



Daybreak Strategic Planning Report

2024-2027

December 10, 2024

INTRODUCTION

Overview

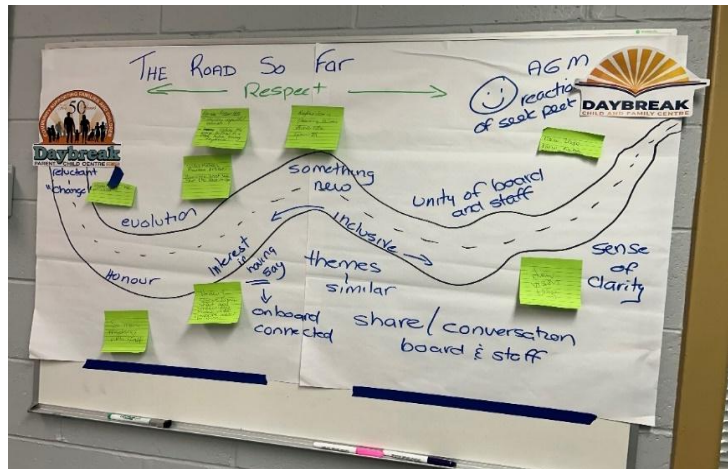
Daybreak Parent Child Centre

Daybreak Parent Child Centre was founded in 1972. It is a holistic centre with a focus on enhancing the lives of children and families. Daybreak is unique in the breadth of programs and services it offers to children and families and in the range of delivery models it utilizes to reach this population. It operates as a not-for-profit agency with a charitable status and is governed by a volunteer Board of Directors.

The culturally sensitive programs and services offered by Daybreak are strengths based and focus on early intervention and prevention to improve childhood development and family outcomes. Services are delivered through the Children's Program which holds a childcare license and provides services for up to fifty-six children and their families; the Family Support and Community Outreach Programs which offer a host of supportive programs and services for parents/care-providers, children and families involved in the Children's Program and the broader community; and the Family Home Visitation Program supporting families referred from Child Protection Services.

The programs are designed to support neurodiverse children; families experiencing complex challenges and promote the overall healthy parent-child relationships through child specific development plans, parent psychoeducational support groups/one-on-one sessions and family-based supportive groups. Working together these programs enhance the skills and knowledge of parents, improve child development, promote secure parent-child attachment, remove barriers and help families make community connections.





Background Context and Needs

Daybreak has a legacy based on support, innovation, and growth. It is focused on supporting families to cultivate positive, nurturing, and responsive child-adult interactions, that are fundamental to early childhood development experiences. These experiences help build critical brain scaffolding and more secure attachment styles that contribute to lifelong personal development.

Societal needs are rapidly changing, as are the needs of children, parents and families. Daybreak is navigating a changing landscape that includes complex issues such as child development in a digital era, amplified mental health concerns and the need for trauma informed practices. Sustainable funding and operational modernization are key to addressing these needs.

Daybreak embarked on an inclusive, collaborative and forward-thinking strategic planning process. It reflects the needs of children, families and community, ensuring our strategic direction is mission-aligned and responsive to meeting evolving needs. Families, Board members, community partners and all Daybreak staff participated in the process and their input was critical for achieving both the short-term and long-term objectives.

Daybreak Child and Family Centre

Our Purpose:
Daybreak Child and Family Centre is a community where children and families are supported to grow and thrive.

Moving Forward Strategy Map



Strategic Plan for 2024 - 2027



Findings from Key Stakeholders

As stated, over 25 key stakeholder meetings were held. The engagement was in depth providing invaluable input reflective of the collaborative, innovative approach utilized. Each participant was present and committed to the process delivering meaningful, and applicable information.

Enhanced Collaboration and Community Engagement

Stakeholders stressed the importance of enhanced collaboration with community organizations to enhance service delivery and fill gaps in community support. Some needs mentioned referred to direct holistic family support, addressing food security through innovative distribution models, and leveraging Daybreak's facility for broader community impact.

Community Engagement and Integration

The importance of Daybreak's role in the broader community ecosystem was discussed, with a focus on increasing partnerships and integrated services and supports for holistic child and family support.

Stakeholder Diversity and Insights

A wide range of diverse stakeholders provided rich insight into Daybreaks' connections with families and community. They emphasized the continued need for relationship and trust building, utilizing a holistic and strength-based approach.

Innovation

Stakeholders discussed the need for innovative approaches to staffing, program delivery, operational models and sustainability. Incorporating these innovative approaches into the strategic plan can help Daybreak adapt to the changing community needs and the challenge of operational modernization.

