



<b>STRATEGIC DIRECTION</b> 1: Sustainability > Strengthening TLE	<b>GOALS</b> <ul style="list-style-type: none"> <li>Develop and maintain solid infrastructure</li> <li>Expand partnerships and strengthen connections</li> <li>Raise awareness and understanding of literacy services available through TLE</li> <li>Increase overall membership and community outreach</li> </ul>
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**Develop and maintain solid infrastructure**

**The Learning Exchange (TLE) Infrastructure**

Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>1.1 Follow health recommendations of government</b> <ul style="list-style-type: none"> <li>Assess situation as information is provided and updated</li> <li>Establish necessary precautions for office staff and members upon full reopening of center</li> <li>Purchase and distribute necessary health and safety equipment as needed</li> </ul>	TLE up to date with current government guidelines TLE working to continue services, providing information, resources, and support to TLE members TLE staff and members safe	Board of Directors Executive Director TLE Community Manager	Ongoing 2022-2023	<ul style="list-style-type: none"> <li>Acted upon needs and information</li> <li>Compliance with government directives</li> </ul>
<b>1.2 Develop Board's strength:</b> <ul style="list-style-type: none"> <li>Elect new Directors</li> <li>Promote Board of Directors (BOD) duties to new volunteers</li> <li>Maintain a balanced Board</li> </ul>	Well-governed, cohesive, and informed BOD A functional Board with the right background, experience, and contacts to meet the Strategic Plan requirements	Board of Directors Executive Director Nominating Committee	Ongoing 2022 - 2023	<ul style="list-style-type: none"> <li>Reports and feedback from: BOD staff consultants</li> </ul>
<b>1.3 Develop Strategic Plan for 2023-2028</b> <ul style="list-style-type: none"> <li>Hold TLE Retreat to review current strategic/action plan and to develop new one</li> <li>Establish solid strategic direction for future based on identified trends and needs</li> <li>Review location options</li> <li>Develop any necessary documents</li> </ul>	Strategic Plan and direction created for 5 years based on needs	Board of Directors Executive Director TLE staff and consultants Stakeholders Project Team	By July 2023	<ul style="list-style-type: none"> <li># of BOD members</li> <li># of proposals written and accepted</li> <li>Amount of increased funds</li> </ul>
<b>1.4 Funding: Research potential funding sources and write proposals for funding:</b> <ul style="list-style-type: none"> <li>Request/justify additional funding from PACTE</li> <li>Apply for funding in conjunction with Strategic Plan</li> <li>Maintain membership via Canada Helps!</li> </ul>	2 Proposals written to increase funding opportunities Additional funding to deliver the programs and services and to achieve goals/strategic directions Request submitted and additional PACTE funding approved	Executive Director TLE Community Manager Finance Committee	Ongoing 2022 - 2023	<ul style="list-style-type: none"> <li>Updated master docs</li> <li># of hours for employees</li> <li>Salary increases</li> <li># of hours dedicated to training and professional development</li> </ul>
<b>1.5 Consultants and salaried employees:</b> <ul style="list-style-type: none"> <li>Increase staff and/or work hours</li> <li>Increase salaries to match inflation rate</li> <li>Train and support staff as needed</li> <li>Provide professional development (PD) opportunities</li> </ul>	Increased human resources to run/manage TLE Salaried employees current with cost-of-living increases Strengthened communications opportunities Qualified new employees are well-trained and supported by TLE	Executive Director Personnel Committee	Starting August 2022 and ongoing as needed	<ul style="list-style-type: none"> <li>Job performance of staff</li> </ul>
<b>1.6 TLE Master documents + email lists</b> <ul style="list-style-type: none"> <li>Annually, update and review all documents</li> <li>Update Yahoo and MailChimp mailing list</li> <li>Create Infrastructure for centralized, online location for all documents</li> </ul>	Up-to-date and easily accessible documents	Executive Director TLE Community Manager Project Team	Starting August 2022 and ongoing as needed	<ul style="list-style-type: none"> <li>New P&amp;P manual</li> <li>Excel database</li> <li>Trello Board</li> </ul>

