



2011-12 Operations Plan

**Presented to the ABC Board of Directors
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ABC Life Literacy Canada
Draft Operations Plan 2011-12

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Overview

VISION:

We envision a Canada where everyone has the literacy skills they need to live a fully engaged life.

MISSION:

We inspire Canadians to increase their literacy skills.

We connect and mobilize business, unions, government, communities and individuals to support lifelong learning. We achieve our goals through leadership in programs, communications and partnerships.

The 2011-2012 Operations Plan describes the second year of activities of our three-year strategic plan. As we grow into the Life Literacy concept we are truly reaping the benefits of this broader platform to showcase literacy in all aspects of life. As an adult literacy organization, we can look to many literacy platforms as vehicles to deliver messaging and create tools and resources that address adult literacy and numeracy. Our organization now has programming for workplace literacy, family literacy, community literacy and financial literacy. In the coming year we will consider health literacy and digital literacy—all from the perspective of the adult with low literacy and numeracy skills. These “literacies” provide tremendous opportunities for us to engage with the public, media, stakeholders and sponsors in new and compelling ways. We will continue to grow these platforms for literacy in the coming year.

Where are we now?

In the past year, ABC has had some great achievements:

- Re-launched ourselves as ABC Life Literacy Canada
- Signed a 3-year core funding agreement with HRSDC with a 20% increase in funding and announced the funding with an event with Minister Finley
- Received substantial new funding for new financial literacy program for adult learners, Money Matters, from HRSDC
- Welcomed a new corporate partner, TD Bank Group, as our sponsor of Money Matters and Financial Literacy Week
- Launched the first Life Literacy Night and the inaugural Dr. Alan Middleton award for workplace literacy
- Launched Life Literacy Month and debuted Essential Skills Day during their Learn@Work Week in September with Craig Alexander
- Launched our first six books in the Good Reads series to great acclaim from learners and teachers, creating a Canadian bestseller for Gail Vaz Oxlade’s financial literacy title, “Easy Money”
- Identified Alberta as the next targeted province for government relations activities to promote funding for workplace literacy; secured a partnership with Literacy Alberta

- Created the new Programs and Resources committee to provide new insight from the literacy field into our programs
- Added two new board members representing key stakeholders: unions/workplace literacy (Sylvia Sioufi, CUPE), the literacy field (Janet Lane, Literacy Alberta)
- Prospected for many new partners creating a platform for future success in corporate donations and sponsorship.

Where do we want to be in the coming year?

In 2011-2012 we will continue to elevate the literacy cause through our communications and media strategy. We will provide useful tools and resources to employers, adults learners and literacy practitioners. We will seek to secure further funding for programs and operations through fundraising and granting. This plan details these activities.

Strategic Priorities:

We have many exciting projects and outcomes planned this year. The reality is, however, that financially we are running harder to stay in place. Honda Canada's sponsorship of Family Literacy Day provided \$140,000 in operating money that is very hard to replace. In effect, we have added two more programs (Money Matters and Financial Literacy Week) in order to fill this hole, while being strongly committed to maintaining Family Literacy Day as a flagship program that we still feel has strong sponsorship potential. Similarly, last year we added Letters for Literacy in order to compensate for the loss of revenue in the Media Grab, while still maintaining the Media Grab. Even with these new programs, we have added only one more new staff member, Mack Rogers, to manage Money Matters and provide support to Financial Literacy Week. However, we haven't increased marketing or communications staff. We have to be judicious in the use of staff time in order to accomplish all that we would like to do in the amount of time we have to do it.

We have begun a staff process of prioritization and clarification in order to be entirely clear about what is important and how much time can realistically be spent on each activity. A spreadsheet at the end of this document itemizes the first part of this planning process: identifying the key programs in the coming year, their attachment to strategic goals, the priority, and the assignment of Captains and leaders to each program. We have also placed these activities into one calendar for the year. At our next staff meeting in March we will make harder choices about staff time allocation based on the prioritization and scheduling discussions of the first meeting.

Budget

We have experienced deficits in each of the last two fiscal year: the first deficit because of disappointments in the Media Grab sales due to the recession, and last year's being a budgeted deficit in light of the very uncertain recessionary world we found ourselves in. We are in a much better position coming into the 2011-2012 fiscal year. We now have secured core funding, we have a new major sponsor and new project funding. We also have many excellent prospects for sponsorship of Family Literacy Day, Look Under

Learn and Financial Literacy Week. This year we present a break-even budget, with a recommendation that one time moving costs be expensed from our Restricted Net Assets, a fund set up with the intention of covering extraordinary expenses such as moving costs or the loss of a major supporter. The budget has been prepared conservatively and realistically, given our experiences fundraising in the current fiscal year. The budget is achievable and allows us to commit to the key activities that we know will push our organization further.

