Vision 2031:

Embracing Growth, Navigating Change

Over the next decade, Mothercraft's focus will be to align the success of our past with our ambitions for the future, while remaining steadfastly committed to helping improve child outcomes and the advancement of child well-being. We will continue to fulfill our Mission, Vision and Values as well as to broaden our impact in ways that are responsive, sustainable and measurable.

Mothercraft's work is rooted in a set of principles developed over many generations that continue to resonate. In the coming years, we will aim high and be bold; concentrating our efforts on the following three key *strategies* and the *priorities* identified within them:

Expansion

Modernization

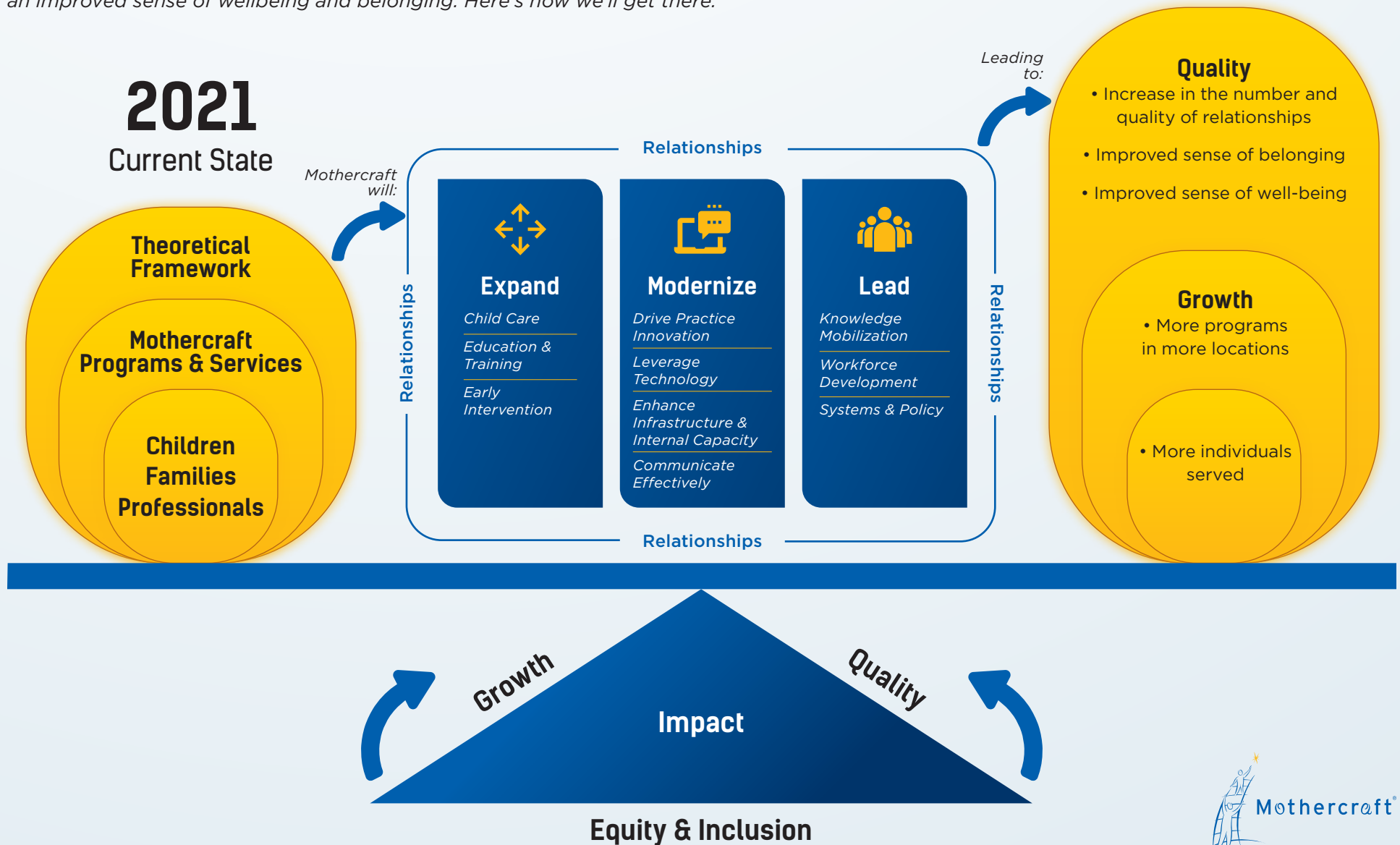**Leadership**

Service Excellence

Partnership & Collaboration

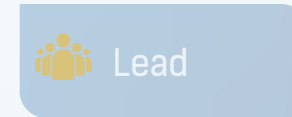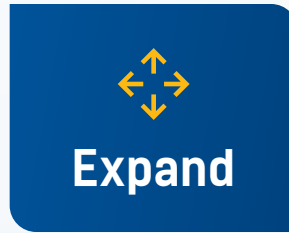**Evidence Informed Practices & Decision–Making**

Pathway to Change...