**Develop and maintain solid infrastructure**

**TLE's Infrastructure cont'd**

Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>1.7 Status and Statistics:</b> <ul style="list-style-type: none"> <li>Regularly maintain and update Excel Member &amp; activity database</li> <li>Maintain all documents for proposals, projects, and reports on Trello Board</li> </ul>	Up-to-date database of TLE members Trello Boards current and up to date	Executive Director TLE Community Manager Project team (activities and events)	Ongoing 2022-2023	<ul style="list-style-type: none"> <li>Excel database</li> <li>Trello Board</li> </ul>
<b>1.8 Policy and Procedures:</b> <ul style="list-style-type: none"> <li>Review policies and procedures</li> <li>Update and revise/ reformat document</li> <li>Adapt new policies and procedures</li> <li>Review document</li> <li>Post on websites and announce via social media</li> <li>Communicate to members: Provide document link to all members</li> </ul>	Policy and Procedures document current that reflects changes and initiatives Members informed of TLE's policies and procedures	Board of Directors Executive Director TLE staff and consultants	By July 2023	<ul style="list-style-type: none"> <li>Updated and revised Policy and Procedure Manual</li> </ul>
<b>1.9 Crisis Management (CM):</b> <ul style="list-style-type: none"> <li>Complete critical task document</li> <li>Incorporate into policies and procedures as needed</li> <li>Review documents and databases</li> <li>Communicate to BOD</li> </ul>	Crisis Management plan in place CMP incorporated into Policy and Procedures Staff and BOD aware of critical tasks and information	Board of Directors Executive Director TLE staff CM Committee	By Dec. 2022	<ul style="list-style-type: none"> <li>Crisis Management plan in place</li> </ul>

**Expand partnerships and strengthen connections**

**Partnerships and Networking**

Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>1.10 Community:</b> <ul style="list-style-type: none"> <li>Annually, maintain existing partnerships, contact potential partners to increase partnership and networking opportunities</li> <li>Attend community events</li> <li>Actively partner with community organizations</li> <li>Involve partners in recruitment and outreach</li> </ul>	Strengthened partnerships 2 New partnerships established New community contacts / Increased community network Providing literacy services in conjunction with other social benefits Strengthened community	Executive Director Board of Directors TLE Community Manager TLE Governing Board Rep Staff Partners	Ongoing 2022 - 2023	<ul style="list-style-type: none"> <li># of new community contacts</li> <li># of active partnerships</li> <li>TLE community representation on CDC Vimont + Pont Viau GB</li> <li>Active representation on boards, committees and organizations including # of meetings attended and # of TLE reps attending</li> </ul>
<b>1.11 Sir Wilfrid Laurier School Board:</b> <ul style="list-style-type: none"> <li>Continue to strengthen partnership</li> <li>Increase partnership work at Pont Viau and Lachute</li> <li>Attend meetings and functions as needed</li> <li>Annually, appoint BOD to represent TLE as "Community Representative" on Sir Wilfrid Laurier (SWL) CDC Vimont + Pont Viau Governing Board (GB)</li> </ul>	Formalized partnership/relationship Representation of TLE Representative on SWL/Vimont Governing Board Representative on SWL/Pont Viau Governing Board			

### Expand partnerships and strengthen connections

#### Partnerships and Networking cont'd

Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>1.12 Boards, committees, and organizations:</b> <ul style="list-style-type: none"> <li>Represent the issues and concerns of TLE's members through representation and involvement on boards, committees and via other key organizations</li> </ul>	Broad representation for TLE members and students at key organizations	Executive Director Board of Directors	Ongoing 2022-2023	<ul style="list-style-type: none"> <li>Attendance and involvement with other organizations</li> <li>Partnerships</li> </ul>

### Raise awareness and understanding of literacy services available through TLE

#### Websites

Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>1.13 TLE sites: TLEliteracy.com &amp; Essential Skills Quebec (ESQ) EssentialskillsQuebec.com</b> <ul style="list-style-type: none"> <li>Maintain a webmaster</li> <li>Bi-annual audit of website to identify and fix broken links</li> <li>Update/upload master documents</li> <li>Add articles, posts, events, links, and resources</li> <li>Link both websites to other literacy and community organizations' sites</li> <li>Monitor analytics and use to advantage</li> <li>Review referrals (from analytics) and update</li> </ul>	2 websites with current up-to-date style and format Links to other websites Increased communication to website users Increased use of websites by all target groups Higher profile for TLE Current statistics regarding website hits	TLE Webmaster Executive Director TLE Community Manager	As needed 2022 – 2023	<ul style="list-style-type: none"> <li>Web statistics</li> <li># of links</li> <li># of views</li> <li>Updated docs</li> </ul>