Our Board and Committees:

Our volunteers are an outstanding resource to the work of ABC. In the past year, our board and committee members have provided their valuable time, recommendations, oversight, expertise, connections and even cash (their own, their organization's, and that of their friends and colleagues) to ensure our organization remains viable and healthy.

The committees have provided invaluable support in the building of this plan. Our staff thank the hard work of our invaluable volunteers for their support keeping us on mission, on time and on budget.

A chart showing our governance and committee structure is included as an appendix to this document.

Thank you all so much.

ABC Life Literacy Canada

Summary of Key Activities:

Goal 1. To provide adult learners with the tools and resources they need

Activities:

- Continue to develop and implement Money Matters Program, engaging adult learners and volunteers
- Execute Year 3 program requirements for Good Reads; develop long term strategy for Good Reads brand
- Enhance awareness of the LEARN program with sponsor support to reach more learners
- Pursue health literacy as a possible additional focus for ABC

Goal 2. To engage employers and unions to implement literacy and essential skills training in the workplace

Activities:

- Develop provincial funding for literacy and essential skills training in the workplace through government relations strategy – focus on Alberta and Ontario
- Develop targeted workplace literacy and essential skills communications strategy; Develop strategy to launch ABC Workplace Literacy and Essential Skills Centre (research, communications, capacity building in WLES)

Goal 3. To influence decision makers, opinion leaders and the public to understand and support adult literacy and lifelong learning

Activities:

- Implement communications strategy to support ABC Life Literacy Canada programs
- Continue developing the life literacy cause strategy through media and public relations, networking, digital platforms and special events
- Develop and implement Financial Literacy Week
- Enhance Family Literacy Day to include “hard to reach” parents
- Implement federal strategy to promote adult literacy and ABC Life Literacy Canada at the national level

Goal 4. To collaborate with and support the literacy field by providing tools and resources

Activities:

- Continue engaging literacy field stakeholders through the Programs and Resources Committee to better serve the literacy field through our programs
- Continue collaboration and sharing of best practices with the literacy field to help elevate programs and initiatives for the adult literacy cause
- Develop and implement collaborative project with the Canadian Literacy and Learning Network

Goal 5. To be a high impact, effective not-for-profit organization

Activities:

- Implement fundraising and sponsorship strategy to increase operational and program support to ABC activities
- Plan and implement corporate communications strategy to increase ABC Life Literacy Canada’s identity and connections with new and existing stakeholders

- Develop ABC dashboard to measure and monitor results
- Develop human resources, organizational development plan to promote excellence
- Continue to develop the Board of Directors of ABC to support the mission and vision

Detailed Strategic Goals and Key Activities – 2011-12

GOAL 1. TO PROVIDE ADULT LEARNERS WITH THE TOOLS AND RESOURCES THEY NEED

Key Activities:

- **Continue to develop and implement Money Matters Program, engaging adult learners and volunteers**

Description:

With funding and financial volunteer sponsorship secured, Money Matters will progress through a pilot program (Spring 2011) and into the delivery of the program across Canada. The program will deliver learning materials created with a clear language expert with experience creating adult learner materials and volunteer training within existing literacy programs. The resources and new relationship building with the volunteers are intended to increase confidence of learners while supply much needed resources around financial literacy. The results will be an advocacy relationship supported by increased cognitive understanding of financial management. The Program Manager will travel to learning sites to conduct focus groups and measure the effectiveness of the program, implementing any changes.

Target market: *Learners*

Objectives:

1. Complete, evaluate, review and revise pilot program for national launch including videos to be used for training purposes
2. Enroll learning centres for core programming; targeting BC, Alberta, Ontario and Eastern Canada (total enrollment expectation across four regions: 16)
3. Enroll and train volunteers in BC, Alberta, Ontario and Eastern Canada (total volunteer enrollment expectation across four regions: 185)
4. Reach a minimum of 700 learners by March 2012
5. Increase media awareness of Money Matters and financial literacy to secure at least \$350,000 in media value (combined with Financial Literacy Week).

Responsibility: Director of Marketing and Partnerships, Money Matters Program Manager,

Target start and end date: April 2011 – March 2012

- **Execute Year 3 program requirements for Good Reads; develop long term strategy for Good Reads brand**

Description:

Following successful launch of Good Reads series one in 2010, series two and a transition strategy for the project will be primary objectives this fiscal. Enhancements will be made to www.goodreadsbooks.ca and we will source new promotional opportunities for the program. A dedicated media and PR strategy will be developed featuring authors involved in the series. A report and presentation to our key funder HRSDC will re-cap successes and impacts of Good Reads. Planning meetings with Grass Roots press and our advisory committee will occur early this year. Key feedback and discussion will help ABC develop a strategy to continue promotional support of Good Reads once our project funding closes in March 2012. Grass Roots will be publishing another series of Good Reads in 2012.

