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Executive Summary

The Children Services Section provides one point access to the public for information and assistance with child care, related children services and subsidized care. Programs and services are centered on a healthy community approach through the Section's affiliation with the Healthy Community Initiative.

As part of the Community Development Department strategic planning process, the Children Services Section critically examined internal and external factors influencing programs and services. The final analysis assisted with the development of strategic goals for the next four years.

Goals:

- 1. Ensure that Junior Citizens Day Care remains viable, without competing with non-profit daycare centres, by developing a niche serving families with identified financial needs with an innovative and high quality afternoon and evening care child care program.
- 2. Be a provincial leader in planning and supporting a high quality viable child care system that meets families' needs.
- 3. Improve customer service and operations with Information Technology innovations.
- 4. Provide leadership in reorganizing children services within the City of Greater Sudbury, including an integrated Children Service Planning Team to plan for all City services related to children.



Introduction

The Community Development Department has engaged stakeholders in a planning process to generate strategic plans for the next four years (2011-2015). Each strategic plan is presented to City Council for consideration. The documents will serve as planning tools for decision-making and allocating resources.

Creating a strategic plan is a multi-step process that involves discussion, analysis and decision. There are several components that have been incorporated into this document to facilitate an understanding of the internal and external environmental factors that influence services.

The following strategic planning process was used:

- Create a Vision, Mission and Values statement;
- Review Divisional Revenue and Expenditures;
- Identify Strategic Assets: Key Stakeholders, Past Successes, Key Success Factors;
- Analyze Strengths, Weaknesses, Opportunities and Threats (SWOT);
- Analyze Political, Economic, Social and Technological (PEST) factors;
- Create a Strategic Position and Action Evaluation (SPACE) Matrix;
- · Survey stakeholders and service users; and
- · Develop goals and performance measures.

The Children Services Strategic Plan clearly outlines goals, actions and performance measurements that will result in achievements directly experienced by the community. The targets for the next four years are responsive, responsible and realistic thanks to input received from customers, community partners and staff.





Community Development Department

The City of Greater Sudbury organizational structure was designed to create a corporate environment that is aligned with its vision for the community. The Community Development Department delivers programs and services to the residents of Greater Sudbury through six operational divisions: Citizen Services, Leisure Services, Social Services, Seniors Services, Housing Services and the North East Specialized Geriatric Services. Together, these Divisions account for over 1500 employees and an annual budget of more than \$170 million.

Vision

"Creating a Healthy Community Together"

Mission

Working with the community to achieve service delivery excellence that consistently exceeds citizen expectations and enhances our Northern lifestyle.

Values

- services that enhance the capacity of our community to meet its health, social and leisure needs;
- strong, collaborative relationships with community partners; and
- · volunteerism and community.



Citizen Services Division

Citizen Services are located throughout the City of Greater Sudbury with a focus on customer satisfaction. The Division is responsible for the functioning of Libraries, Museums, Archives, Cemetery Services, Children Services and the provision of municipal services through Citizen Service Centres. These diverse offerings are centered on a citizens-first approach to service delivery.

Governance

In 2004, the corporation of the City of Greater Sudbury underwent an extensive restructuring process. The Health and Social Services Department was renamed "Community Development" and several responsibilities were added to the Department's portfolio. Citizen Services became one of six divisions within the new Community Development Department.

The Citizen Services Division is accountable to the City of Greater Sudbury and City Council; however, community participation is a significant driver for program and policy development. All of the operations within the Citizen Services Division have a formal or informal group of volunteer community experts who advise staff and ensure that the goals of the Citizen Services Division and the Community Development Department are being realized.





Children Services

Section

The Children Services Section provides one point access to the public for information and assistance with child care, related children services and subsidized care. The Section administers programs mandated under the Day Nurseries Act, including the child care subsidy program, the wage subsidy program for child care workers in the community, family resource centres and child care integration for children with special needs. Children Services' expanded role includes: program management, local policy development, financial management, monitoring and reporting.

