



2017 – 2020 Project Literacy Kelowna Society Strategic and Operational Plan

Approved by Board of Directors on September XX, 2017

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Project Literacy Long Term Vision

Filling in the Cracks

by Amanda Kelly

Summer Intern and UBCO Creative Writing Undergrad

Across Kelowna people huddled
helpless, and stuck,
having slipped into cracks unnoticed.

Lips murmur quietly,
eyes look downward,
isolated

in our community
unable to pursue their dreams.

Dreams of being able to speak
without anxiety, to write
without a quivering hand,
allowing their shoulders
to be squared.

A glimmering promise,
liberty from
those tight places,
all restrictions lifted
everything at last in the past.

Project Literacy's mission
is to weave the strands,
braid the voices of tutor and learner
into a strong rope,
that will remain taut.

Project Literacy welcomes all,
not allowing a single person to
be afraid or held back,
ensuring that everyone will have

a place to begin again.
We anticipate
the feet that will step onto the airport tarmac
ready to call Canada a second home.

Open doors for those
who choose to pursue the GED
ready to give it another try.

Prepare parents
whose ultimate desire is
that their child
have better opportunities
than they did.

Jobs requirements met,
a parent's voice reading will be
the last thing a child will hear
before drifting off to sleep;
bank accounts no longer
in distress
rather, a place where assets rest.

The tongue will curl itself
around unfamiliar inflections
hearing their voices
in a new language.

Ability, the spring board,
the rope which hoists people
up and out
due to Project Literacy's
unflinching pledge
to be a safe haven to chase
opportunity.

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



2017-2020 Strategic Plan

VISION

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

MISSION

To provide support services for individuals seeking to improve their literacy

projectliteracykelowna.org

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Strategic Priorities	Key Initiatives	Key Performance Indicators
English as an Additional Language (EAL) Funding and Program Development	Establish EAL funding sources	EAL program is funded equivalent to the resources utilized in its delivery
	Advocate for additional EAL supports in the community	Key stakeholders have an objective understanding of the need for community-based EAL supports (stats/ testimonials)
	Evaluate EAL program delivery/ program development	EAL learners feel they have a wide range of services to support their needs
Appropriate Use of Technology	Utilize a variety of technologies as a learning tool for client service delivery	New technology is used in the delivery of tutor-learner lessons to increase opportunities for teaching and learning
	Implement technology to improve internal operations	Benchmarking/ outcome measurement of all learners has been fully implemented
	Employ technology to increase opportunities for diverse and ongoing tutor training	At least 5 tutor training opportunities per year have been delivered using a variety of media
Increase and Diversify Funding Sources	Establish and promote third-party funding program	Third-party fundraising becomes a component of the overall fundraising program
	Advocate for community-based literacy funding	Additional public support of community-based literacy programs is made available
	Expand corporate fundraising program	A 15% increase in donations from corporate fundraising campaign
Improve Volunteer Management	Increase recruitment and retention efforts of volunteers	100% of volunteers feel appreciated for their work
	Advance appreciation and recognition of volunteers	100% of volunteers feel recognized for their contributions
	Provide ongoing training opportunities for volunteers	100% of volunteers receive the level of development they desire
Enhance Donor Engagement	Improve donor management through the entire donor life cycle	Donors are regularly invited and encouraged to participate in events and activities of the organization
	Encourage donor engagement all year-round not just during funding requests	Donors are made aware of the organization's progress toward the mission
	Establish project/program-specific donation opportunities	Opportunities exist to support programs that are specific to a funder's specific interest
Conduct Literacy Research and Understand Best Practices	Enhance community understanding of literacy, its importance and impact of low literacy	Board and staff feel confident to speak about the statistics related to literacy in the community, provincially and nationally
	Gain understanding of literacy landscape locally, provincially, nationally, internationally	Shared understanding of the importance of literacy in the community
	Investigate and incorporate best practices in community-based literacy programs	An external organization review specific to comparison of best practices and internal operations is completed (recommendations make foundation of future planning)

Commitment to Implementation of 2017-2020 Strategic Plan

Strategic Priority	Key Initiative (What?)	Action Items (How?)	Responsible Person (Who?)	Due Date (When?)	Outcome (How do we know we were successful?)
English as an Additional Language (EAL) Funding and Program Development	Establish EAL Funding Sources	Gain understanding of the landscape for which EAL learners, refugee and immigrant services are funded federally, provincially, locally, privately	Board of Directors/ Executive Director	December 2017	Board and staff have an ability to articulate the landscape of service delivery for EAL services
		Establish an annual fundraising event for Project Literacy EAL programs and services	Fundraising Committee / Executive Director	June 2019	Successful execution of an annual event raising funds for EAL services
		Garner support from the local spiritual community currently playing a large role in bringing refugees to Canada	Executive Director	December 2018	A mutually beneficial relationship between Project Literacy and spiritual community
	Advocate for additional EAL supports in the community	Establish an advocacy committee representing the English as an Additional Language needs in the community	Executive Director	January 2018	An established advocacy committee
		Open dialogue with community with regards to immigration, racism and need for community supports including EAL	Executive Director/ Board President	December 2019	A seat at the table of a variety of action committees that talk about racism/ immigration/ community support
		Advocacy letter campaign to public officials with regards to the landscape of newcomers, newcomers services and needs in the community	Board President on behalf of the Board of Directors	June 2020	Completed letter sent to appropriate officials
	Evaluate EAL program delivery/ program development	Conduct community needs assessment survey on local EAL demographics and local EAL needs	Executive Director	January 2018	A completed needs assessment demonstrating local needs
		Develop a policy on EAL program delivery priority of service	Board of Directors/ Executive Director	January 2018	Appropriate policy included in Project Literacy Handbook
		Evaluate and enhance EAL programs/ services based on community needs	Executive Director	June 2018	A report with a clear idea of the EAL needs in the community and review of current service offerings