Target market: Learners; Literacy Organizations, Media, Public, Advisory Committee

- o **Objectives:** Launch of Series Two books in September 2011
- o 80% increase in unique views at www.goodreadsbooks.ca (3,709 in 2010)
- o \$100,000 in news editorial value for fiscal 2011
- o Complete program evaluation and conduct meeting with HRSDC officials by April 2012
- o Develop promotional support strategy and draft budget for Fiscal 12-13 by Nov. 1

Responsibility: Director of Communications, Project Manager, Communications Manager

Target start and end date: April 2011 – March 2012

- **Enhance awareness of the LEARN program with sponsor support to reach more learners**

Description:

In 2010-2011, ABC developed a new print remnant and web campaign directing readers to the new on-line directory of LEARN partners at LookUnderLearn.ca/VoirApprendre.ca. To reach more adults who would benefit from the programs provided by literacy groups, we would seek sponsorship from Yellow Pages, a current in-kind sponsor, to make ABC a charity of choice for employee to designate contributions to ABC. We will also acquire corporate sponsorship (Great-West Life, Canada Post) to further develop our literacy awareness campaign. With funds from Yellow Pages and corporate sponsor a new TV or radio PSA will be created in addition to promotional materials (posters, bookmarks) for literacy coalitions, LEARN partners and new distribution partners (shelters, food banks) extending our reach to adults in need of literacy programming.

Target market: Learners, Literacy Field

Measurable Results for 2011-2012:

1. LookUnderLearn.ca receives at least 10,000 page views in the fiscal year

2. Continue surveys of LEARN partners to measure program success
3. Approach Yellow Pages, an in-kind sponsor, to make ABC a charity of choice and direct employee contributions to ABC.
4. Acquire corporate sponsorship of \$50,000 (potentially: Great-West Life, Canada Post) to enhance LEARN public awareness campaign
5. With sponsorship funds, create new TV or radio PSA
6. With sponsorship funds, create materials (posters, bookmarks) to distribute to literacy coalitions and LEARN partners and secure new distribution partners (i.e. shelters, food banks) to reach out to adults in need

Responsibility: Marketing Manager

Target start and end date: April 2011 – March 2012

- **Pursue health literacy as a possible additional focus for ABC**

Description:

Building on the success of the Money Matters framework, ABC will work with Health Canada to create a program that helps adult learners increase their health literacy. Research and a concept paper will be presented to Health Canada for funding to support the initiative. The concept will also be presented to potential pharmaceutical/health sponsors and used as template for government funding.

Target market: Learners

Measurable Results for 2011-2012:

1. Submit at least 5 proposals to health agencies and sponsors
2. Secure at least \$25,000 in funding for development of program

Target start and end date: April 1 – March 31, 2011

GOAL 2. TO ENGAGE EMPLOYERS AND UNIONS TO IMPLEMENT LITERACY AND ESSENTIAL SKILLS TRAINING IN THE WORKPLACE

Key Activities:

- **Develop provincial funding for literacy and essential skills training in the workplace through government relations strategy – focus on Alberta and Ontario**

For three years, ABC has worked with, and supported, the Ontario Literacy Coalition and partners on the Provincial Advisory Committee to secure support for workplace literacy, the result of which is the two-year, \$10 million Ontario workplace literacy initiative underway. Securing additional support to sustain workplace literacy training in Ontario, beyond March 2011, has been an ongoing activity. The reality of the fiscal situation, federally and provincially, underscore the need to maintain strong relations with governments at federal and provincial levels to put in place the conditions to continue this funding.

Also in 2010-11, ABC carefully considered how to go about identifying other provinces in which to continue its bilateral government relations strategy to support workplace literacy programming. After considering various options, ABC determined to move forward with Literacy Alberta as one step forward in developing Canada-wide workplace and essential skills programming, over the long term. Everson Public Affairs is currently exploring local, Alberta-based, government relations options to support this initiative and articulating the necessary next steps to move forward in that province.

In fiscal 2011-12, ABC will focus attention on putting in place the necessary mechanisms and undertaking the work to move towards success in the bi-lateral Alberta workplace initiative. This will include such measures as a private-sector Alberta-based advisory committee (in collaboration with Literacy Alberta) and mapping out the public policy environment around workplace literacy. Local government relations support is expected to be engaged.