Vision

• Enabling children to participate to their full potential in environments that meet their needs

Mission

• Children Services strives to help children and families in need and respects the dignity of each family by engaging in trusting, caring and cooperative relationships.

Key Guiding Principles

The Children Services Section values the following key guiding principles:

- · maintaining privacy, confidentiality and informed consent;
- · ensuring access to information;
- · advocating for policies that promote the well-being of children and families;
- recognizing the central importance of human relationships and dignity and worth of the person and family;
- promoting self-determination and empowerment for families;
- · recognizing cultural diversity; and
- demonstrating professional competence.



Children Services

is Part of a Healthy Community

In 2005, the City's Healthy Community Strategy was created as a roadmap for the implementation of the Healthy Community Initiative to make Greater Sudbury a truly healthy community. The key elements of the strategy are defined by four pillars: Human Health and Well-Being; Environmental Sustainability; Civic Engagement and Social Capital; and Economic Vitality.

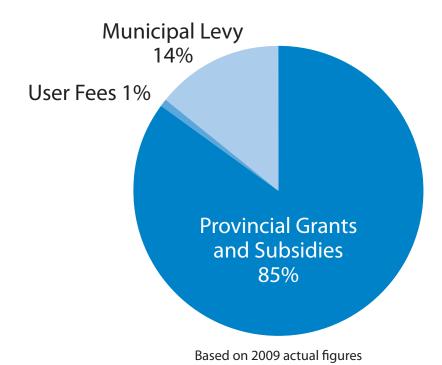
The Healthy Community Initiative is important to the Children Services Section. Planning and project development have inclusively incorporated the philosophies and concepts of the initiative in order to build a healthy and sustainable community, for example:

- Children Services contributes towards the Human Health and Well-Being pillar by monitoring safety standards within licensed childcare centres and promoting healthy child development through Best Start Hubs.
- Civic Engagement and Social Capital are also areas influenced by Children Services; community involvement and program development are centred on the needs of parents and children.
- The affordable childcare options offered through subsidies promote Economic Vitality. Similarly, the after-hours program at Junior Citizens Day Care offers expanded options for working parents.
- Environmental Sustainability is supported at Junior Citizens Day Care where the importance of recycling, protection and preservation are taught in age appropriate ways.





Revenue





Strategic Assets:

Key Stakeholders, Past Successes, Key Success Factors

Key Stakeholders

- · Families/ parents/ children
- Childcare providers
- Children Services partners
- Provincial Government (Education/MCYS)
- Other city partners
- Counterparts (OMSSA, NOSDA)
- School Boards

Past Successes

- Provincial leader in providing Best Start Hub system across the community.
- More than doubled licensed childcare spaces since 2003, provincial leader in # of child care spaces per 1000 children (OMBI)
- Expansion of Francophone services, child care in "outlying" communities, child care centres in schools.
- Aboriginal childcare: first in Sudbury, opened in 2009
- Doubled number of families receiving childcare subsidy since 2003

- First municipality to offer an online central childcare registry- our system was used as a model for the Province of Manitoba.
- Developed program quality/ management quality assurance for child care and Hubs.
- Developed a licensed evening program for shift and retail workers
- Expanded eligibility for child care subsidy (discretionary)
- One of a few municipalities with a policy to purchase only from not-for-profit

Key Success Factors

- Adequate funding
- Good relationships with School Boards, Ministry and community partners.
- Strong Best Start Network/ trusted leadership

- Ongoing monitoring/ evaluating
- Responsive to changes in the community
- Innovative / willing to take risks



SWOT Analysis

Strengths, Weaknesses, Opportunities and Threats

Strategic planning employs various methods of analysis in order to determine the current situation and future outlook of the Section. The purpose of this exercise is to reflect on internal and external environmental factors that influence the development of goals and objectives.

Strengths (internal)

- Relationships with community, levels of government.
- Staff: well trained, strong ethics, professional, committed, low turnover
- Respected leaders in the community.
- Ability to plan and meet community needs (responsive)
- Provide key supports for vulnerable kids – quality childcare
- · Great service to families.

