



Strategic Plan 2019-2022

Helping to create a better tomorrow through literacy and lifelong learning!



VISION

Basin and Boundary community members value lifelong learning and have the literacy skills needed to be successful in the home, community and life.

MISSION

CBAL encourages people of all ages to engage in literacy and lifelong learning. We help by providing opportunities through innovative programs and community support.



Programming

Innovative, Inclusive and Responsive

- Goal 1: Expand programming opportunities by identifying gaps in programming and services.
- Goal 2: Be forward thinking and innovative in our approaches and promotional practices.
- Goal 3: Quality assurance and promising practices in programming.

Partnerships

Collaborative, Essential and Diverse

- Goal 1: Continue to build, nurture and grow strong partnerships.
- Goal 2: Build relationships with Indigenous partners.
- Goal 3: Extend the organization's reach by engaging partners in new and different ways.

Community Development

Leader, Engager and Catalyst

- Goal 1: Be a mechanism for change by facilitating community engagement.
- Goal 2: Deepen our understanding of region-specific demographics.
- Goal 3: Be recognized as a champion for literacy and a sought after partner/resource.

Organizational Development

Relevant, Effective and Sustainable

- Goal 1: Develop effective and relevant human resource practices.
- Goal 2: Develop streamlined and effective administrative supports.
- Goal 3: Ensure the sustainability of the organization.

Programming

Innovative, Inclusive and Responsive

The heart of what we do is to provide innovative and inclusive programs that respond to community needs.

Goal 1: Expand programming opportunities by identifying gaps in programming and services.

Sub-Goals	Initiatives & Actions	Timeline	Success Indicators
Deepen understanding of potential barriers to participation and collaborate to seek creative solutions to overcome barriers.	<ul style="list-style-type: none">• Create and distribute survey to key stakeholders using multiple formats and delivery options to identify barriers.• Invest in focus groups targeting hard to reach populations in an effort to identify barriers.• Research promising practices to identify appropriate strategies for implementation.• Engage with partnering organizations to identify and implement appropriate and effective solutions to addressing barriers to programs.	Winter 2020 Spring 2020 Winter 2020 Ongoing	Stakeholder engagement with meaningful feedback. Participant engagement leads to clear findings and generates simple and effective strategies. Strategies implemented will lead to intentional programming that meets deeper literacy needs.

<p>Develop and deliver more intentional literacy programs to address systemic issues and needs.</p>	<ul style="list-style-type: none"> • Complete annual community literacy plans that reflect the community-specific needs and trends. • Complete program audits in each community to identify necessity and effectiveness. • Foster a culture of sharing between community hubs and other service providers for program inspiration. 	<p>Annually</p> <p>Annually</p> <p>Ongoing</p>	<p>Programs meet deeper literacy needs.</p> <p>Program delivery is reflective of needs and trends.</p> <p>Community programs are robust and integrate ideas/teachings from other programs both internal and external to CBAL.</p>
<p>Integrate Indigenous curriculum into programming</p>	<ul style="list-style-type: none"> • Recruit an Indigenous Program Coordinator to support the integration of Indigenous curriculum and reconciliation practices into community programming. • Ensure community outreach to Indigenous groups across communities. • Invest in resources to ensure programs have access to quality materials and professional development opportunities. 	<p>Spring 2020</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Indigenous Program Coordinator is hired.</p> <p>Equitable representation of Indigenous needs in programming and at local community planning committees.</p> <p>Programs preserve Indigenous skills and culture in a respectful and thoughtful way that promotes acceptance and tolerance towards reconciliation.</p>

Goal 2: Be forward thinking and innovative in our approaches and promotional practices.

