



## **Strategic Plan**

**June 16, 2008**

## **Introduction**

This Strategic Plan is the outcome of two day long meetings of the Ladysmith Early Years Partnership (LEYP) that focused on reviewing the Strategic Plan of November 2006 and developing this one using the Program Logic Model. The plan, which outlines the direction for the Ladysmith Early Years Partnership for 2008–09, also includes indicators to measure success in achieving desired outcomes.

Partnership activities may change as members respond to emerging priorities, trends and opportunities to promote early childhood development in Ladysmith.

The Partnership wishes to acknowledge the Children First initiative for providing timely support and funding to assist LEYP in completing this work. As a result, LEYP was able to hire a Human Services Consultant to guide the group through the planning process. LEYP also acknowledges the support of the Success By 6 initiative and Human Resources and Social Development Canada who funds the Ladysmith 0 to 6 Community Development Project.

## Terms of Reference

The planning process included a revision of the LEYP Terms of Reference.

The new Vision, Mission, Guiding Principles and Responsibilities are included below. Please refer to the Appendix for the complete Terms of Reference.

### **Vision**

Ladysmith is a community where children and families thrive.

### **Mission**

The Ladysmith Early Years Partnership promotes the healthy development of children 0 to 6.

### **Guiding Principles**

#### ***Community Driven***

The community participates in developing its own response to the needs of children 0 to 6 and their families.

#### ***Inclusion***

We embrace diversity and support all children 0 to 6 and their families.

#### ***Collaboration***

We collaborate with parents/caregivers, families and community/regional partners in promoting the best possible early years services in our community.

#### ***Strength Based***

We recognize and build on existing resources in the community.

#### ***Accountability***

Our early years initiatives are based on research that is evidence driven and best practice focus.

### **Responsibilities**

- Increase community awareness of the importance of the early years.
- Identify strengths and community need for early childhood development services.
- Establish priorities and advocate for services to children 0 to 6.
- Work collaboratively to ensure continuity of services.
- Ongoing evaluation of Partnership activities.

## Goals

*The Partnership has identified 3 Goals that represent key areas of focus:*

1. Strengthen the Partnership's capacity to promote best outcomes for early childhood development in Ladysmith.
2. Support a coordinated, integrated approach to delivering early childhood development services to families with children 0 to 6.
3. Increase community awareness and advocate for the importance of the early years.

<b>Activities and Outcomes</b>	
<b>Short-Term Outcomes</b>	<b>Activities that Support Achieving the Short Term Outcomes</b>
Working collaboratively	<ul style="list-style-type: none"> <li>✓ Sharing resources/information</li> <li>✓ Monthly meetings</li> <li>✓ Planning (strategic, annual)</li> <li>✓ Shop Talk sessions (communicating roles)</li> <li>✓ Documenting/celebrating collaboration</li> <li>✓ Promoting Early Years</li> <li>✓ Partnering in offering programs</li> <li>✓ Linking with key stakeholders locally/regionally</li> <li>✓ Applying for funding jointly</li> <li>✓ Setting priorities</li> <li>✓ Engaging and involving parents</li> <li>✓ Identifying &amp; addressing gaps</li> </ul>
Connecting families to services and resources	<ul style="list-style-type: none"> <li>✓ Service providers facilitating linkages to other resources/services</li> <li>✓ Publishing Nanaimo &amp; Ladysmith Family magazine</li> <li>✓ Distributing LEYP brochures</li> <li>✓ Co-locating</li> <li>✓ Promoting in leisure guide</li> <li>✓ Developing templates/making presentations</li> <li>✓ Linking websites – local to regional</li> <li>✓ Promoting parenting activities – early years messaging</li> <li>✓ Outreach initiative</li> <li>✓ Identifying gaps</li> </ul>
Community leaders promote the importance of the early years	<ul style="list-style-type: none"> <li>✓ Identifying community leaders</li> <li>✓ Increasing awareness</li> <li>✓ Educating</li> <li>✓ Providing/arranging opportunities (e.g., speaking engagements)</li> <li>✓ Liaising with community planners</li> </ul>
Public spaces, business locations and practices are more family-friendly	<ul style="list-style-type: none"> <li>✓ Promoting – business event</li> <li>✓ Awarding</li> <li>✓ Building relationships</li> <li>✓ Increasing awareness</li> <li>✓ Awareness of return on investment</li> <li>✓ Liaising with community planners</li> <li>✓ Audit public facilities</li> </ul>
Community members support early years initiatives	<ul style="list-style-type: none"> <li>✓ Increasing awareness</li> <li>✓ Targeting increased seniors involvement</li> <li>✓ Creating opportunities for involvement</li> <li>✓ Publishing Nanaimo &amp; Ladysmith Family magazine</li> <li>✓ Distributing LEYP brochures</li> <li>✓ Community events</li> <li>✓ Promoting parenting activities – early years messaging</li> </ul>