#### Marketing

Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>1.14 Effectively market the services of The Learning Exchange and its vision/mission, within the community and amongst partners</b> <ul style="list-style-type: none"> <li>Maintain online event and activity calendar</li> <li>Create promotions and campaigns</li> <li>Use social media to market TLE</li> <li>Use effective marketing to increase followers and # we are following</li> </ul>	TLE recognized within community and amongst partners Effective use of social media Increased social media targeting	Executive Director Staff Board of Directors Project Team	Ongoing 2022 – 2023	<ul style="list-style-type: none"> <li>Marketing campaign: meetings held; plan developed</li> <li>Reports</li> <li># of recruited volunteers, students, new and established partnerships</li> <li>Social media stats</li> </ul>
<b>1.15 Create a marketing plan for 2023-2025:</b> <ul style="list-style-type: none"> <li>Hire marketing consultant</li> <li>Hold 2–3-day marketing plan meeting</li> <li>Develop/plan TLE Marketing Campaign</li> <li>Implement new Marketing Plan/Campaign</li> <li>Implement new Social Media Campaign</li> </ul>	Established direction for Marketing & Communication strategies/activities for TLE Increased community reach Improved community and member engagement Established marketing strategies for TLE	Marketing Consultant Executive Director Staff Consultants Board of Directors	Start: following completion of Strategic Plan 2023-2025	

**Raise awareness and understanding of literacy services available through TLE**

**Promotion/Communication**

Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>1.16 Office Management and Database System:</b> <ul style="list-style-type: none"> <li>Secure additional funds</li> <li>Pilot new system</li> <li>Train and support staff</li> <li>Implement new system, evaluate, and adjust</li> </ul>	Effective communication and management system in place Improved outreach and management of TLE staff and volunteers	Executive Director TLE Community Manager	August 2022 – June 2023	<ul style="list-style-type: none"> <li>management system statistics</li> </ul>
<b>1.17 Literacy in the community:</b> <ul style="list-style-type: none"> <li>Annually create an ongoing list of literacy and community events to attend and/or promote</li> </ul>	Annual list of literacy and literacy-related community events on TLE’s Event page	Executive Director TLE Community Manager	starting August 2022	<ul style="list-style-type: none"> <li>TLE’s calendar and Events page</li> </ul>
<b>1.18 Ensure regular communication</b> of The Learning Exchange news, services and information to members, other literacy providers, partners, schools, daycares, and community organizations	Informed members, partners, organizations, schools, daycares, and community Promotional materials available to promote services and provide information	Executive Director Staff Webmaster	Ongoing 2022 - 2023	<ul style="list-style-type: none"> <li># of promo materials created/distributed</li> <li># of service and program inquiries</li> </ul>
<b>1.19 Maintain social network presence for communication and promotion:</b> <ul style="list-style-type: none"> <li>Use Canva to create graphics</li> <li>Create/upload regular posts/tweets to Facebook and Twitter accounts</li> <li>Continue to increase use of Instagram account</li> <li>Create photo albums: Upload photos, tag, etc.</li> <li>Increase TLE’s # of Twitter followers and retweets</li> <li>Increase # of Facebook fans, likes, comments and shares</li> </ul>	Effective use of social networking to communicate TLE’s mission, vision, and mandate	Executive Director	Daily/Weekly 2022-2023	<ul style="list-style-type: none"> <li># of tweets, likes, posts, shares, comments, etc.</li> <li># of photo albums</li> <li>total outreach</li> <li>Snapchat account</li> </ul>
<b>1.20 Promotional materials:</b> <ul style="list-style-type: none"> <li>Develop TLE service information promos for following audience:                             <ol style="list-style-type: none"> <li>Parents and families</li> <li>CDC Vimont Staff</li> <li>CDC Vimont students</li> <li>Potential volunteers</li> <li>TLE members: students and volunteers</li> <li>Community</li> </ol> </li> <li>Develop promotional videos and podcasts</li> <li>Update/create/print promos as needed</li> </ul>	Promotional materials available for TLE specific to targeted audiences Enhanced presence in community	Executive Director	Ongoing 2022 - 2023	<ul style="list-style-type: none"> <li># and type of promotional materials created</li> </ul>
<b>1.21</b> Distribute communication packages and promotional materials at events within the community	Increased awareness and understanding of literacy and TLE services	Executive Director Community Manager BOD	Ongoing 2022 - 2023	<ul style="list-style-type: none"> <li># of promotional materials distributed</li> </ul>