Support and Inclusivity

Daybreak's supportive and inclusive approach was praised, with suggestions for expanding services to meet diverse family needs. In addition to strengthening internal infrastructure to meet expansion needs.

Operational Insights and Future Aspirations

Insightful details into programs, infrastructure, and historical shifts were brought forward. Discussions about the organization's growth, expansion, values, vision, and self-awareness, including potential name changes, were pivotal.

Challenges and Opportunities

Key stakeholder meetings delved into Daybreak's current challenges, such as funding limitations, staffing challenges, and the need for realistic program planning. Opportunities for fostering a trauma informed approach to service delivery and advocating for a community-based strategy were discussed.

Expanding Services and Accessibility

Feedback consistently points to the need for direct support to families, especially those with newborns, and the critical service gap in home visitation and education on basic childcare. There is also a clear call for expanding Daybreak's services to be more accessible to a broader segment of the community. This included the potential use of technology and data for strategic planning and service optimization.

Funding and Sustainability

A recurring theme was the necessity of exploring new funding avenues and partnerships to ensure the sustainability of Daybreak's services. This includes diversification of funding sources, leveraging Daybreak's assets for greater community impact, and considering innovative funding models for growth.

Innovative Human Resources

There is a consistent emphasis on the importance of further development of a supportive work environment. Stakeholders highlighted the need for mental health support, professional development, and innovative human resource (HR) policies to enhance staff wellbeing and retention.



RECOMMENDATIONS

Aligned with Strategic Collaboration Planning Process

Deepen Stakeholder Engagement: Further engage with stakeholders to refine understanding of needs and aspirations, ensuring alignment with Daybreak's strategic objectives.

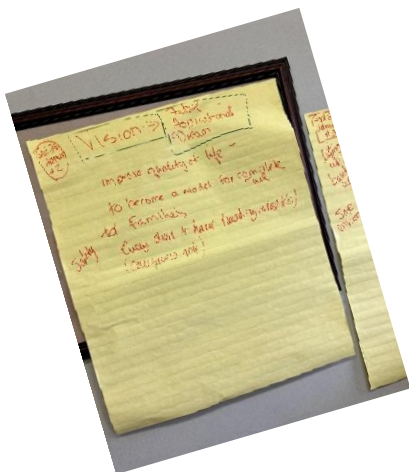
Comprehensive Program Review: Assess the impact of current programs and explore areas for expansion or enhancement, focusing on filling gaps identified in stakeholder feedback.

Infrastructure and Resource Optimization: Assess current infrastructural needs and explore opportunities for utilizing technology and modernization to enhance service delivery and operational efficiency.

Expand Services and Accessibility: Explore innovative service delivery models, including digital platforms, to extend reach and improve accessibility, especially for high-risk clients and those requiring intensive in-home support.

Financial Strategy Development: Focus on diversifying revenue streams, exploring new grant opportunities, and building a more significant donor base to assist with financial stability and support strategic initiatives.

Branding and Positioning: A comprehensive review including renaming and rebranding to bring the Daybreak brand to life, ensuring the brand encompasses the full range of services and inclusive, strengths-based approach that Daybreak is known for.



KEY CHALLENGES AND STRATEGIC INSIGHTS

Service Delivery Efficiency

Increasing Case Complexity: Daybreak faces challenges due to the increasing complexity of children and family needs, necessitating a reassessment of capabilities and processes.

Data Management and Reporting Accuracy

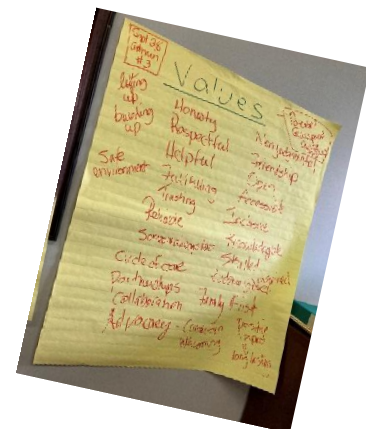
Current Practices Issues: Underlying issues in current data management and reporting practices call for a comprehensive system overhaul. Investing in advanced systems will leverage data for strategic decision making, enhancing accuracy and effectiveness.

Resource Allocation and Funding

Funding Constraints: The broader implications of funding constraints highlight the need to explore diverse funding sources, including community fundraising, strategic partnerships, and local business support. This approach will ensure the organization's sustainability.