### Measurement Plan

Partnership Activities	Intended Outcomes from Activities	Indicators of Success	Who is the Measurement Applied to?	Time of Measure	Data Source(s) (Tools)	Obtained By:	Target or Anticipated Result
<ul style="list-style-type: none"> <li>✓ Sharing Resources/information</li> <li>✓ Monthly meetings</li> <li>✓ Planning (strategic, annual)</li> <li>✓ Shop Talk sessions (communicating roles)</li> <li>✓ Documenting/celebrating collaboration</li> <li>✓ Promoting Early Years</li> <li>✓ Partnering in offering programs</li> <li>✓ Linking with key stakeholders locally/regionally</li> <li>✓ Applying for funding jointly</li> <li>✓ Setting priorities</li> <li>✓ Engaging and involving parents</li> <li>✓ Identifying &amp; addressing gaps</li> </ul>	<p><b>Working collaboratively</b></p>	<p><b>% of jointly planned initiatives</b></p>	<p><b>Members of LEYP</b></p>	<p><b>Baseline and annually</b></p>	<p><b>Meeting minutes</b></p>	<p><b>Meeting chair</b></p>	<p><b>20%</b></p>

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<ul style="list-style-type: none"> <li>✓ Service providers facilitating linkages to other resources/services</li> <li>✓ Publishing Nanaimo &amp; Ladysmith Family magazine</li> <li>✓ Distributing LEYP brochures</li> <li>✓ Co-locating</li> <li>✓ Promoting in Leisure Guide</li> <li>✓ Developing templates/making presentations</li> <li>✓ Linking websites – local to regional</li> <li>✓ Promoting parenting activities – early years messaging</li> <li>✓ Outreach Initiative</li> <li>✓ Identifying gaps</li> </ul>	<p><b>Connecting families to services and resources</b></p>	<p><b>% report of accessing resources &amp; services</b></p>	<p><b>Sample of parents attending programs or accessing resources</b></p>	<p><b>Baseline and annually</b></p>	<p><b>Common survey question administered by all members</b></p>	<p><b>Steering committee</b></p>	<p><b>75% report being able to access resources or services needed</b></p>

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<ul style="list-style-type: none"> <li>✓ Identifying community leaders</li> <li>✓ Increasing awareness</li> <li>✓ Educating</li> <li>✓ Providing/arranging opportunities (e.g., speaking engagements)</li> <li>✓ Liaising with community planners</li> </ul>	<p><b>Community leaders promote the importance of the early years</b></p>	<p><b>Increased number of public presentations by leaders</b></p>	<p><b>Identified leaders</b></p>	<p><b>Baseline and annually</b></p>	<p><b>Leaders – survey of or forum with</b></p>	<p><b>Steering committee</b></p>	<p><b>Each identified leader does at least one presentation</b></p>

**Other Data Collection:**

- ✓ Outputs (counts of activities listed above, such as attendance at meetings or events)
- ✓ Satisfaction (with the work of the Partnership as a whole or with specific activities)
- ✓ Partnership Functioning (a measure of process – how well are we working together?)
- ✓ Demographics/Characteristics (What are important characteristics of our community? Of our Partnership members?)

**Appendix I**

**Parked Outcomes and Activities**

<b>Partnership Activities</b>	<b>Intended Outcomes from Activities</b>	<b>Indicators of Success</b>	<b>Who is the Measurement Applied to?</b>	<b>Time of Measure</b>	<b>Data Source(s) (Tools)</b>	<b>Obtained By:</b>	<b>Target or Anticipated Result</b>
<ul style="list-style-type: none"> <li>✓ Promoting – business event</li> <li>✓ Awarding</li> <li>✓ Building relationships</li> <li>✓ Increasing awareness</li> <li>✓ Awareness of return on investment</li> <li>✓ Liaising with community planners</li> <li>Audit public facilities</li> </ul>	<b>Public spaces, Business locations and practices are more family-friendly</b>	<p><b>% of public spaces that are family friendly</b></p> <p><b>% of business that are family friendly</b></p>	<p><b>All municipal public spaces</b></p> <p><b>Sample of Storefront business</b></p>	<b>Baseline and annually</b>	<b>Checklist Audit tool</b>	<b>Partnership members</b>	<b>95%</b>
<ul style="list-style-type: none"> <li>✓ Increasing awareness</li> <li>✓ Targeting increased seniors involvement</li> <li>✓ Creating opportunities for involvement</li> <li>✓ Publishing Nanaimo &amp; Ladysmith Family magazine</li> <li>✓ Distributing LEYP brochures</li> <li>✓ Community events</li> <li>✓ Promoting parenting activities – early years messaging</li> </ul>	<b>Community members support early years initiatives</b>	<b>% of community members that report doing something supportive of the early years</b>	<b>Sample of community members</b>	<b>Baseline annually</b>	<b>Survey tool</b>	<p><b>Steering committee</b></p> <p><b>Whole partnership</b></p>	

