



Strategic Plan 2010 – 2013

A Bolder Vision for ABC Life Literacy: Bringing Life Literacy to Life

*Live as if you were to die tomorrow.
Learn as if you were to live forever.
Gandhi*

TABLE of CONTENTS

- 1. Key Learnings**
- 2. Overview of 2010-2013 Strategic Goals**
- 3. Overview of 2010-2011 Operational Activities**
- 4. Summary of 2010-2013 Strategic Plan**

Key Learnings

The previous three-year strategic plan alongside important research and thinking amongst our staff produced several key learnings towards development of this new strategic plan. These key learnings are as follows:

- The need for a big platform for literacy and an organization that is inclusive of our key stakeholders: learners, employers and unions, the public and key influencers, the literacy field.
- The need for a new vision and mission for ABC Life Literacy Canada reflecting the bigger platform, our stakeholders.
- The need for government funding for workplace literacy and government relations as our key activity in workplace literacy
- The need to replace traditional media with new media to deliver programs, to raise awareness and to fundraise.
- The need to engage *individuals* in the cause through Life Literacy Ambassadors, individual giving, social media in order to create a movement – and build support for the cause.

Strategic Goals 2010 – 2013 (Overview)

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

ABC Life Literacy Canada will help learners:

- connect with a local literacy organization for training
- tell their stories, connect with other learners
- help their children with their literacy needs
- learn about financial literacy
- find Canadian-authored books written for adult learners

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

We will help employers and unions:

- find the information they need to provide essential skills training programs
- work with governments to provide funding and support for workplace literacy and essential skills

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

We will influence through:

- providing positive messaging to the public about adult literacy and lifelong learning
- providing information to parents about the benefits of family literacy
- providing multiple platforms for individuals to learn more about all aspects of adult literacy
- providing role models and leadership for individuals through Life Literacy Ambassadors

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

Help the literacy field

- with program tools and resources to promote literacy with their stakeholders: Look Under Learn, Family Literacy Day, Money Matters, Good Reads
- with support for workplace literacy practitioners

Goal 5. Increase ABC Life Literacy Canada's Effectiveness

We will:

- continue to build a solid foundation with funders – be a resource to government
- increase revenue generation through new fundraising and partnership initiatives
- increase our profile and network through corporate communications

Strategic Goals:	ABC Life Literacy Canada will:	Activities – 2010-2011 (Overview)
1) To provide adult learners with the tools and resources they need	Help learners: <ul style="list-style-type: none"> • connect with a local literacy organization for training • help their children with their literacy needs • learn about financial literacy • find Canadian-authored books written for adult learners • tell their stories, connect with other learners 	<ul style="list-style-type: none"> • Redevelop LEARN program • Develop and Launch Money Matters Program – financial literacy for adult learners • Plan and execute Year 2 program requirements for Good Reads book series targeting adult learners • Develop strategic online communications plan to increase profile of the adult learners
2) To engage employers and unions to implement literacy and essential skills training in the workplace	Help employers: <ul style="list-style-type: none"> • find the information they need to provide essential skills training programs • work with governments to provide funding and support for workplace literacy and essential skills 	<ul style="list-style-type: none"> • Develop communications strategy to promote literacy and essential skills in the workplace (ES Day) • Develop provincial funding for literacy and essential skills training in the workplace through government relations strategy – add new province, maintain Ontario • Test workplace models for literacy and essential skills training – Learning Lounge project
3) To influence decision makers, opinion leaders and the public to understand and support adult literacy and lifelong learning	Influence through: <ul style="list-style-type: none"> • providing positive messaging to the public about adult literacy and lifelong learning • providing information to parents about the benefits of family literacy • providing multiple platforms for individuals to learn more about all aspects of adult literacy • providing role models and leadership for individuals through Life Literacy Ambassadors 	<ul style="list-style-type: none"> • Launch ABC Life Literacy Canada and celebrate 20th anniversary • Develop strategic media and public relations plan to build equity in “Life Literacy” and adult literacy cause • Create an active audience of Life Literacy supporters • Continue Family Literacy Day program emphasis on adult learners • Develop a communications strategy to support ABC Life Literacy Canada programs • Implement federal government strategy to promote adult literacy and ABC Life Literacy Canada at the national level
4) To collaborate with and support the literacy field by providing tools and resources:	Help the literacy field <ul style="list-style-type: none"> • with program tools and resources to promote literacy with their stakeholders: Look Under Learn, Family Literacy Day, Money Matters, Quick Reads • Provide support to workplace literacy practitioners 	<ul style="list-style-type: none"> • Engage literacy field stakeholders in development of program tools and resources • Continue collaboration and sharing of best practices with the literacy industry to help elevate programs and initiatives for the adult literacy cause
5) To increase ABC Life Literacy Canada’s effectiveness, in order to accomplish these goals.	ABC Life Literacy Canada will have/be: <ul style="list-style-type: none"> • solid foundation with government funders • a great communicator to stakeholders • an outstanding fundraiser 	<ul style="list-style-type: none"> • Develop and implement fundraising and sponsorship strategy to provide operational and program support to ABC Life Literacy Canada activities • Develop a corporate communications strategy to increase ABC Life Literacy Canada’s identity with new and existing stakeholders especially employers/unions • Build board to further reflect our key stakeholders.

