



**Strategic Plan
2019 - 2021**

Dec. 30, 2018



Vision, Mission, Beliefs, Principles

Literacy for Life Foundation identifies the following set of beliefs and principles to guide its operation and each program of service. They were reviewed and affirmed.

Vision, Mission, and Guiding Principles

Vision: Literacy and learning are integral parts of the community where everyone has the essential skills to live a fully engaged life.

Mission: Literacy for Life (LFL) is a registered charitable organization in the M.D. of Foothills that facilitates, designs, and delivers literacy and learning programs and services to improve the lives of community members and their families.

WE VALUE:

INTEGRITY - we employ the highest ethical standards, demonstrating honesty and fairness in every action we take.

COMMUNITY – our communities are our neighbours. Their acceptance of us is vital to our success.

COLLABORATION – we promote and develop effective partnerships to maximize our resources & potential and to achieve the best results for those we serve by working together, sharing ideas and recognizing the contribution of others, all the while leveraging our collective knowledge.

EXCELLENCE – our staff and volunteers are committed in heart and mind, consistently demonstrating professional behaviours exemplifying objectivity, impartiality, creativity, and innovation in the pursuit of literacy and learning in every context.

CARING – we care about those we serve, our fellow staff and volunteers and their families.

TRUST & PERSONAL RESPONSIBILITY – we hold ourselves and each other to the highest standards and are accountable for our actions and decisions.

COMMUNICATIONS – we communicate in a constructive, open and supportive manner, listening carefully to those we serve and work and act upon expectations with forethought and flexibility.

Our actions behaviours and decisions are guided by the following principles:

AUTONOMY - a person's literacy impacts his or her, social emotional and physical health and ability to make choices in life. Literacy and learning choices should lead to self-reliance and independence.

ACCESSIBLE - literacy and learning Programs and Resources should be available locally and to all families and individuals who need them.

LEARNER CENTERED – our Programs and resources should be learner centred and create opportunities for people to discover and reach their potential in everyday living. Our role is that of providing opportunity, not knowing what is best for those we serve.

RESPECT – our interactions with the people we serve and work with should include acknowledgement and the utmost respect for our personal differences.

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INCLUSIVE – our Programs and Services should be available to everyone, regardless of their backgrounds, beliefs and lifestyles.

PLAY – play is a critical element in learning and should be integrated, whenever possible, with our Programs and Services and the message we share with individuals, families and the community.

AFFORDABLE - basic literacy and learning programs should be affordable for all who need them. No one should be left behind.

PERSONAL RESPONSIBILITY – individuals and families should, whenever possible, take personal responsibility to meet their literacy and social needs.

LITERACY DEFINED - literacy is more than reading and writing. It should include all aspects of communication and human interaction including listening, reading & document use, numeracy, speaking, writing, technology use, playing & working with others and critical thinking & reflection.



Big Hairy Audacious Goal

The Board of Literacy for Life Foundation recognized that this is a living document and the Board and Staff need to be fluid and adaptable over the next 3 years as the organization goes through a transition. It is an exciting time with opportunities for growth and change.

BHAG

In the next 3-5 years Literacy for Life Foundation is a financially stable non profit organization focused on the enhancement and education of the 9 essential skills; reaching 4000 people annually in the County of Foothills and is recognized as a leading developer and implementer of literacy programming in Alberta



Level 1 Strategic Plan Strategic Priorities

The priorities are not listed in order of importance.

Strategic Priority 1

Implement a Program Performance Management System that includes:

- ~ Key indicators by program that track reach, funding, cost effectiveness and impact.
- ~ Review, enhance and share program evaluation methods
- ~ Program planning and design that aligns with community literacy needs and best practices.

Strategic Priority 2

Maintain, Deepen and Expand Partnership Relationships that includes:

- ~ Identifying key partners
- ~ Evaluate partnership needs and value to Literacy for Life
- ~ Explore and engage new and existing partners that support LFL's goals.

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Strategic Priority 3

Build and Execute a Communication and Marketing Plan to systematically grow client reach and provincial engagement that includes:

- ~ Conduct a community outreach survey to determine foundational learning needs
- ~ Use design thinking to determine best programs to meet needs
- ~ Create stories around high participation programs to build engagement

Strategic Priority 4

Build and Establish a Funding and Resource Plan that Strategically aligns with SP 1,2, and 3 to create a solid foundation for growth that includes:

- ~ Review of staff and Human Resource needs with a focus on volunteers.
- ~ Review and Enhance Resource Plan that supports current and future programs/activities that include but not limited to: grants, fund raising (Grate Groan Up Spelling Bee), donors, exploration of corporate financial support.



Level 1 Strategic Plan Strategic Timeline

BHAG

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ED
On-board

Transitio

Level 2 Strategic Planning with new ED
| Detailing the Strategic Priorities

Strategic Priority 1

Data Collection & Organization |
| Assessment & Design |
| Implementation

Strategic Priority 1

Sustain & Utilize

Strategic Priority 2

Maintenance |
| Intro's to New ED, Categorization, & Evaluation |
| Deepening & Expanding of Partnerships

Strategic Priority 3

Execute Current Plan

Strategic Priority 3

| Evaluate & Adjust Communication and Marketing Plan to Support Increased Client Reach Goals

Strategic Priority 4

Education of New ED |
| Develop & Implement

Strategic Priority 4

Sustain & Utilize



Level 2 Strategic Plan

Transition

6 Month Transition

1. Completion of Policies & Procedures
 - Approval
 - Identify Board Roles & Committees
 - Board Governance Lead
 - Board Directional Lead
 - Completing Board Assessments to ensure Board Connectedness
2. Recruitment of New Executive Director
 - Assessment of Interim or other support needs
3. Review & Assignment of Transition Plan Actions
4. Board Oversight of the Strategic Plan Implementation.

