



Project Literacy Kelowna Society 2016-17 Strategic Plan

October 2016 – September 2017



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Project Literacy Kelowna Society 2016-17 Strategic Plan

OUR VISION

All people are able to reach their full potential at work, home and in the community.

OUR MISSION

To provide support services for individuals seeking to improve their literacy.

PRIMARY STRATEGIC PRIORITIES			SECONDARY STRATEGIC PRIORITIES	
MARKETING AND BRAND DEVELOPMENT	OPTIMIZE INTERNAL OPERATIONS	INCREASE AND DIVERSIFY FUNDING SOURCES	PROGRAM DEVELOPMENT AND NEW PROGRAM DELIVERY	ENHANCE PARTNERSHIPS AND IMPROVE DONOR RELATIONSHIPS
KEY INITIATIVES				
Brand awareness of new logo/ image with focus on consistent messaging	Review and update Constitution, Bylaws and Policies	Develop a Membership and Alumni program	Understand current program offerings (type of clients, type of services, service gaps)	Seek out partnerships with other service providers
Share learner outcomes and organization success stories	Streamline outcomes measurement data entry and report accessibility	Create a Donor Database	Promote benefits of improved literacy and need for literacy supports	Introduce potential industry partners to the services of PLKS
Enhance social media presence	Implement efficiencies in operating procedures and resource allocations	Expand Corporate Giving Program	Diversify programs and services offered by the organization through new program development	Cultivate donor relationships
KEY PERFORMANCE INDICATORS (To be evaluated August 2017)				
Old logo use completely eliminated 10 learner outcome stories developed and shared 100 social media posts about organizations activities Increase PLKS Facebook Page Users to 500+ 'Likes'	Transitioned to New Societies Act with updated constitution, bylaws and policies in place Use of a single database for organization outcomes measurement Approval of multi-year budget	Membership and Donations revenue to make-up at least 10% of overall revenue or greater Diversify funding sources by increasing total number of funders (reliance on a single funder) over 2016.	All learners placed in specific program within database 2500 people reached through literacy awareness campaigns At least one new program developed and started to operate	PLKS represented on community committees related to literacy support 15 presentation to potential future industry partners about PLKS. 100% compliance with stated donor benefits

Commitment to Implementation of PLKS 2016-17 Strategic Plan

Primary Strategic Priority	Key Initiative (What?)	Action Items (How?)	Responsible Person (Who?)	Due Date (When?)
Marketing and Brand Development	Brand awareness of new logo/ image with focus on consistent messaging	Update business cards, brochures, letterhead, and facility signage to reflect new logo and consistent messaging of mission, vision and mandate. Priority of telling the story of outcomes.	Executive Director	August 2017
		Update all internal utilized documents to new image.	Executive Director	August 2017
		Increased public relations by attendance at community events, media contacts, meetings and sponsor activities.	Board President/ Executive Director	August 2017
	Share learner outcomes and organization success stories	Development of learner stories across diverse demographics, reasons for learning and outcomes.	Executive Director	August 2017
		Development of a video series to tell the stories of Project Literacy and its impact on individuals/ families/ community.	Executive Director	August 2017
		Ongoing promotion of PLKS 30 th Anniversary with a focus on 30 years of service.	Board President / Executive Director	December 2016
	Enhance social media presence	Regularly promote activities that are occurring within the organization (events, learners/ tutor stories, contests, fundraising etc...) on social media with a goal of 100 posts within a one year period.	Executive Director	August 2017
		Invite all board, learners and tutors to join us on social media pages. Encourage learners to share stories that are meaningful to them. Utilize social media as a way to be connected with Project Literacy.	Executive Director	August 2017
		Experiment with use of additional social media platforms that are emerging as popular among PLKS demographic (ie. Voilinspire, Instagram)	Executive Director	August 2017

Primary Strategic Priority	Key Initiative (What?)	Action Items (How?)	Responsible Person (Who?)	Due Date (When?)
Optimize Internal Operations	Review and update Constitution, Bylaws and Policies	Review current and proposed model bylaws to determine transition plan	Board / AGM	December 2016
		Transition Constitution and Bylaws to new Societies Act	Executive Director	December 2017
		Complete overview of PLKS Policy Manual with amendments as required	Board / Executive Director	February 2017
	Streamline outcomes measurement data entry and report accessibility	Review current data entry procedures with an intent to move to a single system for data entry that hosts all required outcome data.	Executive Director	August 2017
		Plan and review what outcome data is necessary for reporting, funding applications and general media. Reduce input to only necessary data collection.	Executive Director	August 2017
		Simplify reporting systems and ability to obtain data from the database (additional training as required).	Executive Director	August 2017
	Implement efficiencies in operating procedures and resource allocations	Review current program structure, clients' needs and services provided with an intent to shift to program based budgeting in the future.	Executive Director	December 2016
		Review intake and exit interview process to ensure efficiencies, appropriate data collection and long term follow-up procedures are appropriate.	Executive Director	August 2017
		Conduct of facility feasibility review to determine future program needs, lease requirements and location planning. Develop a plan for future space.	Board/ Executive Director	August 2017