ABC will also continue to support the ongoing work in Ontario, through the Ontario Literacy Coalition, which will focus on ensuring the workplace literacy programming is sustained.

Target market: Alberta and Ontario

Measurable results for 2011-12: Launch of bilateral Alberta workplace programming strategy; sustained programs in Ontario.

Responsibility: *President, Everson Public Affairs*

Target start and end date: April 1, 2011 - March 31, 2012

- **Develop targeted workplace literacy and essential skills communications strategy; Develop strategy to launch ABC Workplace Literacy and Essential Skills Centre (research, communications, capacity building in WLES)**

Description:

In 2010, our healthcare project enabled ABC to create new tools and resources to promote workplace literacy. The Office of Literacy and Essential Skills have increased emphasis on activities focused on WLES and ABC is well positioned to succeed in this area. In addition to strategic outreach through government relations, a targeted WLES communications strategy will be developed. Essential Skills Day which ABC created on September 23, 2010 will become more seen, heard and discussed by our stakeholders this year. ABC's www.workplaceeducation.ca and new Ipsos Reid research will be leveraged through multiple communications platforms. Training Matters 2011 will showcase successful people and workplaces committed to WLES excellence. Targeted B2B networking and speaking opportunities will ensure ABC is in key business spaces to create and influence conversation about skills and training. We will also take our workplace literacy and essential skills research, communications and capacity building expertise to a new level by creating a new umbrella home for it under the banner "ABC Workplace Literacy and Essential Skills Centre." This Centre would encompass our work in this area and be a destination point for employers, unions, practitioners and literacy organizations.

Target market: Employers, Unions, workplace literacy practitioners, Literacy Organizations

Measurable results for 2010-11:

- Create network/speak opportunities at 10 business events (ie. Board of Trades, Commerce)
- Produce Training Matters 2011 online edition before December 1
- Produce 5,000 unique views at www.workplaceeducation.ca (1,954 in 2010)
- Build on year one partnership platform developed with CSTD for Essential Skills Day and include provincial literacy organizations as partners
- Research and develop a strategy to launch the new Centre
- Develop a national list of employers and practitioners engaged in WLES
- Create an advisory panel of employers

Responsibility: Communications Director, Communications Manager, Communications Coordinator

Target start and end date: April 2011 – March 2012

GOAL 3. TO INFLUENCE DECISION MAKERS, OPINION LEADERS AND THE PUBLIC TO UNDERSTAND AND SUPPORT ADULT LITERACY AND LIFELONG LEARNING

Key Activities:

- **Implement communications strategy to support ABC Life Literacy Canada programs**

Description:

The communications team has prepared a detailed plan to elevate the life literacy cause and improve the awareness of ABC in 2011-2012. The team will consult with all staff to develop a communications strategy for programs and initiatives. Increased attention will be paid to initiatives and tools which can cross-promote programs to help increase efficiencies and overall organizational impact. One communications lead will be appointed for each program/initiative and will captain strategy and manage activities, HR support and budget operations. This will create new opportunities for staff professional development.

Target market: Internal

Measurable Results for 2011-2012:

- Consult with staff and develop micro support plans by May 1.
- Continue “calendarized” and strategic media and PR to the communications roll-out
- Continue weekly staff meetings/develop monthly department meeting to monitor progress

Responsibility: Communications Director, Communications Manager, Communications Coordinator

Target start and end date: April 2010- March 2011

- **Continue developing the life literacy cause strategy through media and public relations, networking, digital platforms and special events**

Description:

Launch of our new name, brand identity and enrichment of life literacy created major wins for ABC in 2010. We are eager to elevate the cause with more Canadians and into new public spaces this year. A new strategy has been developed to deliver impact in three key areas: Media and PR, digital communications and external network events. We will hone our messaging to ensure all program messages synchronize on the life literacy platform. Initiating matte stories and life literacy tours across Canada will merchandise life literacy in all its forms with media and stakeholders. Our online TV, radio and social media efforts will be bolstered in 2011 with new videos and content to create more interactions with our online audience. Initiatives such as Life Literacy Ambassadors, Life Literacy Night and Life Literacy Month will provide key public platforms to engage stakeholders and heighten national awareness for life literacy.

Target market: Public, Media

Measurable Results for 2011-2012:

- **Media and PR**
 - Develop 10 matte stories than can be distributed to partners
 - Finalize Launch Life Literacy Ambassadors Series One by June 1 + debut at Life Literacy Month in September
 - Activate year round networking strategy for President, involve Senior Management, staff and board
 - Conduct 3 Life Literacy media tours alongside provincial organizations (Alberta, EAST, Ontario)
 - Initiate 20 “Life Literacy” presentations

- **Digital Platform**
 - Develop website editorial plan to increase online traffic by 20% over previous fiscal
 - Connect with 20% more people through Facebook, You Tube views, Twitter followers
 - Create 5,000 “interactions” with social media strategy for fiscal 11-12
 - Produce strategy to connect Life Literacy News (e-news) with activities throughout the year.