Sub-Goals	Initiatives & Actions	Timeline	Success Indicators
Enhance training and support on current and trending marketing strategies that are effective and relevant for diverse audiences.	<ul style="list-style-type: none"> • Provide a variety of training and support, via group, one to one and online. • Develop a marketing plan exploring new avenues for marketing CBAL programs and services. • Review & update promotional material. 	<p>Ongoing</p> <p>Spring 2020</p> <p>Annual</p>	<p>Marketing practices are current and on-trend.</p> <p>Completed plan that is relevant and practical.</p> <p>Completed promotional package each year.</p>
Develop more robust and effective learner recruitment strategies.	<ul style="list-style-type: none"> • Look at promising practices of other service organizations. • Develop a recruitment “checklist” especially for a new program start-up. 	<p>Fall 2020</p> <p>Winter 2021</p>	<p>Increased program participation.</p>
Create a comprehensive catalogue of CBAL programs and promising practices. Ex.: Document in Dropbox that has inventory of CBAL programs. Include benchmarks, feedback forms, assessment tools.	<ul style="list-style-type: none"> • Survey staff to see what information is important and most useful. • Create a usable and simple tool to collate program information and disseminate to staff. 	<p>Fall 2019</p> <p>Spring 2020</p>	<p>Tool developed will meet staff needs.</p> <p>Complete tool and collect data as it pertains the surveyed information.</p>

Programming

Innovative, Inclusive and Responsive

Goal 3: Quality assurance and promising practices in programming.

Sub-Goals	Initiatives & Actions	Timeline	Success Indicators
Develop a standardized adult tutor training.	<ul style="list-style-type: none"> Partner with regional/provincial partner to complete the training. Invite adult literacy practitioners to participate on the committee and share their knowledge and expertise. Complete an introductory training to CBAL staff. Promote training beyond CBAL staff and create a presence for the organization within the adult literacy field on a provincial level. 	<p>Fall 2019</p> <p>Fall 2019</p> <p>Fall 2020</p> <p>Winter 2021</p>	<p>Create a sub-committee.</p> <p>Establish a partnership with a provincial partner.</p> <p>Staff are trained in cohorts across the region.</p> <p>Literacy practitioners from across the province attend the tutor training.</p>
Ensure consistency in CBAL messaging, program content and delivery.	<ul style="list-style-type: none"> Create a standardized staff training program with an emphasis on basic facilitation skills, CBAL program expectations and provide a framework for creating goals/objectives and assessment. 	<p>Fall 2020</p>	<p>Training is complete and ready to implement.</p> <p>Staff demonstrate a better understanding of adult and family literacy programming.</p> <p>Facilitation is standardized and program outcomes are directly related to the program objectives.</p>

	<ul style="list-style-type: none"> Utilize existing training partners and resources to maximize staff training and development. 	Ongoing	<p>Benchmarks are completed for 50% of participants.</p> <p>Community staff participate in at least one external professional development opportunity per year.</p> <p>Staff will demonstrate and report a deepened understanding of adult and family literacy programming.</p>
Implement standardized assessment tools to measure program satisfaction and learner growth.	<ul style="list-style-type: none"> Develop a series of assessment tools measuring learner growth and program satisfaction. Train facilitators to implement tools effectively. 	<p>Fall 2020</p> <p>Fall 2020 (initial training followed by annual training)</p>	<p>Tools are developed and implement in all relevant programs.</p> <p>Learner growth is measured consistently and the evidence is reliable.</p>
Implement an organization-wide assessment of programs.	<ul style="list-style-type: none"> Engage external agency to develop assessment goals and draft plan. Onboard staff through trainings. Implement plan and collect information. Develop a succinct reporting format that is sensible and useful for organizational planning. 	<p>Winter 2021</p> <p>Spring 2021</p> <p>Summer 2021</p>	<p>CBAL programs are evaluated and a report that outlines findings is shared with stakeholders. CBAL will be seen as a reliable and competent service provider.</p> <p>Assessment will ensure that premier programs are being offered and ineffective programs are screened out.</p>

	<ul style="list-style-type: none">• Share report with CBAL stakeholders and relevant funders if appropriate.	Fall 2021	
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Partnerships

Collaborative, Essential and Diverse

Strong partnerships are foundational to our work. By providing diverse priorities, new opportunities and resources, partnerships ensure that our programs/services are relevant and responsive to community needs.

