

Early Literacy Alliance of Waterloo
Region (ELAWR)

Strategic Plan 2015 to 2020 Summary Report

7/14/2015

Core Planning Committee



**Early Literacy
Alliance of
Waterloo Region**

Partnering for early literacy. Ensuring a stronger future.

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Context

This Document

The purpose of this document is to serve as a publicly available summary record of the Strategic Plan 2015 to 2020 developed with leadership from the Core Planning Committee of Early Literacy Alliance of Waterloo Region.

Introduction

Early Literacy Alliance of Waterloo Region (ELAWR) was awarded the Linda Sylvester Award by the Lyle S. Hallman Foundation to undertake three specific initiatives. This report documents the five year strategic plan.

ELAWR set out to accomplish a number of objectives in the shorter and longer terms, as follows.

Shorter Term Objectives

- Members will:
 - have a clear and common understanding regarding our future direction
 - follow an efficient decision-making framework and comprehensive terms of reference
 - use a consistent orientation process for welcoming new members
 - gain knowledge of strategic planning methods
 - use the strategic plan to be proactive in sharing the value of early literacy
- ELAWR will attract new members and new followers
- ELAWR will attract new financial resources and support

Longer Term Objectives

- Implementation of the 5 year strategic plan will lead to:
 - member retention
 - continued attraction of new members and stakeholders
 - enhanced community profile
 - strengthened ability to pursue grants, partnerships, and other opportunities
 - transfer of knowledge base to community organizations
 - greater ability to impact community
 - ensured confidence in the sustainability of the alliance
- Young children of Waterloo Region will have improved literacy skills (as measured by external measures such as the EDI, Community Fit for Children reports and the Child Well Being Dashboard)

Strategic Planning Process

ELAWR members charged the Core Planning Committee (CPC) with the task of engaging a consultant and working with the consultant to plan and implement a strategic planning process.

CPC selected Ingrid Pregel Consulting Inc (iPCi) and its Principal Ingrid Pregel to work with to develop the planning process and the strategic plan.

Strategic Planning Model

CPC learned about a variety of planning models and decided to adopt the following Strategic Plan deliverable:

- Vision, Mission, Values
- Principles
- Organizational Work Processes
- Goals
- Initiatives

CPC also learned about a variety of strategic thinking processes and agreed on a phased approach that considered:

- Phase I. Dream the big dream: desired future
- Phase II. Back to reality: environmental scan including external context and ELAWR internal capacity
- Phase III. Moving from reality to the dream: goals and key initiatives

Participation

Although CPC accepted a leadership role in the strategic planning process, the nature of ELAWR as a collaborative lead CPC to propose a participatory process to its members, as follows:

- Include Alliance members in workshops for each of the three phases in addition to a final meeting to approve the Strategic Plan 2015 to 2020.
- Invite participation from professionals, community partners and stakeholders to establish a comprehensive understanding of the environmental context within which the Strategic Plan 2015 to 2020 was being established.

The Strategic Plan 2015 to 2020

Vision (Our Ideal Future):

Every child achieves their literacy potential. Families know the importance of early literacy, actively participate in their children's literacy development daily and when their children need more support they know how to readily access the help they need. Providers of children's services work well together to deliver exemplary programs and services. Our early literacy movement benefits the community, contributing to life-long success and well-being for all.

Mission (Our Role In Creating Ideal Future):

Early Literacy Alliance of Waterloo Region ignites and drives a sustainable early literacy movement.

