



Literacy Coalition  
of New Brunswick<sup>Ltd.</sup>

## STRATEGIC PLAN 2010 – 2013

September 21, 2010

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## 1 INTRODUCTION

Following the 2009 annual meeting, it became clear that a revised strategic plan would be essential for the LCNB. As President, I offered to lead the process and promised extensive consultation with the entire Board. By the end of 2009, an exhaustive review had been completed of previous plans, policies and activities of the Coalition. Draft 1 was sent to the Board on January 15, 2010. Conference calls with Board members were held on Feb. 4, Feb. 18, March 11, March 18, April 1 and April 15. Draft 2 was presented at the Board meeting on April 22. A follow-up conference call was held on June 17. Suggestions from Board members were considered seriously and a conscientious effort was made to incorporate them in the final text.

In accordance with the Board's recommendation, a consultant was hired to provide professional support during the final preparation of the plan. Dr. Frank Hayes was chosen and a contract was approved by the Executive. During August and September, the consultant met on three occasions with the President and the Executive Director and 10 conference calls were held.

The newly developed Strategic Plan 2010-2013 is a reflection of a strong clearly defined relationship with the Office of Literacy and Essential Skills, Social Development Canada, as well as the expectations in the funding agreement with the Government of Canada. While our organization has experienced some transition during the past year, I trust that all Board members will share my optimism as we accept the new challenges in our Action Plan 2010-2013, and as we strive to maintain a healthy relationship with all our partners and those who contribute financially, especially through the annual PGI tournament.

We must remain confident that the Literacy Coalition of New Brunswick can fulfil its mission of increasing literacy, lifelong learning and essential skills for the citizens of New Brunswick as we continue to strengthen our staff, our Board and our partnerships.

Marilyn Trenholme Counsell, President

## **2 MISSION – LITERACY COALITION OF NEW BRUNSWICK**

The mission of the Literacy Coalition of New Brunswick is to increase literacy, and opportunities for lifelong learning and essential skills, for the citizens of New Brunswick.

