

Lamplighter Preschool

Strategic Plan 2022 - 2027



**A child is not a vessel to be filled but ... a
lamp to be lit. – Alexandrov**





Table of Contents

Definitions	Page 4
Acknowledgments	Page 5-6
Purpose of the Strategic Plan	Page 7
Vision Statement	Page 8
Mission Statement	Page 9
Value Statements	Page 10
External Strategic Plan Facilitator	Page 11
Board of Directors	Page 12-14
Lamplighter Staff	Page 15-19
Strategic Planning Process	Page 20-21
Strategic Goals	Page 22-32
Contact Us	Page 33

DEFINITIONS

Play-based: Through play, either independently or with peers, children develop many skills; from social and fine/gross motor to learning routines to speech/language. Educators then learn from them and take these engagements and observations of their play and build on the child(ren's) interests. By guiding and asking questions through their own interactions with the children, our Educators can then provide resources, materials, and activities to enhance their play.

School readiness: Preschoolers building self-confidence, recognition and self-help skills. Educators assist to develop independence, simple beginnings of numeracy & literacy skills (letter/name recognition & counting/sequencing), children also expand on their cognitive skills (colours, shapes etc.) by exploring the environment, which includes learning through the community (visitors etc.) and through the resources, materials and activities provided by our competent, knowledgeable Educators.

Prevocational play: Where activities are set up with no instructions and with no Educator direction. The children follow their own imagination and ideas in how to engage with the materials and create.





Land Acknowledgment

Lamplighter Preschool is situated on the traditional territories of the Haudenosaunee and Anishinaabe.

We acknowledge their enduring presence on this land, as well as the presence of Métis, Inuit and other First Nations from across Turtle Island.

We honour their culture and celebrate their commitment to this land.

Acknowledgments

This strategic plan was lead and written by Holly Baldwin.

Many people have contributed to the development of this Strategic Plan. The plan has benefited from the initiative and hard work of the Facilitator, Board Members, Staff and Community.

The collaboration through surveys and working sessions (SWOT, Strategic Goals) between all parties was instrumental in the development of this strategic plan. The commitment to go above and beyond for the creation of this plan is appreciated by all.

The Lamplighter Board of Directors has shown consistent support for the value of implementing this Strategic Plan since the kick-off launch session held in May 2021.

The commitment to strategic planning, and the task of implementation, shows strong and progressive leadership on behalf of Lamplighter Preschool!



Purpose of the Strategic Plan

Our Strategic Plan reflects our aspirations to establish Lamplighter Preschool as providing the most inspiring and nurturing environment within our community. Our values encourage deep and lasting relationships with the children and families who've attended or been in part of the Lamplighter community.

The content and direction of the plan builds on some of our most successful endeavors and was developed with contributions from all staff, board members and facilitator.

This plan represents the direction of Lamplighter Preschool to ensure the organization continues to meet its mission.





VISION STATEMENT

We're proud of our prominent long-standing history and reputation within the community. We aspire to continue to offer the highest quality preschool programming by inspiring and nurturing growth in an explorative, inclusive, safe, play based environment with an emphasis on promoting outdoor play and learning.

MISSION STATEMENT

To Lead in the practice of Early Childhood Education through play, collaboration and reflection: in our classrooms with children, partnerships with families, and professional development with staff and the Board. Lamplighter will:

- Provide the highest quality care and education that is child-centered, holistic and values all children as individuals.
- Engage children and assist in developing their social, physical, emotional and cognitive skills under the care and guidance of our exceptional staff.
- Embrace children's natural desires to play and explore in our play-based and inclusive environment.
- Support a workplace that fosters creativity.
- Promote excellence in leadership and governance to foster growth and innovation.






VALUE STATEMENTS

Promoting and supporting growth in all aspects of childhood development to build a strong foundation for life.

Adventurous play is used to nurture exploration and encourage positive child-led experiences.

Fostering a community in which all children, their families, our staff, board of directors and other community members feel welcome and respected.

Ensure quality, accessibility, excellence and innovation in our early childhood education programming requirements as set out by the Ontario Government.



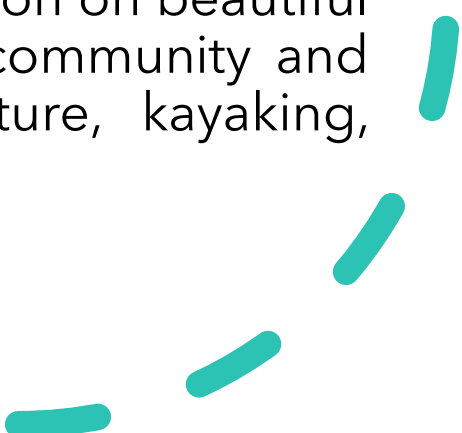
EXTERNAL STRATEGIC PLAN FACILITATOR

KAREN FISCHER

Agriculture and Rural Economic Development Advisor
Ontario Ministry of Agriculture, Food and Rural Affairs

Karen has an in-depth knowledge and is very passionate about business retention and expansion, strategic planning and organizational development, business and community development, Teeny Tiny communities, local food, and helping build vital rural communities.