- **Special Events**
 - Build on debut of Life Literacy Night (150 guests in 2011)
 - Life Literacy Award entries increase by 50% over previous fiscal
 - Continue to utilize Life Literacy Month platform in September to increase understanding of life literacy

Responsibility: Communications Director, Communications Manager, Communications Coordinator

Target start and end date: January 2011- March 2012

• **Develop and implement Financial Literacy Month**

Description:

In 2011/12 ABC will work with Founding Sponsor TD Bank to create a Financial Literacy Week that engages media and public, draws government and corporate focus, becomes a literacy community connection for ABC and supports learner expectations and knowledge/skill growth. Financial Literacy Week will act as a platform, similar to Family Literacy Day, which engages the public in financial literacy while addressing the numeracy issue in our nation. There will also be an opportunity for the public to engage in an activity together (i.e save \$5 over a week) and track results online. TD Bank will be encouraged to host community sessions for Money Matters “Lite” during Financial Literacy Week. This is intended to capture adult learners that may not have identified themselves as having a literacy issue. TD will be provided materials that direct the public to the ABC website. Low maintenance sponsorship opportunities will be created

to generate revenues for ABC by approaching targeted financial companies. Donated media will be used to promote FLW.

Target market: *Public, Media, Adult Learners*

Measurable Results for 2011-2012:

1. Media coverage/advertising of financial literacy (combined with Money Matters): Value \$350,000
2. Increase in requests for Money Matters programming from community literacy centres
3. Implement a media friendly and learner supportive event or action to be completed within FLW
4. Engage media with ABC ambassadors and events, creating a “buzz” for the cause
5. Establish ABC as a not-for-profit leader with a focal point on financial literacy
6. Promote Money Matters to adult learners and literacy professionals
7. Create a brand identity for financial literacy that connects to ABC and Money Matters

Responsibility: Director of Marketing and Partnerships, Director of Communications, Money Matters Program Manager, Communications Manager

Target start and end date: *July – September 30 (Week will take place during September)*

• **Enhance Family Literacy Day to include “hard to reach” parents**

In 2011 we will focus our communication and advertising efforts on reaching parents who have not heard the literacy message and adult learners who are parents, by creating new strategic, community partnerships (i.e. food banks). Research will be done with Program and Resources Committee to identify key areas of reach. We will focus our efforts on promoting the adult literacy messaging and will re-evaluate HR time /the scale of the program based on Sponsor support. The Marketing and Partnership Director will work to increase partnership levels with 2010 sponsors and potential sponsors presented to in 2010. The Director will also seek connections from the Board and Committees with potential sponsors aligned with the five target sectors as listed in Goal 1. New opportunities to sponsors specific promotional/educational/ materials and posters will be created to increase revenues.

The Munsch at Home contest will be re-evaluated to minimize HR efforts and focus on the adult literacy theme. Consideration will be given to a new, adult focused contest based on secured sponsorship funds. We will also consider the issue of a succession strategy for Robert Munsch.

Target market: 1) Parents and their children (particularly those who do not engage in frequent literacy activities with their children) Parents “learners” with low literacy skills.

Objectives:

1. Secure \$75,000 in Family Literacy Day sponsorship / fundraising
2. Re-evaluate media strategy for advertisements to include set sizes for magazine and newspaper ads (work with Raise-A-Reader)
3. Re-evaluate FLD portal for navigation and dedicated resources for adult learner audience
4. Encourage participation of 300,000 Canadians

Responsibility: Director of Marketing, Marketing Manager, Communications Manager

Target start and end date: April 2010 – September 2011

- **Implement federal strategy to promote adult literacy and ABC Life Literacy Canada at the national level**

Description: At the federal level, ABC needs to gather its national champions and ensure that awareness of literacy issues is high.

To achieve this, ABC needs to cultivate key national partnerships with the business sector: Margaret Eaton and potentially other members of the External Relations Committee and/or the Chair of ABC will meet with key staff at national business and labour organizations and associations (eg CME, CLC).

Seek opportunities to advance the importance of literacy in broader federal public policy
It's clear that the federal government will not pursue a 'literacy' strategy. Rather, ABC will continue its practice of seeking to relate and 'embed' literacy issues in broader public policy initiatives.