## **3 PRINCIPLES – LITERACY COALITION OF NEW BRUNSWICK**

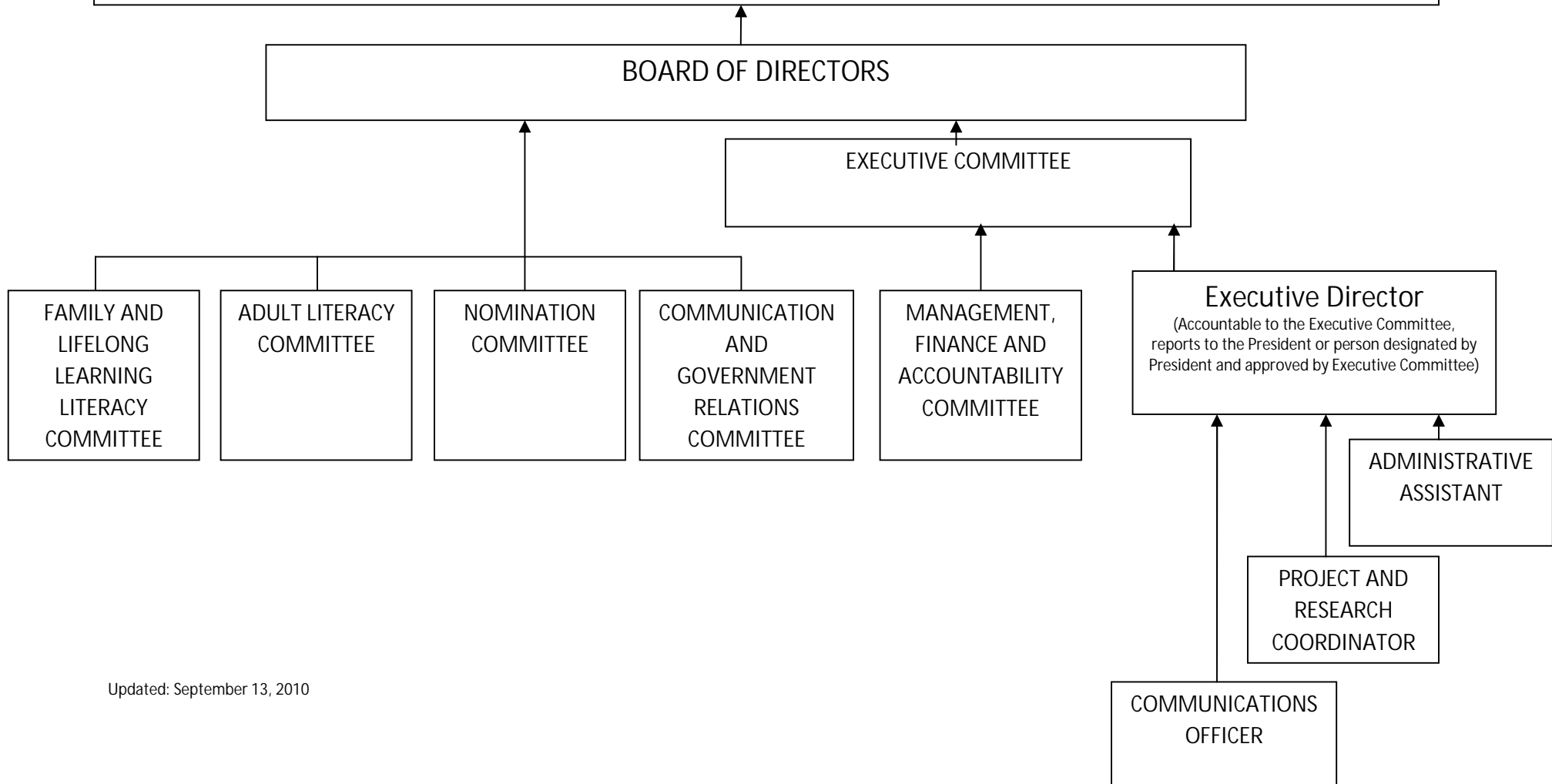
1. To be a recognized leader in New Brunswick for literacy, lifelong learning and essential skills;
2. To build knowledge and expertise and to broker tools, supports and best practices in literacy, lifelong learning and essential skills;
3. To develop a greater appreciation of the needs of learners, through the creation of a “learner culture” within the Coalition;
4. To respect and support the work of all partners in New Brunswick working in the fields of literacy, lifelong learning and essential skills, and to celebrate their achievements;
5. To review annually the Board of the Coalition to ensure a strong representation of government, universities and college, libraries, business, labour and the voluntary sector, as well as learners, and taking into consideration the necessity of including members from both urban and rural New Brunswick as well as from Aboriginal communities;
6. To monitor continually the operation of the Coalition to assure efficient management and accountability, and to enhance risk management, with the support of the Finance, Management and Accountability Committee; and
7. To plan and evaluate all initiatives and projects of the Coalition to maximize their value and effectiveness in advancing literacy, lifelong learning and essential skills in New Brunswick, as well as to meet all obligations inherent in our funding agreement with the Office of Literacy and Essential Skills, Social Development Canada, and other contracts.



## 4 LCNB ORGANIZATIONAL CHART

Literacy Coalition of New Brunswick

A broad-based representation of partners in literacy; literacy groups; community groups; labour and business organizations, educators, government departments (federal, provincial, municipal) learners and others who are committed to raising levels of literacy and essential skills among the citizens of New Brunswick. The following is the organizational chart.



Updated: September 13, 2010

## 5 LCNB BOARD EXPECTATIONS

1. Strict adherence to deadlines submitted to OLES in the Action Plan and approved project, July 12, 2010, as well as all other established deadlines/timelines;
2. Evaluation methodology, including success indicators, approved by the Board of the Literacy Coalition of New Brunswick, as well as OLES when indicated, similarly for any other funding partner;
3. Regular follow-up with partners and participants in each aspect of the work of the Coalition, including the referral service;
4. Regular monitoring and reporting of the number of participants in each initiative including the website, referral service and all outreach activities;
5. Detailed reporting by the Executive Director to the President weekly, the Executive monthly and the Board quarterly, as well as to OLES and any other funders as agreed by both parties in the funding agreement(s);
6. Annual reports, including an audited financial statement, presented at the Annual General Meeting of the Literacy Coalition of New Brunswick by the President, the Treasurer, Committee Chairs, the Executive Director and those individuals responsible for specific projects; and
7. The "Management, Finance and Accountability Committee" of the Literacy Coalition of New Brunswick will support the Executive and report to the Board on all items included in the terms of reference of this Committee, including the evaluation of the Executive Director.