Karen resides in the rural Village of Consecon on beautiful Wellers Bay, is an avid volunteer in the community and beyond, and has a great love for nature, kayaking, motorcycling, travel, and photography.



Lamplighter Board of Directors



Cassie Kent
Chair



Katie Atkins
Secretary



Adrian Jacklin
Treasurer

Lamplighter Board of Directors



Vicki Saunders
Board Member



Holly Baldwin
Board Member



Lamplighter Board of Directors

Special thank you and shout out to the following Board Members who contributed to the implementation of the Strategic Plan as their term comes to an end on the Lamplighter Board:

- Katie Bremner - Vice Chair
- Anna Asselstine/Denyes - Board Member

The Board of Directors is recruiting, please let us know if you're interested in joining our team!

Lamplighter Staff



Cherilyn Eves
Director



Tricia Henry
Lead Educator



Lamplighter Infant Staff



Amber Maracle



Katrina Kitts



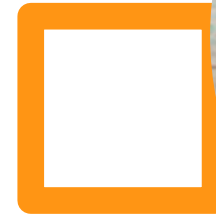
Lamplighter Toddler Staff



Sam
Gibson



Carolyn
Holden



Lamplighter Preschool Staff



Krista
Embury



Lindsey
Hodgson



Lamplighter Enhanced Supply Staff

Kat Eberhardt

Shawni Kitts

Ashley Darling





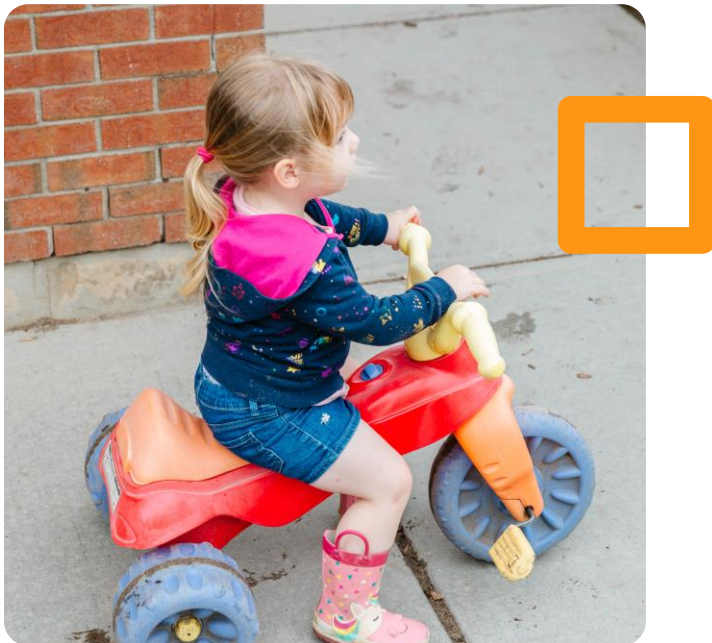
The Strategic Planning Process

Lamplighter approached the development of a new strategic plan as an excellent opportunity to conduct a detailed review to ensure we are offering the best childcare and support to children and families, while maintaining a healthy work environment for our staff.

The Board of Directors started with sourcing an external facilitator to assist the Strategic Planning process, hosting various virtual training sessions and surveys with the Board as a launch and kick-off session for the work ahead.

The Board of Directors, along with the facilitator and staff, updated Lamplighter's Vision, Mission, and Value Statements through various working sessions. The Board of Directors along with our facilitator hosted a staff SWOT session to examine the strengths, weaknesses, opportunities, and threats to Lamplighter, outlining our strategic direction and goals over the next five-years.

This Strategic Plan will continue to evolve and change as it moves through its life span. The strategic plan will be reflected upon and analyzed with the sub-committee of staff and Board members on a quarterly basis.



The Strategic Planning Process

1

PREPARATION:

The Board of Directors completed various working sessions with Karen Fischer, external facilitator, to assess the readiness and organizational health of Lamplighter through surveys and group sessions to create a baseline and next steps of our strategic planning process.

2

DEVELOP MISSION, VISION AND VALUE STATEMENTS:

The Board of Directors completed a working session with Karen Fischer to re-invent subject statements that best reflect Lamplighter. Draft versions of these statements were shared with staff for collaborations and feedback before reaching a final version.

3

COLLECT AND ANALYZE INFORMATION:

Data was collected through the Stakeholder Surveys via the Board of Directors, Staff, Children, Parents and Community.

Another source of information was collected through the facilitated SWOT session between the Board of Directors and Staff to evaluate and discuss Lamplighter's: **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats.