Goal 1: Build relationships with Indigenous partners.

Sub-Goals	Initiatives & Actions	Timeline	Success Indicators
<p>Work with Indigenous partners to raise awareness and promote actions towards reconciliation.</p>	<ul style="list-style-type: none"> • CBAL-wide review of where and how the organization fits into reconciliation and can be best positioned to support efforts. • Further reconciliation efforts by actively engaging staff and tutors to broaden their own understanding and knowledge through professional development. • Incorporate Indigenous teachings, arts and culture into current programming through partnerships with local groups. 	<p>Winter 2020</p> <p>Spring 2020</p> <p>Fall 2021</p>	<p>Staff, volunteers and board have better understanding of the role CBAL can play in reconciliation.</p> <p>Staff report feeling more knowledgeable and proactively seek ways to promote reconciliation.</p> <p>CBAL staff at all levels are actively engaged in conversations and actions relating to reconciliation and incorporate into programming when appropriate.</p>
<p>Build connections with Indigenous groups / representatives in our communities.</p>	<ul style="list-style-type: none"> • Ensure coordinators actively seek members of Indigenous communities to be on the CLPC and connect in a variety of ways. 	<p>Ongoing</p>	<p>Staff report a better connection with Indigenous partners.</p> <p>Each CLPC has an Indigenous representative.</p>

	<ul style="list-style-type: none"> Continually share programming information with Indigenous partners. 	Ongoing	
Explore an organizational partnership between CBAL and Indigenous partners.	<ul style="list-style-type: none"> Research regional organizations' partnerships to guide the process. Connect with appropriate representatives to begin exploring the possibility of establishing a partnership. Recruit an Indigenous Program Coordinator. 	<p>Winter 2020</p> <p>Spring 2020</p> <p>Spring 2020</p>	<p>Connections are made and a regional partnership is established.</p> <p>Indigenous Program Coordinator is hired.</p>

Partnerships

Collaborative, Essential and Diverse

Goal 2: Continue to build, nurture and grow strong partnerships.

Sub-Goals	Initiatives & Actions	Timeline	Success Indicators
Expand, diversify, and effectively foster partnerships to advance the organization's mission.	<ul style="list-style-type: none"> Commitment to creating and regularly reviewing partnership agreements. 	Annual	Strong partnerships remain and are demonstrated through continued support and actions relating to our goals and objectives.
	<ul style="list-style-type: none"> Continually seek to create new partnerships that are mutually beneficial understanding the 	Ongoing	New partnerships emerge with each program year that support

	<p>difference between partners and supporters.</p>		<p>the achievement of goals for the organizations.</p> <p>Distinguishing between partners and supporters will help to define relationships and expectations.</p>
<p>Enhance and support strong communication pathways with partners.</p>	<ul style="list-style-type: none"> • Consistent messaging that aligns with CBAL branding is used to communicate important information about CBAL. • Provide necessary training and support to ensure staff feel supported and empowered. • Explore and utilize existing tools for connecting with partners (i.e. Zoom) 	<p>Ongoing</p> <p>Ongoing</p> <p>Fall 2020</p>	<p>Engagement activities show an increased level of participation by partners.</p> <p>Staff feel more confident.</p> <p>Connections with partners are solidified.</p>
<p>Continue to work with community partners to address gaps and avoid duplication.</p>	<ul style="list-style-type: none"> • Engage with partners and community to ensure programs complement community assets rather than compete for them. • Build staff competence and knowledge regarding partnership building and conflict resolution. 	<p>Ongoing</p> <p>Fall 2020</p>	<p>Community programs are diverse and representative of community needs and trends.</p> <p>Increased collaboration between CBAL and partners to deliver programs and services.</p>

Partnerships

Collaborative, Essential and Diverse

Goal 3: Extend the organization's reach by engaging partners in new and different ways.