Values (What We Hold Dear):

1. Universal access to early literacy programs and services
2. Early literacy is integral to life-long success and well-being
3. Collaboration among children's service providers
4. We speak with a united voice
5. Respect for all stakeholders

Principles (How We Approach Our Work):

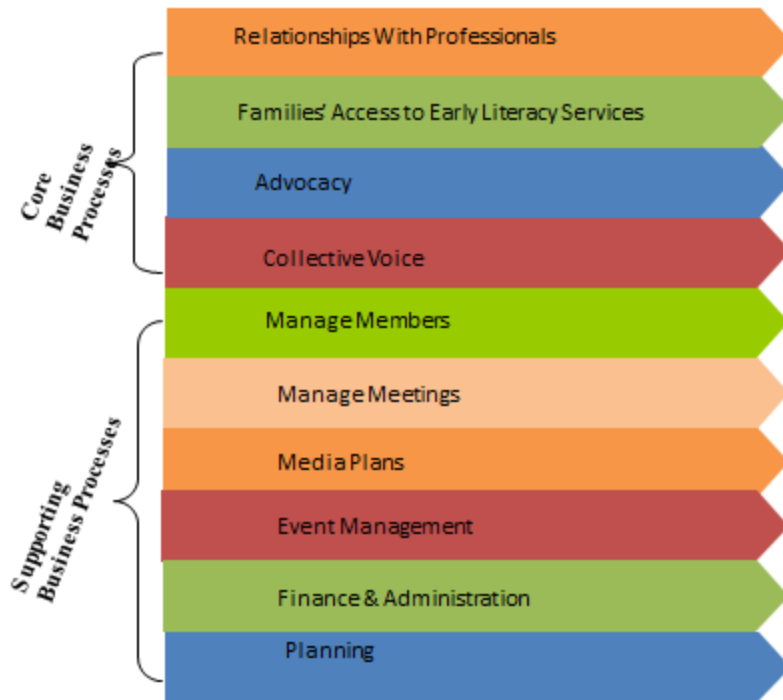
- Current, relevant and evidence-based practices
- Early literacy is nurtured through playing, singing, talking, writing and reading
- Strength-based approach

Organizational Work Processes (Our Work):

The work we do as an organization comprises two types: that connected directly to our mission and that connected to being any kind of organization. The first is called "Core Business Processes" and the second is called "Supporting Business Processes".

The two charts that follow identify the processes and sub-processes that comprise our work.

Early Literacy Alliance of Waterloo Region



Relationships With Professionals	Share Information		Train the Trainer		Contribute to Agencies Goals	
Families' Access to Early Literacy Services	Provide Link to Agencies		Identify Gaps in Service		Advocate to Fill Service Gaps	
Advocacy	Create Messages	Engage Influencers & General Public		Hold Events	Content for Website	
Collective Voice	Create Tools			Create Large Scale Communications		
Manage Members	Plan	Recruit Orient	Capture Info	Nurture	Release	
Manage Meetings	Communicate	Get Resources	Agendas	Chair	Document	
Media Plans	Create		Update	Respond	Maintain Website	
Manage Events	Plan	Promote	Site Management		Admin	Evaluation
Finance & Administration	Insurance			Accounting		
Planning	Strategic			Annual Including Budget		

Goals and Key Initiatives

A. Create Awareness of the Importance of Early Literacy

- Engage a marketing professional
- Explore communication needs of ELAWR
- Research what other Early Literacy programs are doing
- Create key messages, internal and external
- Develop marketing plan
- Develop marketing resources

B. Influence the Influencers

- Develop/build relationships with community networks
- Learn how to advocate
- Develop and implement an advocacy plan

C. Provide Professional Resources and Learning Opportunities

- Continue existing learning opportunities e.g. semi-annual cafes, bi-annual regional conference, Family Literacy Day, etc.
- Define need for learning for professionals in early literacy
- Enable first phase of providing priority resources

D. Build Health Care Providers Distribution Channel

- Determine access points (research, partner and engage experts)
- Develop messaging
- Develop strategy and create resources
- Implement plan
- Measure/evaluate results

E. Enhance Organizational Effectiveness

- Align membership strategy with Strategic Plan 2015 to 2020
- Update Terms of Reference to support Strategic Plan 2015 to 2020
- Create a resource plan
- Develop orientation plan for new members