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Appropriate Use of Technology	Utilize a variety of technologies as a learning tool for client service delivery	Develop/access an online learner self-study program for EAL learners in popular topic areas (idioms, basic grammar, basic vocabulary etc.)	Executive Director	December 2019	Online self-study program
		Review and update the online resources available on the website for learners to access	Executive Director	December 2018	New online resources for tutor – learner pairs to access
		Review and evaluate the possibility of online mini conversation clubs/ learning groups	Executive Director	September 2020	Creation of a new way to engage in EAL training
	Implement technology to improve internal operations	Develop tool for online reporting of tutor-learner training sessions, volunteer hours, progress reports and learner success updates	Executive Director	September 2018	A workable online reporting system for volunteers
		Experiment with online benchmarking program for learners (pre and post) – possible partnership with DECODA	Executive Director/ DECODA partnership	December 2019	An online benchmarking system that improves our ability to capture pre and post benchmarking
		Connect and engage learners, tutors/ volunteers, alumni, donors with social media sites utilizing regular invitations, contests and surveys	Executive Director	September 2018 Ongoing	Increased social media users who engage with Project Literacy
		Redevelop website to include the expanded program delivery and the potential for future online service delivery	Executive Director/Board of Directors	December 2018	A website that captures the breadth of our program delivery
	Employ technology to increase opportunities for diverse and ongoing tutor training	Prepare an online self-study course for new tutor orientation and general tutor skills	Executive Director	September 2018	Tutors have the option to do online program orientation and general training
		Develop the infrastructure required to webcast training sessions for tutor training	Executive Director	December 2018	Internal webcasting ability
		Training for tutors/volunteers on Canadian Language Benchmarks and benchmarking techniques	Executive Director	December 2019	Improved understanding of Canadian Language Benchmarks by tutors/ volunteers

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Increase and Diversify Funding Sources	Establish and promote third-party funding program	Design third-party fundraising program/policy	Executive Director/ Partner Development Strategy	April 2018	Third-party fundraising policy/program
		Design specific third party fundraising promotional materials	Executive Director/ Partner Development Strategy/ Fundraising Committee	January 2019	A third-party fundraising program launched
		Enhance Raise-a-Reader breakfast offerings through partnership with third-party groups	Executive Director/ Partner Development Strategy	September 2018	Additional RaR Breakfast events offered in the community
	Advocate for community-based literacy funding	Community presentation for local organization leadership, municipal, provincial and federal government representatives and the business sector regarding the impact of improved literacy on the community	COPFL: Literacy Awareness and Promotion Sub-committee	December 2017	Completed presentation for use by community partners Presentations completed for all levels of government as well as the corporate sector
		Represent the importance of literacy in poverty reduction in our community through continuous community dialogue and forums	COPFL: Literacy and Poverty Reduction Sub-committee	Winter 2020	Invitation and participation in community dialogues about poverty
		Increase engagement / donations by those already committed to the organizations (i.e., learners, volunteers, alumni)	Fundraising Committee/ Executive Director	September 2018	Improved membership campaign returns

	Expand corporate fundraising program	Expand first contact with potential new donors by 20 new businesses per year	Fundraising Committee/ Executive Director	Annually September 2018/ 2019/ 2020	Expanded reach and number of prospective donors
		Establish multi-year funding partnerships with appropriate donors for specific program delivery	Fundraising Committee/ Executive Director	September 2020	Increased number of multi-year funding agreements
		Create corporate fundraising program marketing materials/marketing campaign with assistance of marketing firm specializing in not-for-profit work	Executive Director/ Fundraising Committee	September 2018	New marketing materials for 2018 RaR Campaign with ability to use materials in future years