Sub-Goals	Initiatives & Actions	Timeline	Success Indicators
Leverage capacity and expertise to embed literacy in partnering organizations.	<ul style="list-style-type: none"> Increase CBAL's profile both regionally and provincially. Pilot a workshop that focuses on educating partners on literacy and their role in supporting efforts pertaining to literacy and lifelong learning. 	<p>Ongoing</p> <p>Spring 2021</p>	<p>CBAL is recognized as the subject-matter expert.</p> <p>Coordinators are invited to deliver the workshop to key partners.</p> <p>Participants demonstrate increased understanding and knowledge of literacy.</p>
Support partners to become organizations that promote a culture of learning.	<ul style="list-style-type: none"> Create short videos specific to lifelong learning demonstrating how organizations can foster a culture of learning. Recognize organizations that are champions of learning. Increase capacity of community organizations by creating learning opportunities (i.e. Learning for Life, literacy audits). 	<p>Winter 2021</p> <p>Annually</p> <p>Annually</p>	<p>High engagement on social media and website.</p> <p>Community organizations have greater access to relevant training that promotes learning.</p>

Community Development

Leader, Engager and Catalyst

Recognizing the uniqueness of our communities, we act as a catalyst for community engagement to foster a culture of learning across the Basin and Boundary.

Goal 1: Be a mechanism for change by facilitating community engagement.

Sub-Goals	Initiatives & Actions	Timeline	Success Indicators
Have consistent representation at relevant community, regional and provincial tables.	<ul style="list-style-type: none"> Establish a list of relevant local and regional tables/committees. Provide guidance, support to staff in order to increase success when building new connections. Enhance CBAL's image by preparing a promotional toolkit that focuses on who we are and how literacy impacts various sectors. 	<p>Winter 2020</p> <p>Ongoing</p> <p>Fall 2020</p>	<p>CBAL is recognized both regionally and provincially.</p> <p>Information shared is standardized and the profile of the organization is heightened.</p>
Develop and nurture effective community literacy planning committees.	<ul style="list-style-type: none"> Develop strong understanding of community development by onboarding staff through orientation activities. Support staff to become knowledgeable and effective community leaders and engagers (i.e. Ready to Raise training). 	<p>Ongoing</p> <p>Ongoing</p>	<p>Committee members demonstrate commitment and proactively support actions relating to literacy.</p>

	<ul style="list-style-type: none"> Encourage the use of online tools (Zoom) to engage with partners, committees and other key connection points. 		
Be an agent of change by employing outreach strategies to touch all levels of our communities and region.	<ul style="list-style-type: none"> Be the 'connectors' bringing diverse perspectives together to address issues by engaging multi-sectors and stakeholders. Foster community development strategies and skills through ongoing training practices. 	Ongoing	Committees are represented by diverse stakeholders.
		Ongoing	Coordinators develop relevant skills and knowledge which guide communities to support actions that directly relate to literacy and lifelong learning.

Community Development

Leader, Engager and Catalyst

Goal 2: Deepen our understanding of region-specific demographics.

Sub-Goals	Initiatives & Actions	Timeline	Success Indicators
Utilize federal, provincial and regional data for engagement and learning.	<ul style="list-style-type: none"> Legitimize CBAL's work by developing a simple template to showcase regional and community specific demographics. 	Winter 2020	Simple and streamlined data sheets increase community understanding of literacy in the context of the local, regional and provincial literacy scene.
Connect with local offices re: demographics.	<ul style="list-style-type: none"> Explore and utilize available resources collated by outside 	Fall 2020	

Ex.: EDI, TDI, MDI, statistics, SDs, Interior Health, PIAAC, PISA	<p>agencies (colleges, Decoda, etc).</p> <ul style="list-style-type: none"> • Increase CBAL’s profile by expanding staff understanding of data and how to use it to tell the story of our work. 	Fall 2020	
Utilize our own community data for engagement and informing.	<ul style="list-style-type: none"> • Continue to enhance data collection and diversify how that data is shared with stakeholders (grant reporting, annual report, digital testimonials, etc). 	Winter 2022	Staff feel more confident to use the tools provided and create their own “community story” through their own data sheets.