Develop clear, compelling information, based on research, to cement the policy rationale for linking literacy to the skills and competitiveness agenda

There is a comprehensive pool of existing research linking literacy to competitiveness. ABC will collect and synthesize this material to support communications. Key briefing documents will be updated to ensure their relevance to policy priorities of the federal government, such as the digital economy strategy.

Work with the Office of Literacy and Essential Skills (OLES), Human Resources and Skills Development Canada (HRSDC).

ABC will also seek to reinforce its position as a non-partial, effective information resource to support OLES policy development.

OLES can also support ABC's work by playing a communicating and coordinating role. ABC and its partners will seek funding from OLES to support its campaign goals, such as research. ABC will meet with OLES and present its campaign goals and approach..

ABC will take its goals to the Minister's office and to senior HRSDC officials. It will be critical to draw clear links between ABC's campaign and the broader agenda of the department and government, for example the digital economy, financial literacy, and skills development and competitiveness.

Recruit federal champions

Leading with the link to economic competitiveness, ABC will continue to recruit strong, solid champions at the federal level. MPs and Senators that take an active role in support of a specific issue, such as literacy can be very effective by raising issues at the highest level and advocating directly with lead ministers. Margaret Eaton will do a series of meetings with MPs and Senators from all parties to secure their support and develop 'champions'. ABC will also seek to build on its support from business groups, referred to above, to help build alliances.

Engage key Ministers and their officials

In keeping with 'embedding literacy' in broader government policy priorities, Margaret Eaton will meet with relevant ministers and their advisors to build support. To the extent possible, it will be important to invite private sector partners participate in these meetings.

Target market: Federal government and national business partners.

Measurable results for 2011-12: Appropriate policy intervention, such as briefs and submissions; updated government briefing material; continued and recognized positive relationship with OLES; development of one to two clear parliamentarian champions, sustained and ongoing relationships with ministers' offices.

Responsibility: President, Everson Public Affairs

Target start and end date: April 2011- March 2012

GOAL 4. TO COLLABORATE WITH AND SUPPORT THE LITERACY FIELD BY PROVIDING TOOLS AND RESOURCES

Key Activities:

- **Continue engaging literacy field stakeholders through the Programs and Resources Committee to better serve the literacy field through our programs**

Description:

ABC will continue to engage the literacy field to develop resources in its existing and new programs through its Program and Resource Committee Meetings. A minimum of four meetings will take place via conference call and agenda items will include: Money Matters program that includes financial volunteer training and learner/literacy practitioners feedback; Family Literacy Day tools and new partners to raise the profile of Family Literacy Day with adult learners (i.e. food banks); LEARN PSA messaging and website to direct learners and new posters to be distributed through shelters, food banks and community centres.

Target market: Literacy field (national, provincial, local).

Responsibility: Director of Marketing and Partnerships.

Target start and end date: April 1 – March 31, 2011

- **Continue collaboration and sharing of best practices with the literacy field to help elevate programs and initiatives for the adult literacy cause**

Description:

ABC has been making progressive steps with the literacy field to collaborate more and promote literacy events in the spirit of the adult literacy cause. International Literacy Day and International Adult Learners Week are excellent examples of global initiatives that have achieved more awareness in Canada over the last few years thanks to coordinated efforts amongst literacy organizations. ABC will continue this approach through our new programs and resources committee and engaging more “think-tanks” involving marketing and communications officials in the field.

Target market: Literacy Field, Public

Measurable Results for 2011-2012:

- Use non-ABC events to increase awareness of the life literacy cause (ie. IALW, International Literacy Day)
- Merchandise national and regional statistics alongside our stakeholders for our collective use
- Creation of a marketing and communications “best practices” forum with literacy field MARCOM specialists
- 4 meetings of national literacy organizations throughout the year

Responsibility: Communications Director, Communications Manager, Communications Coordinator, President

Target start and end date: April 2011- March 2012

- **Develop and implement collaborative project with the Canadian Literacy and Learning Network (CLLN)**

Description: In 2010 we were encouraged by the Director General of the Office of Literacy and Essential Skills to develop a collaborative project with CLLN to develop trust between the two organizations. The project we have developed looks at ways to engage the employer/labour community in developing the workplace literacy and essential skills of their workers. The second part of the project focuses on developing a recognized, professional, well-funded literacy sector for both adult literacy, and workplace literacy and essential skills. This project will bring the literacy sector together along with its champions in business, labour and government with the goal of setting action steps to move the literacy sector forward to ensure that adult Canadians have access to the literacy and essential skills they need both in and outside of the workplace. The project description has been written and a meeting has been set with the new President of CLLN, Eileen Dooley, to discuss the project and each organization's roles.