**Appendix II**  
**Ladysmith Early Years Partnership**  
**Terms of Reference**  
**April, 2008**

**Vision**

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**Mission**

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**Guiding Principles**

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## **Meetings and Minutes**

Meetings of the Ladysmith Early Years Partnership (LEYP) are held from 12:30 to 2:30 pm on the third Monday of each month, except for July and August. Special meetings are convened as necessary. Partnership meetings are public and guests are welcome to attend as observers.

Minutes of LEYP meetings are written by the Recorder or a Partnership member and are distributed to LEYP members.

## **Governance**

Decisions of the Ladysmith Early Years Partnership and its subcommittees are made by consensus of all members present at a meeting. Consensus is considered to have been reached when all present find the proposal for resolution acceptable, even if it is not their preferred option.

When the members present are unable to achieve consensus, a motion will be called for, a discussion will follow and a vote held. A decision will be made by simple majority where each agency will have one vote. In this circumstance, if more than one agency representative is present, the most senior person from that agency will vote.

The Chair and Vice Chair have two year terms and are chosen at a Partnership meeting.

The business year of the Partnership is from April 1<sup>st</sup> to March 31<sup>st</sup>.

From time to time, LEYP forms subcommittees to carry out specific tasks and activities. Membership of subcommittees is comprised of one or more members of LEYP and also includes appropriate individuals or representatives of the community. Mandates of subcommittees are defined by the Partnership. The outcomes of subcommittee work are brought to the Steering Committee for further input prior to being presented to LEYP.

The Partnership has a Steering Committee to assist LEYP in completing its work efficiently. The Steering Committee Terms of Reference follow in this document.

## **Membership**

The Ladysmith Early Years Partnership is open to any organization or agency with an interest in and an ability to make a contribution toward positive early childhood outcomes in Ladysmith.

Members include individuals representing local agencies or organizations who attend LEYP meetings on a regular basis.

Membership for the year is determined at the beginning of April. Alternates are accepted. Members who miss three consecutive meetings may not be permitted to participate in the consensus round for the remainder of the year.

Current Members:

- Boys and Girls Clubs of Central Vancouver Island - Ladysmith
- Nutsumaat Lelum Child Care Centre
- Child Care Resource and Referral, Pacific-CARE
- Children First Liaison
- Council Liaison, Town of Ladysmith
- Ladysmith Family and Friends Society
- Ladysmith Resources Centre Association
- Ladysmith Early Years Community Coordinator, HRSDC
- Ministry of Children and Family Development
- Nanaimo & Ladysmith School District 68, Early Years Coordinator
- Nanaimo Child Development Centre
- Success By 6 Coordinator
- Supported Child Development Program
- Town of Ladysmith, Community Services
- United Way Central Island
- Vancouver Island Health Authority: Child, Youth and Family Services
- Vancouver Island Regional Library, Ladysmith Branch

## **Steering Committee**

### **Terms of Reference**

#### **Purpose**

The purpose of the Steering Committee is to:

- Provide leadership to the Ladysmith Early Years Partnership.
- Facilitate actions arising from decisions made by LEYP.
- Provide support and direction to the Children First Liaison and Early Years Community Coordinator.
- Assist LEYP in setting priorities and identifying needs in the Ladysmith early years community.

#### **Governance**

The Steering Committee acts on behalf of LEYP in early years matters and reports to the Partnership as follows:

- manages information, reports and other documents as well as requests from LEYP and its subcommittees.
- makes recommendations to the Partnership.
- provides additional information to LEYP regarding discussions held and recommendations arising from Steering Committee meetings.
- informs the Partnership regarding urgent issues
- makes decisions that are deemed to be in the best interest of LEYP and the ECD community.
- reports their decisions and actions to the next Partnership meeting for ratification.

#### **Structure**

The Steering Committee consists of 6 Partnership members:

- The Chair who is also the Chair of LEYP.
- 3 designated representatives (Ministry of Children and Family Development, Nanaimo-Ladysmith School District 68, Vancouver Island Health Authority).
- 2 Member At Large positions open to all LEYP members.
- Except for the designated representatives, all terms are for one year. The Chair has a two year term.
- A quorum is 4 members.

#### **Meetings**

Steering Committee meetings are held at 3:00 pm on the first Tuesday of the month except for the month of July. Additional meetings are convened as necessary.

Minutes of meetings are distributed to the Steering Committee and the Partnership in a timely manner.