Weaknesses (internal)

- Competition between similar services in the Department.
- Retirements, Succession Planning
- Small group, internal structure can be limiting
- Different philosophies within the department.
- Lack of knowledge/awareness within the organization

Opportunities (external)

- Changing perception of value of early learning and road into universal education/ preschool learning
- Shift of Child Care to Ministry of Education will bring new attention to childcare.
- Opportunity to be a Provincial pilot program in developing Child and Family Centres.
- Better access for childcare in every school
- Strong infrastructure of Child Care/ Best Start Hub facilities

Threats (external)

- Insufficient funding model for infant programs, cannot meet demand.
- Viability of childcare programs if they lose 4-12 yrs program
- Recruitment /retention of qualified staff
- High cost of running programs (JC Daycare)



PEST Analysis

Political, Economic, Social, Technological

This environmental scan provides the framework necessary for strategic planning. Factors developed through this specific process identify context and provide an understanding of the Division before goals are established.

Political

- Provincial Government: Best Start/ Early
 Learning Focus election may change priorities
- New Minister of Education and new Ministry: universal program, have given increased responsibility for planning, new licensing (possible)
- Municipal Council: election, policy implications, involvement with discretionary options
- School Board Trustees
- Federal Government: universal childcare benefits (payments to families, not municipalities), discontinued transfer payments

Economic

- Employment: child care utilization is impacted by recession, strikes, unemployment.
- Daycares struggling with staff retention, hired by schools – results in need for more training
- 590 people working in child care sector, it's an economic driver
- More people (especially mothers) can work when they have affordable childcare

Social

- Demographic changes are felt immediately because the time frame of service is so short (children only need full time care for about 2 ½ years)— need to design and adapt the system accordingly.
- Services need to be able to meet the needs of Aboriginal families

- Immigrants(incl. many university students) don't have family networks and depend more on child care services
- Benefits to community of strong early learning programs: children are healthier, more successful.

Technological

- Technology has improved efficiency: Online Child Care registry, Email correspondence effective for client communication, OCCMS database, Invoicing, electronic funds transfers
- Daycare agencies need support with accessing and learning to use technology.
- Still need to be interactive with children (limited role for technology in teaching young children)



Strategic Positioning

Strategic positioning assists organizations identify strategies that will be effective at improving organizational performance based on internal and external dimensions.



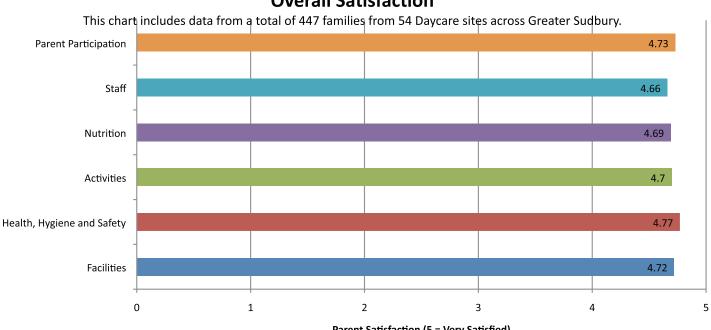
Children Services should pursue an aggressive strategy. They operate in an environment that is highly regulated and heavily funded. Children Services should focus on ensuring their clients' specialized needs are being met and that services are being efficiently delivered. They also need to employ broad planning approaches and environmental scanning so that trends are identified.