Community Development

Leader, Engager and Catalyst

Goal 3: Be recognized as a champion for literacy and a sought after partner/resource.

Sub-Goals	Initiatives & Actions	Timeline	Success Indicators
Provide opportunities for frontline staff and volunteers to attend events, meetings and become community ambassadors.	<ul style="list-style-type: none"> • Reduce barriers by supporting staff to maximize resources to create a network of ambassadors (identifying potential ambassadors, training). • Enhance CBAL’s image by preparing a promotional 	<p>Spring 2020</p> <p>Spring 2020</p>	Every community has a team of community ambassadors.

	<p>toolkit that focuses on who we are and how literacy impacts various sectors.</p>		<p>Communities demonstrate an increased understanding of literacy.</p>
<p>Explore opportunities, strategies and tools to reach out to traditional and non-traditional stakeholders.</p>	<ul style="list-style-type: none"> • Improve visual recognition of our staff through branding and messaging. • Increase awareness of successful partnerships through various marketing strategies 	<p>Ongoing</p> <p>Annually</p>	<p>Staff have the promotional material needed to present a professional and branded image.</p> <p>Highlights of partnerships creates a heightened interest amongst community organizations leading to improved partnerships.</p>
<p>Explore opportunities for shared spaces in partnership with other organizations and partners.</p>	<ul style="list-style-type: none"> • Explore potential community partnerships. • Enhance staff awareness regarding the benefits of shared spaces and how it can help CBAL to meet our mission and mandate. • Grow our network of partners by sharing space when appropriate. 	<p>Spring 2022</p> <p>Fall 2021</p> <p>Ongoing</p>	<p>Communities that can co-locate services will and thrive with new collaborations and expanded programming.</p>

Organizational Capacity

Relevant, Effective and Sustainable

People are the foundation of the organization. We need to attract, retain and engage people to remain relevant, effective and sustainable.

Goal 1: Develop effective and relevant human resource practices.

Sub-Goals	Initiatives & Actions	Timeline	Success Indicators
<p>Review, develop and provide relevant professional development opportunities for CBAL staff, board and volunteers.</p> <p>(Skills in budgeting, HR management, assessment, Indigenization, branding and onboarding CLCs and other staff, recruiting strategies)</p>	<ul style="list-style-type: none"> Continue to offer a diverse range of professional development opportunities using multiple mediums: face-to-face, online and options for individualized plans. Grow staff and volunteer connections through annual learning events. Create a human resource tool to track completed staff trainings and catalogue of relevant training opportunities. Expand professional capacity by collaborating with regional partners. 	<p>Annually</p> <p>Annually</p> <p>Winter 2020</p> <p>Ongoing</p>	<p>Staff gain the skills and confidence they need to be successful.</p> <p>Staff report feeling more connected and less isolated.</p> <p>Training matrix will assist in identifying areas of strength and gaps that may exist leading to more tailored training programs.</p>
<p>Explore opportunities and implement creative solutions to enhance staff retention.</p>	<ul style="list-style-type: none"> Effectively onboard staff and volunteers by implementing standardized training 	<p>Ongoing</p>	<p>Staff remain committed to the organization and report feeling more valued.</p>

	<p>processes for CLCs, facilitators and volunteers (i.e. handbooks and training series).</p> <ul style="list-style-type: none"> • Standardization and regular review of wages and compensation schedule. • Implement formal and informal staff and volunteer recognition both locally and by the organization. • Grow networking opportunities for CLCs and key staff between communities including both face-to-face and via Zoom. • Complete and regularly update succession plans for all relevant positions. 	<p>Annually</p> <p>Ongoing</p>	<p>CBAL team is strong and embodies the knowledge, skill and expertise of a veteran organization.</p> <p>Onboarding of new staff is simple and seamless.</p>
<p>Increase capacity by insourcing activities, restructuring roles and growing staff skills.</p>	<ul style="list-style-type: none"> • Effectively match needs of the organization with the skills of staff by creating a matrix that identifies staff assets. 	<p>Ongoing</p>	<p>Capacity of the organization grows and staff passion for the work is rejuvenated with opportunities for job diversification.</p>

Organizational Capacity

Relevant, Effective and Sustainable

Goal 2: Develop streamlined and effective administrative supports.

