



# Literacy for Life

## Strategic Plan

March 12, 2022

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## Review of the different types of Boards and respective roles of Board of Directors (BoD) and Executive Director (ED)

### Operational Board of Directors

BoD run the organization. There are usually no employees of the Board. Typical for start-up Non-Profit Organizations (NPOs).

### Governance Board of Directors

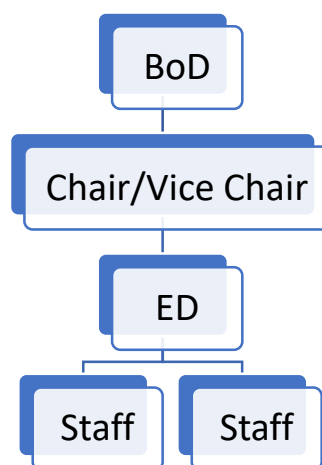
The BoD fulfills a governance role only, which includes fiscal responsibility and advocacy as well as the hiring and firing of the Executive Director (the only employee of the board). The BoD is not involved in the day-to-day running of the organization.

The ED hires (and fires) all the remaining staff and runs the day-to-day operations of the organization. The ED reports to the board and is responsible for staying within the BoD approved budget as well as for the execution of the strategic plan (unless the items on the strategic plan are clearly within the responsibility of the BoD, such as updating by-laws).

Communication between board and staff is always through the ED and Board Chair unless extenuating circumstances are present.

### Next Steps

1. The current bylaws need to be reviewed, especially item 5.1.2 as it seems to mix the operational and governance board roles (with the BoD potentially working in/being responsible for the day-to-day activities of the organization).
2. Suggest creation of a current Organizational Chart with names, clearly defined roles and responsibilities and lines of Communication (see example below).



## Review of Vision and Mission Statements

### Clarification of Vision and Mission:

- *Vision: Big overarching almost unreachable goal which will keep the organization moving forward*
- *Mission: The way to accomplish the vision*

### Vision

Everyone has the learning skills to live their best life.

### Mission

Learning for Life is a Non-Profit Organization that creates and delivers learning programs and services to improve the lives of all community members.

### Next Steps

- Review the new vision and mission statements at the next board meeting
- Consider the name change to “Learning for Life”

## Environmental Scan (SWOT Analysis and SOAR)

### Outside the Organization

Opportunities	Threats
<ul style="list-style-type: none"><li>• Online Delivery of Programs</li><li>• Increased Government Funding</li><li>• Growth of Community</li><li>• Community Spaces next door</li><li>• Provide opportunities to different cultures/ethnic groups</li><li>• Partnerships with other service providers and businesses</li><li>• Socialization and mental health support programming</li><li>• Expansion of services and programs (i.e. transportation and childcare)</li><li>• Increased marketing and advertising</li><li>• Succession planning for board and staff</li><li>• Diversification of funding sources</li></ul>	<ul style="list-style-type: none"><li>• Changing COVID restrictions</li><li>• War (refugees, ethnic divisions)</li><li>• Economy</li><li>• Changing Government rules and regulations (Federal, Provincial, Municipal)</li><li>• Rising mental health issues</li><li>• Funding; lack of diversification</li></ul>

## Inside the Organization

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Great staff</li><li>• Existing partnerships</li><li>• Resilient</li><li>• Dedicated BoD</li><li>• Access to training opportunities</li><li>• Improved public engagement</li><li>• Streamlined funding (clean-up of funders)</li><li>• Welcoming and non-judgmental</li><li>• Focused</li></ul>	<ul style="list-style-type: none"><li>• Transportation to LfL location for clients</li><li>• Advertising / marketing</li><li>• Childcare for clients</li><li>• Cultural awareness</li><li>• Succession planning</li><li>• Previous service gap and the associated need for damage control</li><li>• Lack of public awareness of programs and services offered</li><li>• Change of demographics of service delivery</li><li>• Not enough paid staff</li><li>• Reliance on a single funder</li></ul>

## Aspirations

- **Partnerships**
  - More referrals from/to partnerships
  - Increase collaboration with services/programs
  - Maintain and increase partnerships
  - Update and participate in information exchange systems
  - Meaningful, in-depth information
- **Diversification of funding sources**
  - Have 3 different funding sources
  - Develop donors (private and corporate)
  - Fee for Service model for some items/clients able to pay
- **Expansion of Services**
  - Open Building Blocks up / expand existing programs
  - GED testing site
  - Offer programming that addresses specific community needs
- **Increased Marketing and Advertising**
  - Finalize Vision and Mission
  - Name Change
  - Increased visibility to funders and target audiences
  - Partnerships / referrals
  - Presentations / Lunch and Learns

## Results / SMART Goals

Items	Year 1 - Who	Year 2 - Who	Year 3 - Who
<b>Partnerships</b>			
<b>3 new strong partners for referrals or programming</b>	1 – ED	1 – ED	1 – ED
<b>2 different partners for collaboration</b>	0	1 – ED	1 – ED
<b>20% overall increase in referrals over 3 years (starting Sept 22)</b>	5% - ED / Board	7% - ED / Board	8% - ED / Board
<b>Diversification of Funding Sources</b>			
<b>Have 3 different grants</b>	1 – ED / Board	1 – ED / Board	1 – ED / Board
<b>3 donors</b>	1 – ED / Board	1 – ED / Board	1 – ED / Board
<b>Implement fee for service model for a self-funding program</b>	1 – ED		
<b>Expansion of Services</b>			
<b>Increase opening hours</b>		ED / Board	ED / Board
<b>Open up Building Blocks</b>	1 – ED		
<b>Explore requirements to be a GED test centre</b>		Sandra / Board	Sandra / Board
<b>1 new program/year that meets specific community needs</b>	1 – ED	1 – ED	1 – ED
<b>Hire another staff member / increase hours</b>		ED / Board	ED / Board
<b>Increased Marketing / Advertising</b>			
<b>Finalize Vision and Mission</b>	Board		
<b>Change name and update branding</b>	Anna-Marie / Board / ED		
<b>Have physical signage</b>	Pam / Board / ED		
<b>Promotional material in different languages as needed</b>	ED		
<b>12 radio spots</b>	4 – Pam / Board / ED	4 – Pam / Board / ED	4 – Pam / Board / ED
<b>Outsource marketing</b>		ED	ED
<b>20 presentations / lunch and learns / round-ups with Board (September, December, March)</b>	6 – ED / Board	7 – ED / Board	7 – ED / Board

<b>Administrative Goals</b>	<b>Year 1 – Who</b>	<b>Year 2 – Who</b>	<b>Year 3 - Who</b>
<b>Compare Bylaws and board policies before October 2022</b>	Board / ED		
<b>Create org chart and clear lines of communication</b>	Board / ED		
<b>Review Strategic Plan every quarter / year and check for relevance and achievability</b>	4 – Board / ED	4 – Board /ED	4 – Board /ED
<b>Review Budget quarterly</b>	Board / ED	Board / ED	Board / ED
<b>Annual evaluations of Board (September) and ED (June)</b>	2 – Board	2 – Board	2 – Board
<b>Create new Budget annually</b>	ED	ED	ED
<b>Review all policies every 3 years</b>	Board / ED	Board / ED	Board / ED