



**Bowen
Children's
Centre**

Bowen Children's Centre Strategic Plan 2016 - 2020

Our Strategic Plan

The Strategic Plan articulates BCC's **Mission** and **Vision** and identifies the organization's strategic priorities under a set of six key themes:

- Planning and Governance
- Finance
- Building and Facilities
- Clients
- Staff
- Community

Each theme is linked to specific strategic **Goals** and **Objectives**. Together, the goals and objectives represent opportunities to create, implement and improve initiatives that address issues of importance to Bowen families and to advance the Mission and Vision of BCC.

A separate tracking document ([linked here](#)) contains a list of detailed **Tasks** associated with each Objective and charts BCC's progress toward each of its strategic Goals.

Our Mission

To provide excellent education and care for children and to connect families and support family life on Bowen.

Our Vision

To create a healthy family community that supports the development of our children through:

- social, emotional, cognitive and physical enrichment
- a stable, safe and happy environment in which children can play and learn, and families are actively engaged
- educators who are island leaders in childhood development and who create a positive learning environment that has lasting effect on our children and community

Strategic Goals

BCC fulfils its mission and implements its vision through its day-to-day operations and the strategic initiatives taken on by the Board, Executive Director and volunteers. Collectively, the strategic goals and their associated objectives define the scope and direction of all of BCC's initiatives.

Planning and Governance

Strategic Goal 1: To maintain solid governance through board recruitment, training and retention.

Objective 1A: Ensure Board members have appropriate knowledge and training to enable them to fulfill their duties.

Objective 1B: Address diversity in the Board recruitment process.

Objective 1C: Establish policies and processes that support the continuity of the Board.

Strategic Goal 2: To establish strong organizational plans, processes, policies and standards.

Objective 2A: Ensure the Board's efforts align with organizational strategies and goals.

Objective 2B: Develop and update policies and standards that support BCC's programming and operations.

Objective 2C: Develop a process for the recruitment and hiring of BCC's next Executive Director.

Objective 2D: Ensure all relevant legal requirements are met.

Finance

Strategic Goal 3: To ensure the financial sustainability of all core programs.

Objective 3A: Improve BCC's financial operations to enhance long-term financial sustainability.

Objective 3B: Improve the success rate of grant applications.

Objective 3C: Consolidate fundraising initiatives while maintaining overall effectiveness.

Objective 3D: Ensure fundraising activities meet the fundraising goals identified in the budget.

Building and Facilities

Strategic Goal 4: To provide adequate physical space for birth to school-age children and maintain and enhance the existing facility.

Objective 4A: Restructure and redesignate playground space to better suit the needs of BCC's programs.

Objective 4B: Ensure the ongoing maintenance of buildings and play areas.

Objective 4C: Formalize plans for a permanent space for the After School Club.

Objective 4D: Complete the construction of the Infant-Toddler wing.

Clients

Strategic Goal 5: To meet the early childhood education needs of member families.

Objective 5A: Ensure BCC's programs reflect the principles of inclusivity in all aspects of its operations.

Objective 5B: Ensure programming is in line with Reggio philosophy and current early childhood education research.

Objective 5C: Establish a birth to three years program.

Staff

Strategic Goal 6: To ensure all core programs are supported by qualified staff.

Objective 6A: Create a leadership plan to assist with the eventual transition to a new Executive Director.

Objective 6B: Support and promote opportunities for staff to engage in professional development.

Objective 6C: Foster a cohesive, supportive and inclusive work culture for all staff.

Objective 6D: Establish policies and procedures for information sharing between staff within and across programs.

Community

Strategic Goal 7: To ensure stakeholders are informed and consulted and the broader community is engaged.

Objective 7A: Develop, maintain and enhance community partnerships.

Objective 7B: Promote BCC's programming within the broader community and communicate the organisations's key messages consistently across various mediums.

Objective 7C: Regularly assess the community's early childhood education and family support needs.

Objective 7D: Promote informative and transparent communications with member families.