Sub-Goals	Initiatives & Actions	Timeline	Success Indicators
Modernize technology to improve staff experience, skills and productivity.	<ul style="list-style-type: none"> Complete a technology plan and implement solutions that meet the needs of staff and organization. Increase staff productivity by outsourcing IT support. Expand staff capacity by providing IT upskilling and support for existing tools. 	Summer 2020	<p>Technology meets the needs of the staff.</p> <p>Technology enhances staff experience and increases productivity.</p>
Streamline and simplify current administrative policies, procedures and tasks. Maximize staff experiences and reduce organizational risk.	<ul style="list-style-type: none"> Ensure policies and procedures are current and relevant. Ensure clear and consistent messaging to staff concerning expectations and procedures. Research potential outsourcing opportunities for administrative tasks. 	<p>Annually (August meeting)</p> <p>Ongoing</p> <p>Fall 2019</p>	<p>Staff feel confident in the direction and expectations.</p> <p>Outsourcing leads to increased effectiveness in administrative tasks.</p> <p>With the right plan in place, challenges at an administrative level results in decreased organizational risk.</p>

	<ul style="list-style-type: none"> • Avoid administrative disruptions by establishing a contingency plan for key roles. • Evaluate current administrative structure and identify areas for improvement. 	Winter 2020	
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Organizational Capacity

Relevant, Effective and Sustainable

Goal 3: Ensure the sustainability of the organization.

Sub-Goals	Initiatives & Actions	Timeline	Success Indicators
Diversify funding strategy. Ex.: Social enterprises, fee for service, space sharing	<ul style="list-style-type: none"> • Evaluate current funding strategy. • Explore areas for social enterprises. • Expand revenue income through consulting activities with the development of topic area specialists. • Encourage local fund development by increasing staff skills and knowledge. 	<p>August 2019</p> <p>Ongoing</p> <p>Spring 2022</p> <p>Ongoing</p>	<p>Diversified revenue stream targeting a 3% growth in revenue by 2022.</p> <p>Decreased dependency on grants and funders and increased potential for social enterprise opportunities.</p>

<p>Implement creative solutions to increase public profile.</p>	<ul style="list-style-type: none"> • Developing local marketing plans in conjunction with overall CBAL plan. • Implement a diverse approach to marketing programs using print, digital and multi-media platforms. 	<p>Summer 2020</p> <p>Summer 2020</p>	<p>Development of a marketing plan for each community on an annual basis.</p> <p>CBAL's profile is increased.</p>
<p>Create and implement an organizational Indigenization strategy.</p>	<ul style="list-style-type: none"> • Explore and define goal of strategy. • Complete an inventory map of current connections between CBAL and Indigenous bands and organizations. • Enhance and create opportunities for partnering and programming with Indigenous partners. 	<p>Winter 2020</p> <p>Spring 2020</p> <p>Ongoing</p>	<p>Strategy is meaningful and relevant.</p> <p>Staff feel supported and understand how to support the plan from a community perspective.</p> <p>Regional and local partnerships exist and are flourishing.</p>
<p>Develop strategies around local, provincial and federal leadership.</p>	<ul style="list-style-type: none"> • Create a comprehensive marketing plan that outlines actions for elevating CBAL's public profile. • Ensure representation of CBAL at local, regional and provincial tables. • Provide sufficient resources to support staff to develop and 	<p>Summer 2020</p> <p>Ongoing</p> <p>Ongoing</p>	<p>CBAL is recognized as the key point organization for literacy and are contacted by non-traditional partners.</p> <p>Staff are able to identify and pursue opportunities for professional growth.</p>

	<p>pursue opportunities to grow CBAL's presence through curriculum development, attending key provincial and federal conferences.</p>		
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