Target market: Employers, unions, literacy organizations and practitioners

Measurable Results for 2011-2012:

- development of a project with clear objectives, clear roles for the partner organizations
- funding is applied for and received; project begins

Responsibility: President

Target start and end date: Ongoing through 2011-2012

GOAL 5. TO BE A HIGH IMPACT, EFFECTIVE NOT-FOR-PROFIT ORGANIZATION

Key Activities:

- **Implement fundraising and sponsorship strategy to increase operational and program support to ABC activities**

Description:

In 2010 ABC focused on exploring the potential of family and corporate foundation funding along with provincial government funding for support of Family Literacy Day. These endeavors provided a low return on investment with consistent feedback that these groups preferred to support community groups that delivered programming. In 2011/12 ABC will continue to focus on the areas that showed the most interest in support – corporate sponsors. A new presentation was created that included many of ABC's properties (Money Matters, Financial Literacy Week, Family Literacy Day and Look Under Learn) and showcased the value to the learner and to the corporations business objectives. Multi-level partnerships were presented to many organizations but decisions were deferred until 2012 due to competing business priorities. ABC will build on its new/re-connected relationships to secure sponsorship funding for ABC. In addition to presenting tier-level sponsorship opportunities, ABC will create simple entry level partnerships that allow partners to sponsor specific promotional items of the program i.e. Posters for LEARN program, tip sheets for Family Literacy Day. ABC will secure at least \$75,000 in sponsorship revenues for Family Literacy Day, \$50,000 for the LEARN program and \$10,000 for Financial Literacy Week.

In 2011/12 a new sponsorship strategy will be implemented that includes a strategic approach five key sectors: Financial (bank/insurance), Automotive, Retail, Consumer Packaged Goods, Telecommunications. Presentations created in 2011 will be repurposed and ABC Board and Committees will be requested to make one connection for the Director of Partnerships to present sponsorship opportunities. Current partners will be approached to increase sponsorship levels. ABC will create at least two events for Board and Committees to bring potential sponsors to showcase ABC's work and the literacy cause. As a result of Honda's non-renewal for Family Literacy Day, ABC faces the loss of substantial operating revenue and must be create new, mission-aligned programs to raise new revenues; this includes exploration into health literacy and digital literacy.

Foundations: Review research from 2010 and pursue corporate foundations with focus on national programs, education and awareness. Research family foundations (based on 2010 success) and submit at least 10 applications with similar focus and incorporate feedback from learners on program and LEARN survey data.

Individuals: ABC will connect with adult learners who have benefited from ABC's programs and collect success stories for ABC programs/products including Money Matters, Good Reads, LEARN, Family Literacy Day that will be showcased in individual campaign letters. At least 3 individual campaigns will mailed to donors from 2007-2011

(includes CanadaHelps donors): International Adult Learners Week (includes adult learner story), back to school/ Life Literacy Month, November for end of year giving campaign. ABC will also continue to promote “Play for Literacy” model with staff, board members, committees and public.

ABC Life Literacy Sale

Description: The ABC Life Literacy Media Sale will continue to include print media as well as online, outdoor and other media (i.e. ads in e-news communications.) ABC will re-establish relationship with media that participated in previous years and who have not renewed support to increase media offers and value of sale. ABC will also increase ask size from existing sponsors and will try to secure National Post donation through renewed partnership with Postmedia. Expected revenue will be modestly increased by 6% over last year’s goal in light of potential donor fatigue we are experiencing with our multiple programs requests for donated media support – target \$115,000. Create an advertising campaign directed to SMEs and agencies to further communicate availability of sale (Marketing, Strategy.)

Target market: *Private Sector; Media*

Measurable Results for 2011-2012:

1. Raise \$115,000 in revenue
2. Secure at least \$625,000 in donated media space
3. Build potential buyer list, targeted to SMEs and small to medium agencies, and increase list by 15%
4. Advertise with Marketing and Strategy to promote campaign

Responsibility: Director of Marketing, Marketing Manager

Target start and end date:

Letters for Literacy

Description: Letters for Literacy will once run once again with a fundraising target of selling 12 letters to raise a net of \$65,000. Remaining a B2B campaign, Board and Committee Members will again be asked to consider the purchase of a letter for their company and to open their Rolodex to connect ABC with potential buyers. In order to appeal to more corporations and partners, ABC will work to secure a full or half page ad in the National Post or Globe and Mail. Sponsors from years one and two of the program will be encouraged to renew their support. ABC will also approach targeted industries including financial and publishing. We will promote artist’s involvement, through conventional media as well as social media to entice interest in the program. Reach out to corporations and lawyers (collectors of art) to support literacy through LFL and receive a work of art for their collection. We will also investigate opportunity to sell original artwork of letter at Life Literacy Night Auction as a means of raising additional funds through the campaign.