In consideration of the vast experience and knowledge represented by members of the Board of the Literacy Coalition of New Brunswick, individual observations and advice on goals, performance indicators and general or specific items of evaluation will be received by the Executive from Board members with appreciation.

## 6 ACTION PLAN

### LITERACY COALITION OF NEW BRUNSWICK - ACTION PLAN: 2010-2013

GOALS	OBJECTIVES	ACTION	OUTCOMES	TIMELINE
1. <b>To build knowledge and expertise</b>	Develop and submit environmental scan to OLES on the state of literacy and essential skills in NB	Environmental Scan (as per annual Performance Report and Environmental Scan template)	Environmental scan is completed  Information on emerging issues relating to literacy and essential skills is disseminated to partners/stakeholders (followed by an impact report)	Nov/2011  March/2011
	Continue to develop networks for:  Family literacy  Adult literacy  Adult learners	Forum held for adult, family and workplace literacy with speakers and professional development  Distribution lists created for family, adult, learner and workplace networks  Update NB directory of service providers and stakeholders  Webpage developed and maintained for adult, family, learner and workplace literacy	Forum held  Report to Board (via participant questionnaire) on forum participation and success  Report on post-forum effectiveness via participant follow-up  LCNB website updated	Oct/2011  Nov/2011  April/2012  2010-2013



	Workplace Literacy	Develop PowerPoint, information booklet and presentation on Workplace Literacy and Essential Skills for employers, unions and educational institutions  Develop Literacy and Essential Skills booth for tradeshow	List of recipients of materials and presentations  List of trade shows attended and number of participants	2010-2013  2010-2013
	Develop contacts with municipalities	Raise awareness of literacy/essential skills tools & models  Encourage development of municipal literacy councils	Set up 10-year benchmarks for increasing literacy programs  Measure number of programs and participants	2011-2012
	Create an awareness campaign promoting the importance of literacy/essential skills and LCNB's referral service	Posters, radio and newspaper ads, brochures and participation at conferences and meetings	Document requests for referrals/materials	2010-2013
	Develop contacts with unions, employers and employment sector	Inform sector on importance and value of Literacy and Essential Skills	Newsletters, fact sheets & PowerPoint presentations created and distributed	2010-2013
	Work with government agencies to educate and inform on Literacy/Essential Skills	LCNB takes leadership by sharing information on best practices and participating on advisory committees	Increased collaboration between ministries through the work of the NB Literacy Coordinating Committee	2010-2013

	One day sessions for practitioners working with adults with learning disabilities	One day regional PD sessions on learning disabilities across the province	Evaluation Report on participant response	2010-2012
	Building Capacity for Family Literacy	Regional Round Table sessions and 2-day workshop on building capacity for family literacy  Development of a Needs Assessment Tool and Travelling Trunk	Round Table Evaluation Reports  Needs Assessment Tool developed  Travelling Trunk with a distribution plan developed	February 2011
	Strategic Framework for Family Literacy	Follow-up forum to be held as part of the forum for adult, family and workplace literacy	Updated Strategic Framework for Family Literacy	October 2011
<b>Goal</b>	<b>Objectives</b>	<b>Action</b>	<b>Outcomes</b>	<b>Timeline</b>
<b>2. To broker tools, supports and best practices</b>	LCNB Newsletter	Completion of a quarterly newsletter for online distribution containing activities of the LCNB, provincial literacy and essential skills news, upcoming conferences and special events provincially and nationally, news items of government and community partners and research synopses	Increase awareness for all partners in literacy and essential skills work, for learners and for the public	Quarterly
	Referral service for literacy/essential skills	Learn line, webpage, directory/inventory of programs and services, geographic mapping of	Referrals monitored and follow-up conducted with learners	Monthly

	programs and services	services on website		
	Expand the S.O.U.L. project	Train learners in public speaking/ essential skills so that they can share their success stories to promote Literacy and Essential Skills throughout the province	Regional sessions to better accommodate learners with participant evaluation and follow-up	Annually
	Develop social media to promote the importance of literacy and to recognize literacy resources	Advancing the use of social media to promote literacy and essential skills  Collaborate with NALD on development and maintenance of LCNB website	Activity monitored	Monthly
	Increased involvement in Aboriginal literacy	Enhance literacy and essential skills services to the Aboriginal population	Monitoring the developing relationship with the Aboriginal population	2011-2013
	Online resource centre for family, workplace, adult literacy/essential skills	Interactive webpage and other social media with information and links to tools, supports and best practices	Activity tracked	Monthly
	ABC Life Literacy Canada: Family Literacy Day Initiative	Promote and participate in family literacy activities	Report to ABC Life Literacy Canada on FLD Initiative	Annually – January 27
	International Adult Learners Week	Promote and participate in International Adult Learners Week	Hold an event for Adult Learners to showcase their learning	Annually

