



nona  CHILD  
DEVELOPMENT  
CENTRE

## Strategic Plan 2020-2023

In 2012 we launched *NONA 2.0*, our strategic plan that helped to chart our organization's course through to 2017. The plan established three directions to guide our work, namely:

1. Vibrant community engagement
2. Excellent quality services
3. A strong foundation for the future

During the past five years, we developed annual work plans that set measurable objectives, ultimately culminating in our successful capital campaign, *Build the Clubhouse*. In September 2017 we welcomed the community to the grand opening of our new facility, the Foord Clubhouse, and moved our Autism Services program there.

Over the last two years, we have been catching our breath, reflecting on our accomplishments and gradually shifting our attention to new aspirations. From information gathered from various sources, the NONA Board and management have reaffirmed our three strategic direction through to 2023.

In 2020, the NONA Child Development Centre will be 45 years old. While the previous strategic plan highlighted NONA's capital needs, this updated plan will prioritize our programs and services in order that we stay relevant to the families of today and the future. The goal of this plan is to propel us forward to strengthen our services for the children/youth and families with whom we have the privilege to serve.



## **The process**

Throughout 2018 and 2019, the Board spent time reviewing past work plans, completed a SWOT and discussed future directions. There were wide-ranging conversations from NONA's growth and stability to ways of incorporating new technologies. Staff completed a feedback survey in 2018 and were asked about their dreams for the future. Community partners were consulted, and asked about the needs of the community.

During the board retreat in May 2019, various sources of information (such as results from the staff survey, performance measurement reports, NONA reports, and financial information) were presented and discussed. The Board concluded that our 2012 Strategic Plan laid the groundwork so that moving forward, we can focus on our services to children/youth and families.

## **The current environment**

The most recent EDI (Early Development Index) report from the Human Early Learning Partnership (HELP)<sup>1</sup> from the University of British Columbia can help us to make sense of the current environment for the children and families in British Columbia.

Over the past ten years, we increasingly see families and children that are not only very busy, but noticeably stressed. Family socio-economic dynamics, housing affordability, and growing inequality are several factors that are contributing to this stress. HELP reports that 1 in 3 children in BC are starting kindergarten with vulnerabilities in one or more areas that are critical to their healthy development. We now see more very young children with stress-related anxiety as consistent everyday routines are difficult to maintain in today's busy family life.

We must also consider that greater technology use by families will also influence the way NONA delivers its programs and services. Children and their parents spend more time interacting with screens. There are both

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<sup>1</sup> <http://earlylearning.ubc.ca/maps/edi/sd/22/>

positive and negative consequences to this societal shift. While there is some evidence that technology use from an early age can encourage learning, others argue that technology plays a role in reducing physical play, and affects young children's social and emotional development. Conversely, parents have readily available information at their fingertips, and no longer must rely solely on face-to-face expert knowledge. There is also an opportunity to harness technology to provide alternate forms of communication and consultation with families.

Child care continues to be challenging to find in our community. While there is evidence that high quality child care has a positive influence on children's development, families of young children in the North Okanagan often struggle to secure care, and there is a shortage of qualified staff. The child care challenges for families of children with extra support needs are even more exacerbated.

Finally, the political environment continues to be uncertain. As the general population ages, greater pressure is placed on meeting those needs. The non-profit world is constantly going through changes and adaptations.



### **Strategic Direction 1: Vibrant Community Engagement**

NONA continues to have a strong presence in the community and region. We will foster ongoing collaborative relationships with our external partners, and provide leadership in the fields of early childhood development, Autism, as well as inclusion and accessibility issues for families of children in our community. Strategies within this strategic direction include:

- Maintaining a strong profile in the community so that referral sources and families know about us;
- Maintaining a reputation of openness and willingness to share our knowledge with community partners.

## **Strategic Direction 2: Excellent and Innovative Services**

We want to effectively engage and support today's families, and are committed to exploring new technologies to assist our staff and the families that we serve. Areas within this direction include:

- Using technology to help our services be more accessible;
- Developing ongoing learning for support staff;
- Improving service coordination within NONA and with outside agencies;
- Ongoing staff training for new technologies, service coordination and emerging trends in the field.

## **Strategic Direction 3: Strong Foundation for the Future**

This direction helps us to ensure that we have the necessary tools and resources to be able to respond effectively to future changes. We will:

- Review core foundational documents to ensure that they are still applicable today;
- Outsource our technical support;
- Implement a technology plan that includes mobile device management protocols;
- Expand our administration to include designated time for quality assurance;
- Explore and implement online payment for accounts payable.

We are excited about the possibilities that are presented in this plan. It will be supported by a work plan that will outline goals and priorities to operationalize this document. The work plan will be updated regularly to ensure we continue to stay relevant and focused on the changing needs of the families we serve and the community in which we work and play.