Target market: *Private Sector; SME; Foundations; Individuals*

Measurable Results for 2011-2012:

1. Sell 12 letters and raise \$65,000
2. Work with artist to create 26 letters of alphabet
3. Secure national newspaper to print full page advertisement and raise the profile of the LFL in addition to Vancouver Sun, Toronto Star

Responsibility: Director of Marketing, Marketing Manager

- **Plan and implement corporate communications strategy to increase ABC Life Literacy Canada's identity and connections with new and existing stakeholders**

Description:

ABC has developed very good relationships over its 20-year history and in 2011 we will be making major strides to increase results in this key area. Pro-active connections with new and existing stakeholders will educate more people about who we are, what we do and create more active supporters for the life literacy cause. A new networking strategy will be rolled out as a company-wide initiative including participation from president, senior management, staff, board and committees. Outcomes will be forged through one-to-one and group spaces.

Target market: public, government, employers, sponsors, media, community literacy organizations, unions, trade associations

Measurable Results for 2011-2012:

- Create network/speak opportunities at 10 business events (ie. Board of Trades, Commerce)
- Create network/speak opportunities at 10 PR/Marketing and Sponsorship events
- Connect with 2,000 stakeholders via direct ABC networking (events, one-to-one meetings)
- Recruit new online contact database and train all staff before June 1

Responsibility: Communications Director, Communications Manager, Administrative Support Manager

Target start and end date: January 2011- March 2012

- **Develop ABC dashboard to measure and monitor results**

Description: In 2010, the board began discussions of a dashboard of measurables to help guide the work of ABC. The idea of the "dashboard" is to have a set of measures against which ABC can measure its impact. We want to move beyond, for example, "number of unique page views" to measures that actually show that our work has made a measurable difference to our key stakeholders. In 2011, Alan Middleton will share research on work that he is doing to create a dashboard. We will have a facilitated meeting with staff, board and stakeholders that will build on this research work to create our own dashboard.

Measurable Results for 2011-2012:

- Alan Middleton's research projected completed and shared (summer 2011)
- Facilitated session with staff, board, stakeholders to create "straw man" dashboard (fall 2011)
- Dashboard finalized (winter 2012)

Responsibility: President, Executive Committee

Target start and end date: June 2011 – March 2012

- **Develop human resources, organizational development plan to promote excellence**

Description: In 2011-12, ABC will continue to grow as an organization through its outstanding staff team. We will continue with Solutions Focus training and upgrading for all staff. We will continue to implement Solutions Focus performance reviews and develop training and development plans for each staff member. We will improve the literacy and essential skills knowledge of our staff through our connections with literacy organizations and learners.

Measurable Results for 2011-2012:

- Two Solutions Focus training events will take place in the year
- Solutions Focus performance reviews will be conducted and each staff member will have their own training and development plan
- We will seek out at least two opportunities for each staff member to improve their literacy and essential skills knowledge through formal and/or informal learning.

Responsibility: President, Senior staff

Target start and end date: May 2011 – March 2012

- **Continue to develop the Board of Directors to support the mission of ABC**

In 2010-11, the Governance and Nominating Committee made great strides in bringing in new stakeholder representation to our board and expanding the geographical representation of our board with two new members (Sylvia Sioufi and Janet Lane). In 2011-12, we will review the board slate for the AGM and recruit as necessary, with a focus on recruiting an employer from outside of Ontario if possible whose place of employment has an active workplace literacy and essential skills program. This will fill a gap in stakeholder representation on our board and provide more geographic diversity.

The Committee will also create a board evaluation strategy including board self-evaluation documents and a timeframe for implementation and review. The evaluation strategy will be implemented and the results reviewed. A strategy will be created in response to the findings.

The Committee will also consider issues of diversity on our board and committees, beginning with a research project to review best practices in bringing diversity to governing bodies to see what could be learned and implemented for ABC. From this, a plan will be developed.

The Committee continues its work to review and update the policy manual and will have a revised version of the policy manual to the board for approval in fiscal 2011/12.

Measurable results for 2011-12:

- *Self-evaluation of board members, board meetings and the board created, approved and implemented; action strategies created as a result*
- *New workplace literacy representative from outside of Toronto appointed to the board at the June AGM*
- *Research on best practices in diversity for boards and committees, leading to a plan to diversify ABC's board and committees to reflect Canada's diversity*
- *Revised and updated policy manual approved by the board*

Responsibility: Governance and Nominating Committee, President,

Target start and end date: April 1-March 31