children** and families



| Strategic Goals | Year 1 Indicators | Year 2 Indicators | Year 3 Indicators | Measures |
|--|---|---|---|---|
| Advance the Professionalization and Support of Early Childhood Education Careers | Development of workforce strategy and scale that aligns with qualifications, and incentivizes increased qualifications | Completion of a wage grid review and implementation, benchmarked against sectoral standards | Become known as an employer of choice | Increase in retention rates year-over-year, particularly for Early Childhood Educators (ECEs), with a target of 10% reduction in turnover |
| Strengthen Continuous Learning and Professional Development across the Organization | Implement an agency Professional Learning (PL) framework with metrics to assess effectiveness and alignment with organizational goals | Establish and track succession-planning metrics to ensure agency resilience and continuity | Enhance performance management emphasizing positive impact stories and professional development | Continue to increase high quality program offerings |
| Foster Inclusive and Equitable Communities for Children, Families, and Staff | Embed Equity, Diversity, Inclusion, and Belonging (EDIB) practices in all programs and policies, ensuring opportunities for inclusivity at all levels | Expand and strengthen community-focused programming and partnerships | Develop a “Special Rights” statement that supports agency policy on belonging and respect for individual needs and rights | Programs and people are reflective of the communities we serve |

We lead early learning and child care practices and system changes

To achieve our strategic priority, we will:

- ✓ Lead with our mission, vision and values
- ✓ Advocate for change, increase access
- ✓ Share positive impact, inspire and support others in early learning and **child** care to make change
- ✓ Utilize data/research to create change and elevate benchmarks



| Strategic Goals | Year 1 Indicators | Year 2 Indicators | Year 3 Indicators | Measures |
|--|--|--|---|--|
| Elevate Quality and Impact in Early Learning | Formalize quality standards and set benchmarks for early learning processes that align with provincial mandates | Create a framework for defining and measuring process quality, with clear goals and evaluation metrics | Strengthen and communicate our unique purpose (Telling Our Story) -articulating why we exist and the change that we drive within the sector | Stronger outcomes for children Families reporting positive outcomes for children in care via family surveys Tracking successes via quality benchmark tools |
| Advocacy and Policy Influence | Advocate for policy changes and secure funding to enhance early learning and child care access, with a focus on reaching underserved families | Promote non-traditional care hours to meet diverse family needs | Increase access, affordability, and quality of care | Access expansion of service availability: increase in the number of families accessing care, including those requiring non-traditional hours |
| Strengthen Partnerships and Revenue through a Shared Services Model | Develop a shared services model as a revenue stream, offering resources such as bulk purchasing, preferred vendor access, and operational efficiencies | Evaluate partnerships through a structured framework to ensure they align with high-impact and strategic goals | Expand purchasing power initiatives | Increase efficiencies, streamline costs, create preferred vendor purchasing protocols |

We commit to exceptional quality in early learning and child care

To achieve our strategic priority, we will:

- ✓ Create safe, responsive, inclusive and joyful learning spaces
- ✓ Increase ratio of qualified staff in licensed programs
- ✓ Improve internal and external communications
- ✓ Collaborate and leverage partnerships to enhance quality programs



| Strategic Goals | Year 1 Indicators | Year 2 Indicators | Year 3 Indicators | Measures |
|--|---|---|--|--|
| Foster Safe, Responsive, Inclusive and Joyful Learning Environments | Establish or adopt standards of practice that define and ensure high quality, inclusive spaces across all sites | Showcase programs as best practices in early learning environments | Increase inclusive and adaptable space development | Be known as the program of choice for families and document child care lifespans for families in care Engagement surveys for newly registered families to understand their decisions to enroll in care with organization |
| Increase the Ratio of Registered Early Childhood Educators in Licensed Programs | Prioritize hiring qualified staff, supporting a highly skilled workforce that enhances program quality | Retain and attract Registered Early Childhood Educators in licensed home child care | Evaluate impact of hiring strategy | 15% increase in Registered Early Childhood Educators working in programs |
| Telling Our Story | Strengthen communication tools with families | Strengthen relationships to enhance program quality and support Advocate for government and policy influence | Collaborate with community partners to enhance program quality through shared resources, best practices, and specialized support | Broader awareness of who we are and what we do to continue to expand service complement Meetings with federal, provincial and municipal politicians to promote the importance of early years programs and services |

Our Vision

Every **child** experiences the joy of learning through play.

All **children** have the right to play. Play is how learning happens.

Our Mission

Working together to enrich today's families; we want what is best for children.

Living our mission, we believe in the following:

It is about belonging. Our programs cultivate authentic, caring and inclusive relationships and connections to create a sense of belonging among and between **children**, adults and the world around them.

It is about well-being. We believe that every **child** is developing a sense of self, health and well-being. Our programs nurture **children's** healthy development and support their growing sense of self.

It is about expression. Every **child** is a capable communicator who expresses themselves in many ways. We foster communication and expression in all forms.

It is about engagement. We value engagement. Our programs provide environments and experiences to engage **children** in active, creative and meaningful exploration, play and inquiry.

Learn more at todaysfamily.ca

Our Values

Caring

We care. It is the essence of who we are. We care for the **children** who take part in our programs, for their families, for our staff and providers and for our environment.

Collaboration

We collaborate. On our own, we can teach, help and care for the **children** in our midst. Together, with other organizations, we can help to make change and chart new directions for all **children**.

Inclusion

We are inclusive. Today's Family is committed to promoting diversity, advancing equity and fostering a culture of inclusion.

Accountability

We are accountable. Our primary accountability is to the **children** and families we serve. It is our job to make sure they are nurtured and respected.

Innovation

We innovate. We are creative and try new things. We embrace change and do things differently.