Primary Strategic Priority	Key Initiative (What?)	Action Items (How?)	Responsible Person (Who?)	Due Date (When?)
Increase and Diversify Funding Sources	Develop a Membership and Alumni program	Review and amend as required current membership policies and practices (cost of membership, who is a member...).	Board/ Executive Director	November 2016
		Develop membership committee to propose membership and alumni program that works for the organization.	Board/ Executive Director	March 2017
		Develop, plan and implement new Membership and Alumni Program.	Executive Director	September 2017
	Create Donor Database System	Review and present available donor database systems.	Executive Director / Board	January 2017
		Plan and implement new donor database system.	Executive Director	April 2017
		Populate donor database system.	Executive Director	July 2017
	Expand Corporate Giving Program	Provide training to appropriate staff and Board Members on Corporate fundraising to increase confidence in making corporate connections.	Board	May 2017
		Review and recommit to donor benefits program. Ensure 100% compliance with accepted program.	Executive Director/ Board	October 2016
		Research, plan and develop capital giving program as appropriate for future plans of the organization.	Executive Director/ Board	December 2017

Secondary Strategic Priority	Key Initiative (What?)	Action Items (How?)	Responsible Person (Who?)	Due Date (When?)
Program Development and New Program Delivery Sources	Understand current program offerings (type of clients, type of services, service gaps)	Conduct Learner and Tutor Survey regarding satisfaction, new program ideas and additional needs.	Executive Director	December 2016
		Operations review of current offerings, learners and type of program offerings. Set program specific goals.	Executive Director	August 2017
		Review each program feasibility with consideration to set program goals, priorities and funding sources per program offered (I.e. LEAP, LIFT, ESL etc..).	Executive Director	September 2017
	Promote benefits of improved literacy and need for literacy supports	Observe and evaluate new Community Literacy Outreach Coordination role taken on by PLKS in support of the community (Central Okanagan Partners for Literacy).	Executive Director/ Board	August 2017
		Participate locally, regionally and provincially in literacy partnerships to better understand service delivery needs, available programs and emerging trends.	Executive Director/ Board	August 2017
		Host a community literacy based event with the intent to increase community profile and understanding of the importance of literacy.	Executive Director	December 2017
	Diversify programs and services offered by the organization through new program development	Explore opportunities for literacy promotion and the need for literacy services in the community (hosting literacy events).	Executive Director	August 2017
		Explore opportunities for financial literacy programs and services	Executive Director	August 2017
		Explore opportunities for tech based literacy programs and services	Executive Director	August 2017

Secondary Strategic Priority	Key Initiative (What?)	Action Items (How?)	Responsible Person (Who?)	Due Date (When?)
Enhance Partnerships and Improve Donor Relationships	Seek out partnerships with other service providers	Enhance organization participation on Central Okanagan Partners for Literacy Committee (hosted by PLKS).	Executive Director	January 2017
		Represent Project Literacy on community collaboration committees and events as appropriate.	Board President/ Executive Director	August 2017
		Presentation Project Literacy to municipal, provincial and federal leaders, politicians and volunteers with the hope to raise awareness of partnership possibilities.	Board President/ Executive Director	August 2017
	Introduce potential industry partners to the services of PLKS	Presentation to community service groups (Rotary Clubs, Legion, Lions etc...) about Project Literacy and its role in the community.	Board President/ Executive Director	August 2017
		Seek partnerships with existing corporate programs (ie. Airmiles, Save-On Foods Points, Canadian Tire cash)	Board/ Executive Director	August 2017
		Presentation to potential industry partners and industry associations about the services of Project Literacy.	Board/ Executive Director	August 2017
	Cultivate donor relationships	Implement donor benefits program.	Board/ Executive Director	January 2017
		Invitation to donors for appropriate PLKS public / special events (as appropriate).	Board/ Executive Director	August 2017
		Annual correspondence with donors on program/ learner outcomes per year (or more as appropriate). Not to be provided during campaign season.	Executive Director/ Board President (as appropriate)	August 2017