



Norwood

Child and Family Resource Centre

Strategic Plan 2019 - 2023



Introduction

Norwood Child and Family Resource Centre has been serving children and families in Edmonton since 1963. It was first known as the Norwood Readiness Centre, then in 1974 as the Norwood Community Service Centre, and renamed again in 1999 to the Norwood Child and Family Resource Centre. While the name has changed, Norwood's commitment to healthy early childhood development, through programs and services based on evidence and best practices, has never wavered. Norwood is respected in Edmonton and provincially as a leader in optimal early childhood development.

Our programs and services have grown over the years, and Norwood has expanded to meet the increased demand from families. We are expanding our work in partnerships, and collaborating, to ensure that the range of needs experienced by children and families can be met with as few barriers as possible. We continue to embed cultural competencies into all of our work, to ensure we are responsive to all children and families that choose to become part of the Norwood family.

We know that “capable children become the foundation of a prosperous and sustainable society”¹. We also know how critical it is for families to understand and practice the principles of optimal early childhood development at home. The goals in Norwood's 2019 - 2023 Strategic Plan are ambitious. We have confidence that we will achieve them, while fostering healthy children, families and communities.

The Norwood 2019 - 2023 Strategic Plan is a board-approved document, which will be reviewed and amended as required by Norwood's Board of Directors. It is also supported by Norwood's 2019-2023 Operational Plan, which includes actions, key performance indicators, and timelines.

¹ The Science of Early Childhood Development, National Scientific Council on the Developing Child, Harvard University



Vision

Healthy Children • Healthy Families • Healthy Communities

Mission

Norwood builds on the strengths of children and families through support and education to optimize child development and connect families to community.

Guiding Principles

- Norwood is inclusive, respectful of diversity, and values every person's worth.
- Our programs and services are child-centered, based on the most current understanding of how children develop and learn.
- Our work is grounded in fostering healthy relationships, the bonds between children and family, and family and the community.
- Our work is strength-based, trauma-informed, responsive to need, and effective.



Priority Focus Area 1:

Enhancing Optimal Early Childhood Development

Goal:

Norwood builds the foundation for children's lifelong success by providing opportunities for optimal early childhood development (ECD) which are grounded in the science of early brain development and are within families' cultural context.

Purpose:

Early childhood experiences (from birth to age 5) have critical impacts on children's future success. Brain development is most rapid during these years. Quality nurturing, support and stimulation will foster early development of cognitive skills, emotional well-being, social competence, physical and mental health. Young children's positive experiences should continue through their entire day, so working with families to help foster positive environments for their children is critical. As well, parents who are actively involved in their children's early childhood development are more likely to stay involved throughout their child's lifelong education.

Early interventions for children will lead to their improved health, growth, cognitive and social development. Investment in quality early childhood development has significant returns for the broader society. Every dollar spent on improving early child development returns on average, 4 to 5 times the amount invested².

Outcomes:

1. Children are supported to meet their fullest developmental potential.
2. Families have increased knowledge of early childhood development and the importance of healthy child/caregiver relationships.
3. Commitment to ECD knowledge and practice is embedded throughout the agency.
4. Norwood is a strong voice in the broader community, promoting the importance and value of optimal ECD to decision-makers.

² https://www.unicef.org/earlychildhood/index_40748.html



Priority Focus Area 2:

Supporting Families

Goal:

Norwood empowers families to strengthen their resiliency, relationships and sense of belonging to a broader community.

Purpose:

Resilient families have their foundation in healthy relationships; with each other and with broader natural supports. Healthy relationships enhance overall well-being through strengthening hope, providing emotional support and a sense of belonging, and boosting confidence. Resilient families create resilient, healthy communities with a web of connections from which people can draw strength and find tools to work through challenges.

Outcomes:

1. Norwood intentionally addresses social isolation with families, through opportunities at Norwood and where necessary through referrals to community organizations.
2. Families have capacity and opportunities to build their natural supports.
3. Norwood intentionally engages families on a regular basis to understand their overall experience in order to be responsive to emerging needs.
4. Staff work collaboratively to provide an integrated experience for families accessing Norwood's programs and services.
5. Norwood intentionally addresses trending issues, based on Norwood's intake data (Canadian Social Determinants of Health) from families.



Priority Focus Area 3:

Fostering Collaborations and Partnerships

Goal:

Norwood provides quality integrated service delivery through intentional collaborations and partnerships; to build on the full range of each child's and family's strengths, and to foster healthy communities.

Purpose:

Optimal child development requires families having capabilities to deal with a range of challenges, each of which can impact their ability to provide the stability and responsiveness required by young children to be healthy. Many families require services beyond the scope of what Norwood alone can offer. Partnerships and collaborations address these needs, by bringing required external services and programs to children and families at Norwood.

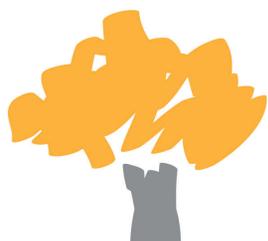
Outcomes:

1. In collaboration and partnership with community agencies, including the C5, Norwood will connect families with services and supports that will strengthen family connections.
2. Norwood will foster increased understanding among staff related to the value of partnerships and collaborations and the tools required for success.
3. Norwood staff will have the knowledge to influence collaborative approaches in order to support optimal early childhood development.
4. Norwood will promote the importance of optimal early child development with partners, funders and decision-makers.





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