By 2031, Mothercraft will serve twice the number of children, families, and professionals and will have doubled the number of high quality programs offered. 95% of the individuals served by Mothercraft will report increases in the number and quality of their relationships as well as an improved sense of wellbeing and belonging. Here's how we'll get there:

2031
Future State

2021
Current State

Theoretical Framework

Mothercraft Programs & Services

Children Families Professionals

Mothercraft will:

Relationships

Relationships

Relationships

Relationships

Expand
Child Care

Education & Training

Early Intervention

Modernize
Drive Practice Innovation

Leverage Technology

Enhance Infrastructure & Internal Capacity

Communicate Effectively

Lead
Knowledge Mobilization

Workforce Development

Systems & Policy

Leading to:

Quality
• Increase in the number and quality of relationships

• Improved sense of belonging

• Improved sense of well-being

Growth
• More programs in more locations

• More individuals served

Growth

Quality

Impact

Equity & Inclusion

Mothercraft

VISION 2031:
STRATEGY

Expand

Modernize

Lead

PRIORITY & DIRECTION

Child Care
Open & operate new centres to serve at least 500 more children & their families

Education & Training
Create new campuses & programs to educate/train at least 3,000 more students & professionals

Early Intervention
Develop & deliver more early intervention programs to serve at least 500 more children, parents & caregivers

DESTINATION – RESULTS BY 2031

1. New Child Care Centres
- Operate 10 new centres across a broader range of geographies.
- Serve new communities and meet the child care needs of more families.

2. New Program Delivery Models
- Develop, pilot and evaluate 2 new, non-traditional approaches to child care program delivery to support underserved families and communities.

1. New College Campuses
- Operate 3 new physical or virtual campuses across a broader range of geographies.
- Provide education and training opportunities to a larger group of learners.

2. New Training Programs/Models
- Develop, pilot and evaluate 3 new post-secondary and professional development curricula to meet sector needs and create relevant learning opportunities for students and professionals.

3. Enhanced Post-Secondary Status
- Achieve degree-granting status and/or special legislative status to offer more educational options for students and professionals.

1. More Early Intervention Programs
- Deliver 5 additional EI programs across a broader range of geographies to priority populations.
- Replicate successful, innovative, evidence-based program models – including those Mothercraft already delivers – to reach more families in more communities.

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VISION 2031:
STRATEGY

Expand | **Modernize** | Lead

PRIORITY & DIRECTION

Drive Practice Innovation

Support, foster and lead innovations in service delivery to improve quality, increase accessibility and optimize outcomes

Leverage Technology

Adopt & utilize new technology to improve services, achieve impact and connect to stakeholders more effectively

Enhance Infrastructure & Internal Capacity

Enable healthy, productive and innovative environments for staff, volunteers, service users and communities

Communicate Effectively

Use a variety of communication strategies and platforms to expand presence and reach

DESTINATION – RESULTS BY 2031

1. Diversity & Inclusion Action Plan
- Create and implement a multi-year action plan.
- Enhance anti-oppression, anti-racism and anti-discrimination practices in Mothercraft's programs, services and systems.

2. Truth & Reconciliation Action Plan
- Create and implement a multi-year action plan in response to the recommendations of the Truth & Reconciliation Commission.
- Embed responses and new practices across Mothercraft's programs, services and systems.

3. Incubate Innovation
- Engage innovators within and outside of Mothercraft to dream big, think differently and test new ideas through an Innovation Council.

4. Renew Theoretical Framework & Standards of Practice
- Incorporate new, emerging or promising research and best practices into existing service delivery models.

1. Improve efficiency, service delivery and user experience
- Develop and implement a multi-year plan to utilize technology more effectively across the organization.
- Improve the service experience and ensure efficient use of resources.

2. Optimize evidence–informed decision–making
- Use data, data systems, software and technology more effectively to analyze information across all levels of the organization.

1. Support Growth, Quality & Inclusion
- Ensure Mothercraft's physical and organizational infrastructure promotes inclusion, improves accessibility and embraces diversity so that all children, families, students, professionals and staff feel included, welcome and supported.

2. Support High Performing Teams
- Modernize the Commitment to Excellence.
- Continue to meet or exceed the expectations of services users, regulators and funders through measurable indicators.
- Celebrate successes and foster a culture of learning through experience.

1. Develop & Execute Communication Plan
- Modernize communication activities including:
  » stakeholder engagement,
  » redesign of website,
  » social media presence,
  » adoption of new or emerging platforms/tools,
  » review of Mothercraft branding,
  » marketing and outreach strategies.

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VISION 2031:
STRATEGY

Expand | Modernize | **Lead**

PRIORITY & DIRECTION

Knowledge Mobilization
Strengthen our position as experts in early childhood development through knowledge creation, transfer & exchange

Workforce Development
Advance sector approaches to recruitment/retention internally & across the system

Systems & Policy
Strengthen advocacy & government relations capacity/competency to improve public policy & investment in early childhood development

DESTINATION – RESULTS BY 2031

1. Advance Our Expertise
- Create and pursue opportunities for research that advance knowledge and best practice in Mothercraft's service sectors.
- Maintain an up-to-date publicly accessible repository of professional resources relevant to Mothercraft's service areas.
- Increase staff engagement in professional development and learning to enhance a culture of learning across the organization.

2. Share Our Learning
- Engage in knowledge translation and mobilization activities within and outside the organization.
- Share what we know – and what we learn – with service users, the public and sector partners through presentations, publications, and the media.

1. Mothercraft as an "Employer of Choice"
- Stabilize and strengthen the internal workforce with enhanced opportunities for advancement and leadership development.
- Achieve formal designation as a top employer.

2. Career & Leadership Pathways
- Provide strategic leadership to sector workforce initiatives that advance retention and create opportunities for early childhood professionals, including leadership development, career laddering and career pathways.

1. Advocacy & Government Relations
- Actively engage in policy development and system-planning initiatives to improve the integration and coordination of service for children and families.
- Share advice and expertise with decision-makers to increase investment in, and recognition of, early childhood development, early intervention and education/training.

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