

# **YORK** *Care & Education* **PROFESSIONAL**



**Setting the Standard for Comprehensive,  
Innovative and Quality Child Care**

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**STRATEGIC PRIORITIES 2025-2030**

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# Message

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## from the CEO and Chair of the Board

It is with great excitement that York Professional Care & Education shares our 2025 – 2030 strategic plan **Setting the Standard for Comprehensive, Innovative and Quality Child Care**.

This five year plan is a result of careful planning and hours of thoughtful conversations leading us to a new mission, vision and set of values that will provide focus and reflect our unique purpose.

This strategic plan outlines three key focus areas: **Drive** Governance Excellence, **Inspire** Educators, Staff and Volunteers and **Grow** and Expand our Impact. Through our work we encourage children to “DIG” into learning. Our new plan will help us **DIG** into new and innovative ways of ensuring comprehensive and quality child care.

Our employees and Board of Directors agree that these priorities set the stage to address the growing needs of children in the communities that we serve. This plan will also prioritise governance and leadership development educator development as well as existing community partnerships.

This plan is rooted in the unique values that distinguish York Professional Care & Education as leaders in the child care sector since 1986. York Professional Care & Education fosters learning through outdoor experiences, recognizing the importance of outdoor pedagogy and its benefits to children and their well-being keeping York Professional Care & Education on its positive trajectory.

We would like to thank our families, staff and partners for inspiring us to continue to be leaders in child care and outdoor learning.

For more information about York Professional Care & Education, and our new strategic plan, please visit our website at [www.YPCE.com](http://www.YPCE.com)

On behalf of the YPCE team,



Shirley Black  
**CEO**



Jean Smalley Van den Brink  
**Chair, Board of Directors**

# Mission

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We support children to recognize and develop their potential, demonstrate good values, make positive contributions to an inclusive society while experiencing learning through connecting to the land.

# Vision

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Leaders in innovative child care and outdoor learning.

# Values

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*We value learning environments that focus on:*

- Each child as an individual;
- The natural world that physically serves as a third teacher;
  - An emotional atmosphere that is safe, inclusive, accepting, and nurturing;
- A social culture that encourages and promotes character qualities such as courtesy, respect, responsibility, integrity and kindness;
- Collaborative relationships between families and educator teams with respectful and open communication; and
  - Professional relationships that engage family values while honouring confidentiality.

## CHILDREN & FAMILIES

Drive  
Governance  
Excellence



Inspire  
Educators,  
Staff and  
Volunteers

Grow and  
Expand our  
Impact

**Strategic Priorities:  
2025 - 2030**

# STRATEGIC PRIORITY

Drive **Governance Excellence** through leadership that supports a robust organization where people want to work, learn and volunteer.

## GOALS

## STRATEGY

**Demonstrate excellence in governance practices**

- Establish short and long-term succession plans for board positions
- Create a regular education plan for Board members focusing on key governance matters and competencies required
- Provide training on and implementation of strategic and generative discussions at board meetings
- Performance evaluation program implemented for the board and committees including self-evaluation for Directors

**Build the diversity of our Board and volunteers**

- Enable learning opportunities to advance an equity, diversity, inclusion, truth and reconciliation focus throughout YPCE
- Implement new methods of attracting, engaging and retaining Board and other volunteers from diverse communities.

**Build the diversity of our Board to better reflect the communities we serve**

- Implement a strategy for Board and volunteer engagement
- Create learning opportunities to further personal and professional development
- Promote a culture that fosters organizational health and well-being





# STRATEGIC PRIORITY

**Inspire our Educators, Staff and Volunteers** by continuing to foster a healthy organizational culture, where everyone feels a sense of belonging along with opportunities for professional and personal growth.

## GOALS

## STRATEGY

**Innovate program and service delivery**

- Develop and implement creative solutions to address programming and delivery opportunities
- Strengthen internal practices regarding educator and staff career development
- Create and implement a comprehensive educator and staff engagement plan
- Create and nurture a culture of continuous improvement
- Give educators and staff the tools to thrive in a team environment

**Demonstrate excellence in talent retention and recruitment**

- Establish short and long-term succession plans for key leadership positions
- Leverage resources (people, knowledge and buildings) to foster connections and build resources

**Build the diversity of our teams to better reflect the communities we serve**

- Focus on equity, diversity, inclusion, truth and reconciliation throughout YPCE
- Implement new methods of attracting, engaging and retaining staff from diverse communities.



# STRATEGIC PRIORITY

**Grow and Expand our Impact** by securing resources needed to support YPCE activities now and ignite change for the future.

## GOALS

## STRATEGY

### Create fiscal resiliency

- Enhance confidence in financial position by diversifying revenue streams and decreasing risks because of funding changes
- Create models for capital planning, reserve planning and cost management to ensure long term financial stability
- Expand a marketing and branding strategy with a focus on increasing sponsorships/financial support for YPCE.

### Advance operational best practices

- Bolster operations by advancing our digital capacity
- Explore, develop and implement strategies for expanding the unique Forest/Outdoor programs and sharing our expertise with others.







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