	Award ceremonies, celebrating individuals' and organizations' contributions to literacy	Award ceremonies for adult learners and individuals who contribute to literacy to recognize their achievements:  Sheree Fitch Adult Learner Scholarships, Dr. Marilyn Trenholme Counsell Early Childhood Literacy Awards	Acknowledge and celebrate success and encourage and support continued efforts	Annually
	Data Bank on funding for literacy/essential skills	Inventory of available funding resources on web for distribution to partners	Monitor use of website and follow-up with literacy partners	Annually
<b>Goals</b>	<b>Objectives</b>	<b>Actions</b>	<b>Outcomes</b>	<b>Timelines</b>
<b>3. To develop and sustain partnerships and networks</b>	Strengthen provincial partnerships, including FANB, through the NB Literacy Coordinating Committee	Collaborate with provincial partners for literacy/essential skills projects through NB Literacy Coordinating Committee and other conferences and liaison opportunities	A comprehensive plan to reduce gaps and lessen overlaps in provincial literacy programming and projects	2010 - 2013
	Develop partnerships with other Government departments/agencies	Collaborate with Public Safety, Population Growth Secretariat, Business NB, Regional Development Corporations	Report on impact of activities	2010-2013
	Partner with NB Department of Post-Secondary Education, Training and Labour	Strengthen communication and cooperation with PETL on tools/programs for workplace Literacy and Essential Skills	Report any significant communication/collaboration	2010-2013

	Strengthen connection with Aboriginal communities in NB	Pilot family literacy tools & complete directory of Aboriginal literacy services and programs	Directory developed Literacy tools piloted with participant evaluation	2010-2013
	Build and strengthen partnerships with Business & Labour sector	Promote business involvement in workplace literacy via newsletter, webpage and social media, and through meetings and conferences  Utilize distribution networks of the Chamber of Commerce, NB Business Council and Round Table on Self- Sufficiency (NB 2026)	Newsletter distributed to business distribution list	2010-2013
	Increase collaboration with Atlantic Coalitions	Increase dialogue and share information across Coalitions	Annual meetings	2010-2013
	Community partnerships	Outreach to community partners to share information on literacy and essential skills	Document information dissemination	Annually
	Build research partnerships with universities/colleges	Collaborate on research projects related to literacy and essential skills	Report on research highlights	2010-2013
	Build health organization partnerships	Collaborative partnerships NB Health Council, Department of Health, and Department of Wellness, Culture and Sport	Create awareness about the effects of literacy on health	2010-2013
	National Literacy partnerships with CLLN,	Membership on Board of Directors for CLLN, ABC Life Literacy	Summary report on annual initiatives	2010-2013

	ABC Life Literacy Canada, NALD and Frontier College	Canada, PGI Canada member		
	Partner with Youth Choices and Partners for Youth	Focus on teens out of school to increase literacy and essential skills	Report on effectiveness of contacts	2011-2013
	Communicate with organizations involved with new immigrants	Meet with and provide database of services to Multicultural Association, Population Growth Secretariat & Employment Language Training	Report feedback on database from organizations	2010-2011
	Partnerships with Seniors' organizations	Establish contact with Seniors organizations and involve them in our literacy outreach program	Document information distribution	2011-2013
	Partnership with PGI Canada and with provincial PGI Cabinet	Hold annual PGI Golf Tournament to raise funds for adult literacy and essential skills programs in New Brunswick	Assuring an annual, substantial financial contribution for the work of the LCNB, FANB and GMLAB as well as community partners who apply for PGI funding	Annually
<b>Goals</b>	<b>Objectives</b>	<b>Actions</b>	<b>Outcomes</b>	<b>Timelines</b>
<b>4. Organization capacity and accountability</b>	Submit Annual Performance Report to OLES	Meet annual performance expectations (consistent with OLES)	Performance data on extent to which LCNB is meeting priorities	Annually
	3-year Strategic Plan	Adhere to and carry out the 3-year	Report to Board of Directors	Annually