Summary Report:

We have a new brand positioning statement that articulates much more clearly why ABC matters:

ABC Life Literacy Canada is a catalyst for adult literacy by: providing Community, Workplace and Family Literacy promotion through programs and resources. These programs in turn create a platform to elevate the literacy and numeracy cause on the national agenda as the private sector expert for business, unions and governments.

Why do we want to elevate the literacy cause? From elevation comes more public understanding (less blame and shame), more funding for literacy, more support for the adult literacy cause.

We are poised for success in a new world:

The world of 2010 – 2013 is going to be quite different from the world of our last strategic plan

- post-recession world – loss of high paying low-skilled jobs in manufacturing, forestry, and mining – they're not coming back
- changing role of traditional media – affects fundraising, also affects our ability to communicate
- rise of digital media – web, social networks, twitter, and the cell phone as a medium
- skill requirements are changing -- increasingly we see that Canadians need numeracy and financial literacy skills – that need can only grow
- shift in funding – sponsorship support declined for all charities in 2009.

Direction Going Forward...

Our culture values an investment in education for children and post-secondary degree-granting institutions. But our culture doesn't recognize a "third pillar" of learning – the learning that happens outside of formal institutions, at work, in the community, for adults. Through our new plan, we will show the value of life literacy and lifelong learning. By demonstrating that value, we will influence others to fund adult literacy, to provide training, to understand its importance for individuals, for families, for communities and for our economic prosperity as a nation.

The Defining Element: Life Literacy

As we enter 2010, one of the largest changes we will make is to the name of the organization: ABC Life Literacy Canada. This new name has given us much food for thought. While it defined what ABC CANADA was all about, it also suggests new ways of thinking about what it is we do and why.

ABC Life Literacy Canada is about all the stages of life. It is about all aspects of life. It encompasses the work we currently do in family, community and workplace literacy. It also powerfully suggests life long and life wide learning. And it places an emphasis on literacy for life—the skills you need to live life and that new skills are needed throughout life. The new name suggests a bigger literacy tent—that ABC Life Literacy Canada is the leading national literacy organization in Canada.

New Mission and Vision for ABC Life Literacy Canada

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 mobilize business, unions, government, communities and individuals to support lifelong learning.

We achieve our goals through leadership in programs, communications and partnerships.

The new name came from our new brand positioning. With new brand positioning and a new name, there is a need for a new vision and mission for ABC which reflects the larger strategic role we have carved out for ourselves with this name.

We want to open up our organization to reflect all stakeholders, not just the private sector, and to reflect the collaborative way in which we will need to work in order to effect real change. It's not just one "voice", but many that need to be reflected within the mission of what we do.

Changed strategic focus based on key stakeholders:

Our strategic plan views our work through the lens of our key stakeholders and what we want our activities to result in for each of them. The key stakeholders are:

- Adult learners
- Employers and Unions
- Public
- Literacy Field

The strategic plan sets out clear goals around each stakeholder group. As a result, our actions will become more focused and targeted on the desired impact. This stakeholder-based focus also lets us examine our programs, tools and resources in terms of how they affect those who use them: the literacy field, employers and unions and adult learners. The stakeholder lens is a powerful tool to drive meaningful change and meaningful action.

Our vision for employers and unions by 2013:

- Influenced governments to help change and implement solutions for employers
- Helped create more workplace literacy programs across Canada
- Increased productivity of workplaces and morale, lowered absenteeism

Our vision for the public and influencers by 2013:

- ABC Life Literacy Canada has used social media to touch more Canadians
- Received more calls from media looking to cover stories on literacy
- Successfully recruited a cast of Ambassadors in key categories
- More people are attuned to the cause, “get it” and support it

Our vision for learners: Learners by 2013:

- Adult learners are not stigmatized
- Continued to increase funding for learner programs – workplace literacy
- Continued to increase the public, media, government understanding of adult literacy - created a better environment for learning to take place
- Created platforms for adult learners to be heard – adult learners tell their own stories
- ABC has created a learning culture: we all need to upgrade, we all have something to learn