



# Building a Stronger Basin and Boundary

STRATEGIC PLAN

JULY 2016-JUNE 2019

## Our Mission

(Why we exist)

CBAL's purpose is to promote literacy and lifelong learning throughout the Columbia Basin and Boundary by educating the public about the importance of literacy and by supporting local community actions related to literacy.

## Our Vision

(What we are ultimately trying to achieve)

Local communities across the Columbia Basin and Boundary will be healthy, inclusive and committed to literacy as "life-long" and "life-wide" activities.

## Primary Offerings

(What we provide to meet our communities' needs)

- Literacy programs and services for all ages
- Administrative structure
- Professional development
- Measurement and evaluation
- Accountability

## Our Primary Beneficiaries

(Who we serve)

- Families
- Adult literacy learners
- Immigrants and newcomers
- People needing work skills
- Seniors

## Strategic Goals (Where we must focus our efforts)

### 1. Literacy Programming (*research, design, development and evaluation*)

Enhance literacy programs across age groups and demonstrate excellence in practice.

### 2. Capacity Building (*regional support for local community development work*)

Strengthen existing community literacy network by providing professional development, risk management, technology support and succession planning.

### 3. Administrative Structure and Capacity (*building resilience in staff*)

Enhance support for community literacy coordinators' administrative functions by reviewing processes and organizational structure.

## Core Values (What we stand for)

### Equity

- Provide opportunities for all community members to access literacy programs
- Maintain a participatory and democratic structure
- Share resources among communities in the Columbia Basin and Boundary

### Collaboration

- Partner with other community organizations locally, regionally and provincially
- Avoid duplication in service and competition within and between communities
- Share knowledge and best practice

### Learner Focus

- Provide programming based on community and individual needs
- Recognize uniqueness of communities and individual learners
- Respond quickly to changing profiles and needs

### Vision

- Embrace new ideas and the changing face of literacy
- Support risk taking and innovation
- Recognize and implement best practice

## Distinctive Excellence (How we make a difference)

We are a unique alliance working in a large geographic region and sharing an administrative structure, resources and expertise. We do this through:

### Literacy Expertise

- We are recognized leaders in community literacy working with people of all ages.
- We provide access to literacy programs and services in response to community needs.

### Community Leverage

- We provide support to 16 community literacy coordinators, who in turn manage close to 200 employees and over 400 volunteers.

### Collaborative Solutions

- We have 15 years' experience working in partnership with schools, colleges, libraries and community organizations to plan and provide literacy services.