Strategic Priority	Key Initiative (What?)	Action Items (How?)	Responsible Person (Who?)	Due Date (When?)	Outcome (How do we know we were successful?)
Improve Volunteer Management	Increase recruitment and retention efforts of volunteers	Share the opportunities for post-secondary community members to volunteer with Project Literacy	Executive Director	September 2018	Support from additional post-secondary programs to support aspect of Project Literacy operations and research goals
		Enhance partnerships with local schools/ school district with the intent to encourage engagement/partnership with Project Literacy	Executive Director	December 2019	Increased volunteer support from schools/ school district groups
		Develop an admin/receptionist volunteer training program with clear position goals and tasks	Executive Director	December 2017	Admin volunteer duties and training program to maximize effort
	Advance appreciation and recognition of volunteers	Development of a volunteer appreciation strategy for Project Literacy	Executive Director	December 2018	A strategy for implementation
		How do volunteers want to be acknowledged? Survey with action plan for implementation	Executive Director	April 2018	Results to assist with the development of a strategy
		Develop annual open house event including appropriate volunteer recognition	Executive Director	September 2019	An annual event planned within our program calendar
	Provide ongoing training opportunities for volunteers	Delivery and advocacy of Plain Language and Literacy Audit training programs	COPFL - Project Literacy Kelowna Society	Fall 2018 Ongoing as requested	At least 20 trained auditors prepared to assess and advocate for the need for plain language in our community
		Provide specific training opportunities for working with EAL clients	Executive Director	September 2018 Ongoing	At least one training opportunity annually
		Develop annual training plan for tutor training including training refresher courses and new concept/speciality training	Executive Director	December 2017 ongoing	Annual tutor training plan ready to be implemented

Strategic Priority	Key Initiative (What?)	Action Items (How?)	Responsible Person (Who?)	Due Date (When?)	Outcome (How do we know we were successful?)
Enhance Donor Management	Improve donor management through entire life cycle	Training for board and staff on the donor management life cycle	Board President/ Executive Director	June 2018	Training conducted and better understanding of the concepts
		Maximize use of Salesforce to assist with donor management	Fundraising Committee/ Executive Director	May 2018 Ongoing	Salesforces becomes integral part of fundraising efforts
		Build confidence among board members in prospecting new and potential donors	Board President	Ongoing	Board members feel better equipped to work with donors
	Encourage donor engagement all year-round not just during funding requests	Begin semi-annual publication of organization newsletter to stakeholders	Executive Director	First edition Fall 2017 Ongoing	Regular publication of a newsletter
		Prepare annual infographics on learners and tutors	Executive Director	December 2017 Ongoing	Infographics on Project Literacy demographics
		Engage alumni of Project Literacy through invitation to program events, fundraisers and activities as well as invitation to share stories and experiences	Executive Director	July 2018	Increased contact with Alumni members
	Establish project/ program-specific donation opportunities	Education campaign on how Project Literacy is funded	Executive Director	December 2017	Increased community understanding of Project Literacy funding
		Adopt/transition to a program-based budgeting model	Executive Director	April 2018	Program-based organizational budget
		Develop program-specific fundraising strategy for each core program	Executive Director/ Fundraising Committee	June 2018	Ability to pitch different programs to potential funders

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Conduct Literacy Research and Understand Best Practices	Enhance community understanding of literacy, its importance and impact of low literacy	Prepare and share a research document on the impact improved literacy plays on reducing poverty (inclusive of child poverty)	COPFL: Literacy and Poverty Reduction Sub-committee	Fall 2019	Completed research project
		Community presentation for local organization leadership, municipal, provincial and federal government representatives and the business sector regarding the impact of improved literacy on the community	COPFL: Literacy Awareness and Promotion Sub-committee	Fall 2017	Completed presentation for use by community partners Presentations completed for all levels of government as well as the corporate sector
		Distribution of media campaign in the promotion of literacy in our community (include reach to all communities of the Central Okanagan)	COPFL and Executive Director	Spring/ Summer 2018	The number of distribution packages distributed/ accessed by the community (exact statistic will be dependent on distribution means utilized)
	Gain understanding of literacy landscape locally, provincially, nationally, internationally	Prepare and share media campaign for the promotion of different types of literacy with a focus on varying media intended to reach different audiences (families, individuals, workplaces)	COPFL: Literacy Awareness and Promotion Sub-committee	Winter 2018	The completion of the media package on types of literacy
		Conduct a community needs assessment of literacy services required in the community (consideration for existing programs and services and currently overlapping services)	Contracted Service/ Executive Director/ COPFL	Summer 2020	A completed community needs assessment that will provide a direction for future work
		Literature review on literacy statistics locally, provincially, nationally and internationally	Executive Director/ post-secondary institution partnership	Winter 2019	Completed literature review

	Investigate and incorporate best practices in community-based literacy programs	Execution of literacy audits within the community	Trained Community Volunteers	Fall 2018 Ongoing as requested	Completion of at least 20 literacy audits in our community The initiation and completion of recommendations made by literacy auditors at local organizations/ businesses
		Enhance partnership with literacy task groups and other Literacy Outreach Coordinators across the province	Executive Director	Spring 2018 Ongoing	Increased understanding of what is happening/ working across province
		Active participation in DECODA initiatives requiring community involvement	Executive Director	Spring 2018 Ongoing	Increased understanding of what is happening/ working across province