Satisfaction Surveys

Children Services

2010 Year End **Child Care Parent Rating Chart Summary: Overall Satisfaction**



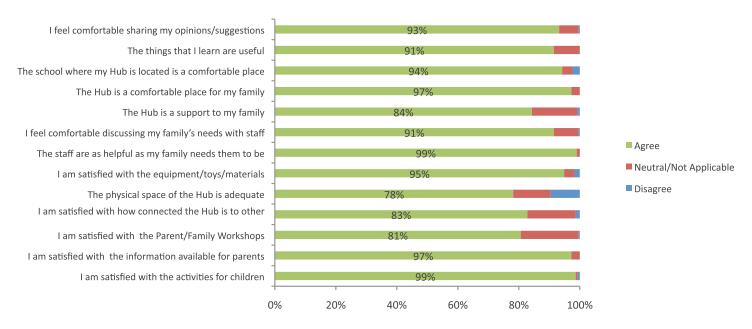


Satisfaction Surveys

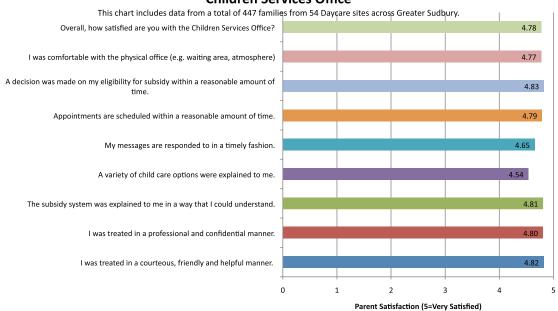
Children Services

2011 Hub Parent Feedback Summary

This chart includes data from a total of 297 families from 14 Hubs across Greater Sudbury.



2010 Year End Child Care Parent Rating Chart Summary: Children Services Office





Goal 1: Ensure that Junior Citizens Day Care remains viable, without competing with non-profit daycare centres, by developing a niche serving families with identified financial needs with an innovative and high quality afternoon and evening child care program.

Planned Action

- Develop and implement admission policies that prioritize families with an identified financial need.
- Shift more programming to the afternoon and evening hours, gradually reducing the morning child care program.
- Provide training and leadership opportunities for staff to develop and promote best practices in programming for afternoon/ evening child care.

- · Proportion of subsidized families
- · Enrollment by hours of operation
- PQI Assessment Results
- Parent Satisfaction Surveys
- Decreased municipal contributions



Goal 2: Be a provincial leader in planning and supporting a high quality viable child care system that meets families' needs.

Planned Action

- Enhance integration and services for Best Start Hubs and Child and Family Centres.
- Take a leadership role, along with local community colleges and employment support and workforce development organizations, in supporting the training, recruitment and retention of Registered Early Child hood Educators.
- Promote the value of licensed child care so that licensed is the care of choice for families.
- Support child care agencies to ensure that existing child care programs are maximized, supporting enrollment using subsidy policy, Child Care Registry information, promotion of the value of licensed child care and creative staffing and service solutions.
- Enhance the role of Program Quality staff to identify opportunities to coordinate and provide training and mentoring to child care staff.
- Use Child Care Registry demand data to expand child care in strategic areas where there is very high demand compared to supply.

- Number of students enrolled in ECE programs
- Number of qualified RECE practicing in License Child Care Sector
- · Training program in partnership with OW
- Number of requests through the Child Care Registry for Licensed Child Care
- Occupancy rates in child care programs
- · Number of new child care spaces in high demand neighbourhood/age groups
- Participation by child care staff in PQ staff training/mentoring activities
- Trends in POI results



Goal 3: Improve customer service and operations with Information Technology innovations.

Planned Action

- Make strategic improvements to the Child Care Registry to provide better automation, and enhanced ability to efficiently track trends in child care demand and use.
- Develop and implement computerized attendance tracking at Junior Citizens to track attendance and improve invoicing process for parents.
- Develop online tools for subsidy application and approval for families who have difficulty visiting in person.

- Reports and data available out of the Child Care Registry
- Attendance system in place and functioning at Junior Citizens, report available and in use
- Online subsidy application system in place and functioning



Goal 4. Provide leadership in the delivery of children's programming within the children's programming within the City of Greater Sudbury, including an integrated Children Service Planning Team to plan for all City services related to children.

Planned Action

- Provide leadership for a working group to explore the potential of an integrated planning team for all City services for children.
- Investigate the feasibility of combining the planning of programs to enhance coordination and quality within delivery service.

- · Number of integrated planning activities and projects
- · Integrated planning team in place
- Fully develop action plan moving to a seamless model of service delivery.

Greater Sudbury Children Services Strategic Plan 2011-2014