4

DEVELOP GOALS AND ACTION PLAN:

Strategic Goals were created from data collected via surveys and SWOT analysis. In-person working session between the Board of Directors and Staff to review and assess the Strategic Goals to further reflect Lamplighter's mission, vision, and value statements.

5

IMPLEMENT AND MONITOR

Develop a sub-committee consisting of members of the Board and Staff to conduct quarterly review meetings to evaluate and monitor progress over the duration of the strategic plan (2022 - 2027).

LAMPLIGHTER'S STRATEGIC GOALS






Facilitate Growth and Expansion:

**reduce large waitlists in existing center and
enhance programs to service the community**

Addressing current needs before expanding into another or new location by:


- 
- usability of outdoor yards to ensure safe play year-round
 - ensure each room operates at full capacity year-round
 - increase supply list by partnering with local ECE students, providing hand-on experiences
 - promoting programming and services for school readiness



Facilitate Growth and Expansion:

reduce large waitlists in existing center and
enhance programs to service the community

Expansion could also be:


- enhancing community engagement through local artists, authors, musicians to enrich early childhood experiences in diverse cultures
 - assessing feasibility and viability of a new center location within a residential area
- 



Facilitate Growth and Expansion:

reduce large waitlists in existing center and
enhance programs to service the community

Inclusive and accessible programming to the needs of the community:


- ensuring staff are trained to support the variety of needs of children and families coming into the program by providing staff the training opportunities and professional development days
- 



Enhance Organizational Culture and Communications

create the most desirable workplace and leader of early childhood education within the community

Improve internal communications and engagement:

- 
- investigate and implement electronic software/programs.
 - implement structure to ensure coverage for transitions time to allow staff the ability to speak with parents.
 - provide parents with a one-page 'welcome' hand-out document for transitions into new rooms.
 - structure monthly staff meetings to include staff highlights/touchpoints
 - investigate internet and phone system options to enhance communications.



Enhance Organizational Culture and Communications

create the most desirable workplace and leader of early childhood education within the community

Improve external communications and engagement:


- 
- enhancing the visibility of the Board of Directors by updating the Parent Handbook, Lamplighter's website and accessibility of Board meeting minutes upon request.
 - improve social media presence, engaging with the community to showcase what's happening at Lamplighter from changes, children's activities, staff celebrations, etc.
 - create a 'social club' sub-committee consisting of Board and Staff members to plan and execute social gatherings e.g., summer graduate BBQ and family fun day, Christmas parties, etc.
 - plan for annual Lamplighter open house events for new and existing families to explore the centre and meet staff.
 - availability of privacy protected Board meeting minutes and parent handbook through the Lamplighter website to registered families.



Enhance Organizational Culture and Communications

create the most desirable workplace and leader of early childhood education within the community

Improve organizational culture and engagement:


- 
- continue to recognize staff contributions and dedications to the staff at center
 - provide professional development and education days for staff and board members
 - continue to perform regular staff and director evaluations
 - continue to monitor and review compensation structure to remain a competitive workplace



Effective Board Governance

to lead, guide and support Lamplighter's growth and sustainability by being a highly functioning and thriving Board of Directors

Investigate funding opportunities to strength the programming and services:


- 
- develop a sub-committee consisting of Board Members to assess available funding for program needs by:
 - investigate the possibility of fieldtrips for each room to explore the community e.g., end-of-year trips to the splash pad, opportunity to combine with bus orientation.



Effective Board Governance

to lead, guide and support Lamplighter's growth and sustainability by being a highly functioning and thriving Board of Directors

monitor and implement policies and procedures:

- 
- develop a sub-committee to update the policies and procedure (HR manual) on a bi-annual basis following a thorough review in 2022.



Effective Board Governance

to lead, guide and support Lamplighter's growth and sustainability by being a highly functioning and thriving Board of Directors

evaluations around board members, programming and recruitment of new board members:

- 
- invest in a third-party to support the Board in developing the evaluations and recruitment process for the Board of Directors.

Next Steps:

Lamplighter's Board of Directors and Staff will develop a sub-committee to conduct quarterly reviews to evaluate and monitor the Strategic Plan over the duration of the strategic plan (2022 - 2027).

Strategic Plan updates will be publicly available at our Annual General Meeting and available through our website!



Follow Us on Social Media and Contact Us!



<https://www.facebook.com/LamplighterPreschool/>



<http://www.lamplighterpreschool.com/>



465 Advance Avenue

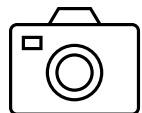
Napanee, Ontario

K7R 4A7, Canada

Phone: (613) 354-4640

lamplighterpreschool@kingston.net

Board of Director Email:
lampligherbod@gmail.com



Thank you to Sarina Darlene Photography for capturing the pictures used throughout this document!