Emerging Challenges and Strategic Directions

Adaptation and Engagement: Daybreak must focus on a long-term vision and adaptive strategy, incorporating robust feedback mechanisms for continuous improvement, and ensuring continued legal compliance, strong ethical standards, and community engagement. Daybreak must also address the current public perception based on historical and not current service delivery models.



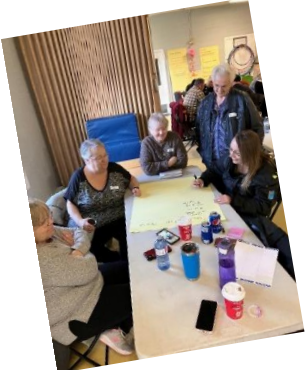
MOVING FORWARD



Priority Focus Areas

Under the guidance of the Board of Directors in depth research and discussions were held on the key findings, recommendations, challenges, and strategic insights to determine priority areas. Over the next three years from 2024 to 2027 Daybreak will focus on the following:

PRIORITY	OBJECTIVE
Growth and Enhancement of Supports and Services	Optimize Organizational Structure
	Explore Opportunities for Growth and Sustainability
	Review of Programs and Service Models
	Review and Evaluate Impact Findings when Program Planning
Funding Diversification and Sustainability	Review Current Funding Sources
	Explore New Funding Sources
Community Engagement	Increase Collaboration
	Strengthening Partnerships
	Increase Public Awareness
	Increase Inter-provincial and National Collaborations
Innovation and Modernization	Review and Update Systems and Processes
	Develop a Communications Strategy
	Enhance Human Resources
Governance and Strategic Direction	Rebrand and Enhance Visibility
	Strengthen Board Governance



NEXT STEPS

Tentative Timeline

In moving forward, the strategic priorities outlined offer a roadmap for Daybreak to enhance its capacity to meet the evolving needs of children and families in an increasingly complex society. The following is a tentative outline for the immediate next steps in the implementation of Daybreak’s strategic plan to ensure its vital services remain a cornerstone of community support for children and families.

	Tentative Timeline	Initial Performance Indicator
Finalize Strategic Planning Report for Dissemination	October 2024	<ul style="list-style-type: none"> Board working session to formally complete Strategic Planning Report.
Dissemination of Strategic Planning Report	November - December 2024	<ul style="list-style-type: none"> Provide employees and key stakeholders with the Report. Create opportunities for further discussion at staff and stakeholder meetings to discuss the strategic plan.
Finalize Three-year Workplan	October 2024	<ul style="list-style-type: none"> Board working session to formally complete the Strategic Plan Workplan.
Implementation of Three-year Workplan	December 2024	<ul style="list-style-type: none"> Management Team and Board of Directors to implement the workplan (i.e., branding, program expansion through grants and partnerships). Review and move forward on other elements of the workplan.
Launch Rebranding	December 2024 - January 2025	<ul style="list-style-type: none"> Develop and implement a media release on new strategic plan and rebranding. Host formal community launch of rebranding and strategic plan. Host community events to highlight support and services under the new strategic plan and branding.

CONCLUSION

This strategic report reflects the collaborative approach taken by Daybreak’s Board of Directors, Management Team, staff, and families in consultation with the aid of Michelle Hawco Consulting, to create a solid foundation for the Centre's strategic evolution. The collective wisdom of our stakeholders is reflected in the Daybreak Strategic Workplan which outlines clear priorities, timelines, and measurable objectives for 2024-2027.

Daybreak Child and Family Centre’s alignment to a reenvisioned purpose will strengthen its programs, build sustainability, deepen community partnerships and enhance organizational effectiveness. Resulting in a community where children and families are supported to grow and thrive.

ACKNOWLEDGMENTS

The Board of Directors of Daybreak Child and Family Centre acknowledge the contribution of our key stakeholders, community partners, families, and staff in the development of our Strategic Plan and Three-year Strategic Workplan. Special acknowledgement to:

- Children, Parents and Family Members of families involved in Daybreak Child and Family Centre Programs.
- Early Learning and Child Development Division, Department of Education.
- Child Protection and Youth Services, Department of Children, Seniors, and Social Development.
- Volunteer members of the Board of Directors of Daybreak Child and Family Centre.
- Jill Breen, Graphic Designer, iDesigns.
- Michelle Hawco Consulting.
- Maureen Bethel, Facilitator.
- The Management Team and Staff of Daybreak Child and Family Centre.