		Strategic Plan		
	Accountability, Finance and Management Committee	Advise the Executive and Board on a regular basis on subjects relevant to this committee and assist in the development of risk assessments, evaluation and accountability criteria	Fulfill mandate of committee	2010-2013
	Board governance structure	Board of Directors will become more knowledgeable of roles, responsibilities, liabilities and Board effectiveness. Specifically, members will familiarize themselves with the tools of governance, including by-laws, board policies, team decision making, strategic planning, fiduciary and legal responsibilities and monitoring organizational performance.	Board policies reviewed to ensure effective stewardship.  Annual approval of strategic plan, budget and organizational performance.  Executive Director quarterly reports to the Board.  Board training to ensure understanding of roles, responsibilities and liabilities of members.	2010-2013
	Executive Director responsibilities	Executive Director reports to the Executive and to the Board in accordance with LCNB policy  Budget presented annually for Board approval  Quarterly reporting to OLES on activities and financial statements	All reports are available for review by Directors and Funders  Meetings with the OLES officer to review progress, highlights and areas for development	Report to Executive and to the Board regularly according to Board policy

			Executive Director is responsible to the Board to meet the outcomes of the strategic plan, and subject to an annual performance review	Report to OLES Quarterly
	Finance, Management and Accountability Committee	Monitor and advise the LCNB on all matters relating to finance, management, accountability and fundraising	Enhanced vigilance regarding finance, management, accountability and evaluation	2010-2013
	Marian Zaichkowski Endowment Fund	Allocation of funds in accordance with LCNB mission	Annual report to the Board	2010-2013



## **7 CHALLENGES AHEAD**

1. Focusing on a strategy to raise awareness of the Literacy Coalition of New Brunswick and its mission with the public, and specifically among literacy and essential skills practitioners, as well as adult learners;
2. Ensuring that the Coalition meets the obligations inherent in this strategic plan as well as all other commitments in a timely, efficient and accountable way;
3. Evaluating and monitoring continuously the work of the Coalition, as well as its relationship with all partners, and acting to correct in an honest and forthright manner any shortcomings, weaknesses or mistakes;
4. Valuing each Board member and each member of the staff of the Coalition to strengthen the sharing of mission, objectives and goals, with greater participation of Board members as representatives of the Coalition at meetings, conferences and other events;
5. Renewing the Board with respect to size, gender and regional representation, as well as the Executive and the Board Committees, with an increased attention to Board training and development;
6. Stabilizing the financial foundation of the Coalition through vigilant management of budgets, financial planning, fundraising and the Marion Zaichkowski Endowment Fund;
7. Developing and maintaining a reputation for excellence, service and leadership, while ensuring that each partner – their achievements - are treated with the utmost appreciation, respect and loyalty; and
8. Achieving measurable results in the improvement of literacy, lifelong learning and essential skills in New Brunswick, through initiatives of the Coalition, and in partnership with government, business, labour and the voluntary sector.

## **8 OPTIONS FOR THE FUTURE (SUGGESTIONS FROM BOARD MEMBERS DURING STRATEGIC PLANNING PROCESS)**

1. Expanding the Coalition through paid memberships
2. Regional Councils (similar to the FANB)
3. Additional Board Committees

## **9 LONG TERM VISION – LITERACY COALITION OF NEW BRUNSWICK**

The vision of the Literacy Coalition of New Brunswick is to be a recognized and respected leader in New Brunswick by developing a culture where literacy, lifelong learning and essential skills play a strong and meaningful role in the lives of citizens of all ages. As many as half of this Province's adult population lack the essential skills to have meaningful, productive lives and to contribute to the economy of New Brunswick and of Canada. The NB Department of Education is working aggressively to reduce the number of students who do not meet the acceptable levels for reading and writing at each grade level, and they are succeeding. It remains for government at all levels and for community organizations to continue to make incremental improvements in the literacy and essential skills of the adult population. In 2010, there are many examples of effective initiatives in the workplace, in adult programs and in family-focussed activities. The Literacy Coalition of New Brunswick is ready to lead and to support all of its partners in this enormously important social and economic challenge.