Strategic Priority 1

Data Collection & Organization |

1. Preparation of Information

Strategic Priority 2

Maintenance |

2. Assessment of data collection capabilities & structuring of performance metrics
 1. Ensure current partners are aware of the ED transition and on-board with supporting Literacy for Life through the transition period
 2. Ensure a Board member has been introduced to the core contact for each key partner

Strategic Priority 3

Execute Current Plan |

1. Ensure marketing plan to support current operations is carried out.

Jan.
2019

Jul.
2019



Level 2 Strategic Plan

ED On-board

6 Month ED On-boarding

1. Ensure Transition Plan actions are assigned & followed through on
2. Conduct Board renewals & recruitment of new Board members
3. Ensure relevant organizational reports are organized & available for the new ED to review

Strategic Priority 1

| Assessment & Design |

1. Review of information & metric structure

Strategic Priority 2

Intro's to New ED, Categorization, & Evaluation |

2. Assessment of current performance metrics & design of key performance indicators to meet analytical & reporting needs
 1. Conduct Introductions & Outreach between the new ED and Partners to establish relationships and ensure continuity of support
 2. Categorize partner types & establish partnership criteria. Apply for funding to support Partner Exploration (Calgary Reads/Calgary Fdn)

Strategic Priority 3

Execute Current Plan |

1. Ensure follow through on the current marketing plan.

Strategic Priority 4

Education of New ED |

1. Review of Funding & Financial status with Staff & Treasurer
2. Review of staffing levels & HR needs (ie: training, safety, labour standards, etc.)



IN SUMMARY - TO MEET THE BHAG:

BHAG

In the next 3-5 years Literacy for Life Foundation is a financially stable non profit organization focused on the enhancement and education of the 9 essential skills; reaching 4000 people annually in the County of Foothills and is recognized as a leading developer and implementer of literacy programming in Alberta

The Board of Literacy for Life Foundation needs an individual with the following skills to accomplish the Strategic Priorities: The priorities are not listed in order of importance.

1. Literacy for Life Foundation has had one Executive Director (ED) who was the founder of the organization. Over the 21 years, Board and the ED relationship was relaxed and based on a long term relationship. With the ED exiting there will be an increase in depth of involvement of Board members, now, and in the future. The new ED and Board will be required to work together to define roles and responsibilities creating a strong foundation for board governance and operational management of the organization. Includes but not limited to:
 - Exploration of roles and responsibilities – includes recruitment of board members and supporting the financial sustainability of LFL
 - Exploration of Board meeting process and training of board members
 - Final approval of board and operational policy as well as ensure policy continues to be updated and current.
2. Strategic Priority Two: maintain, deepen and expand partnerships. The discussions with Calgary/Alberta Reads, Bow Valley College and Boys and Girls Club and Advanced Education as it relates to PD development, are all important considerations that will impact on the long term growth of Literacy for Life Foundation. The new ED will need strong skills in building partnerships and working in collaboration, within the nonprofit world, to successfully support the Board in meeting this strategic priority.

3. Strategic Priority Four: Build and establish a funding and resource plan that strategically aligns with strategic priorities 1,2 and 3. This priority will help create a solid foundation for growth. To move this plan forward the new ED will need excellent skills and knowledge on building financial and people resources within the nonprofit world.
4. The strategic priorities can be met through utilizing the human resources within the organization. At the present time operations are effective and meeting the needs of the community, within the constraints of the available human and financial resources. The timelines in the strategic plan allow for the new ED to learn about the existing programs and delegate and use strengths of the existing staff as they learn the systems and frameworks of Literacy for Life Foundation. A strong background in leadership will be an asset for the new ED to manage the bumps of transition and the emotions connected to the change, that will be inherent in LFL long term employees.
5. The strategic priorities are not listed in order importance. The existing ED and Board will do some preparation from Jan 2019 to June 2019, in all strategic priorities however Strategic Priorities 2 and 4 will be the focus. Tasks will be tracked to ensure the new ED has a good starting point. Board members will be assigned a strategic priority to oversee.

Strategic Plan was approved as presented at February 25th 2019 Board Meeting.









Reviewed:

Date approved:

Reviewed:

Approved:

Action Plan - Ensure actions from the transition are assigned to board members and given due dates

Action	Category	Who	Due Date	Done
Review the Governance & Board actions from the transition plan.	Governance & Board	Sue and Impact8		
Review the On-Boarding actions from the transition plan.	On-Boarding	Sue		
Identify any other actions that need to occur at a Board Level that have come out of today's planning activities	Governance & Board	Sue, Shane and Impact8		
Identify any other actions that need to occur specific to On-Boarding that have come out of today's planning activities	On-Boarding	Transition committee and Impact 8		
Set next Board Meeting	Transition	Sue	Jan. 7	
- Set Transition meeting to coincide with next board meeting (involve all board members)	Transition	Sue	Jan. 7	
Have unavailable Board members review transition actions & indicate which actions they would be willing to take ownership for	Transition	Sue and Shane – Anna Marie still needs to be connected with.	Jan. 30	
Co-ordinate Board renewal & recruitment	Transition	Shane and Sue	Nov. 2019	
Review Proposed ED Profile	Transition	Transition Committee	March 2019	
Assign Board Champion to Strategic Priority 1	Plan	Current and New ED and ??????	March 2019	
Assign Board Champion to Strategic Priority 2	Plan	Current and New ED and ??????	March 2019	
Assign Board Champion to Strategic Priority 3	Plan	Current and New ED and ??????	March 2019	
Assign Board Champion to Strategic Priority 4	Plan	Current and New ED and ??????	March 2019	