**Increase Overall Membership and Community Outreach**

**Recruitment and Outreach**

Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<p><b>1.22 Recruit/advertise for</b></p> <ol style="list-style-type: none"> <li>1) Math and literacy volunteers</li> <li>2) Digital /IT volunteers</li> <li>3) Volunteers for special needs students</li> <li>4) Family Literacy (FL) volunteers</li> </ol> <ul style="list-style-type: none"> <li>• Initiate community outreach</li> <li>• Create FB advertisements</li> <li>• Maintain memberships with community organizations</li> <li>• Post on volunteer recruitment sites (e.g., VolunteerMatch, Charity Village, VBM,) and their social media platforms</li> <li>• Process students and volunteers</li> </ul>	<p>New volunteer members recruited Improved promotion to reach wider audience of potential volunteers Well-promoted volunteer opportunities on numerous sites Virtual volunteers recruited TLE members well-supported Strong community sharing</p>	<p>Executive Director</p>	<p>Ongoing 2022 - 2023</p>	<ul style="list-style-type: none"> <li>• # of TLE members</li> <li>• Amount of funding for recruitment</li> <li>• # of virtual volunteers</li> <li>• # of coaches and tutors</li> <li>• # of special needs volunteers</li> <li>• # of students</li> <li>• # of trained volunteers</li> </ul>
<p><b>1.23 Recruit new students to match with trained volunteers</b></p> <ul style="list-style-type: none"> <li>• Initiate community outreach</li> <li>• Use social media sites to recruit students</li> <li>• Keep Pont Viau informed of available tutors</li> </ul>	<p>Students recruited Increased membership and community outreach Answered needs of the community via TLE services and programs Wider community advertising via social media Increased partnership with Pont Viau</p>	<p>Executive Director TLE Community Manager</p>	<p>Ongoing 2022 - 2023</p>	<ul style="list-style-type: none"> <li>• # of new students</li> <li>• # of MailChimp campaigns</li> </ul>
<p><b>1.24 Recruit new students to match with trained volunteers</b></p> <ul style="list-style-type: none"> <li>• Initiate community outreach</li> <li>• Use social media sites to recruit students</li> <li>• Match students</li> <li>• Keep Pont Viau informed of available tutors</li> </ul>	<p>Students recruited Increased membership and community outreach Answered needs of the community via TLE services and programs Wider community advertising via social media Increased partnership with Pont Viau</p>			<ul style="list-style-type: none"> <li>•</li> </ul>
<p><b>1.25 Communication with CDC Vimont</b></p> <ul style="list-style-type: none"> <li>• Regularly inform CDC Centres' staff of TLE programs, events, and services</li> <li>• Inform teachers and staff of tutor opportunities</li> <li>• Keep staff apprised of intake procedures for students requesting tutoring services</li> <li>• Work with CDC Vimont professionals to inform students of TLE services</li> </ul>	<p>CDC staff well-informed of available TLE services, events, and programs</p>	<p>Executive Director TLE Community Manager</p>	<p>September 2022</p>	<ul style="list-style-type: none"> <li>• # of referrals from CDC Vimont teachers and staff</li> <li>• # of referrals for TLE online forms</li> </ul>

<b>STRATEGIC DIRECTION</b> 2. EXCELLENCE > SERVICES AND PROGRAMS	<b>GOALS</b> <ul style="list-style-type: none"> <li>• Develop and improve services &amp; innovative programs</li> <li>• Provide quality training and professional development</li> <li>• Be responsive to the membership and community</li> </ul>
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**Develop and improve services & programs**

**Access to TLE Services during Covid-19**

Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>2.1 Adapt needs based on situation and updated health and safety information</b> <ul style="list-style-type: none"> <li>• Continue to offer online tutoring</li> <li>• Reopen onsite tutoring when/if possible</li> <li>• Adapt events, meetings and tutoring to online when necessary</li> <li>• Hold group and member events in person when safe</li> <li>• Work with other councils and schools</li> <li>• Participate in PD and online or in person meetings when possible/safe</li> </ul>	Services adapted based on fluid situation Unified efforts: Networking with other councils and community partners Online tutoring program continues	Executive Director TLE Community Manager	Ongoing 2022 - 2023	<ul style="list-style-type: none"> <li>• TLE followed Health Canada and MEES guidelines</li> <li>• Office running</li> <li>• Online services available</li> <li>• Website statistics</li> <li>• # of MailChimp campaigns</li> <li>• # of inquiries</li> <li>• # of promotions</li> <li>• TLE info page on SWLSB web</li> <li>• # of kits and gear provided</li> </ul>
<b>1.26 Health outreach: RedCross Program</b> <ul style="list-style-type: none"> <li>• Continue to provide members, students and organizations with protective gear and home testing kits</li> <li>• Send bi-weekly reports of distribution</li> </ul>	Outreach to members: Members informed and provided with protective gear against covid-19 Home testing kits widely available Preventative measures in place	TLE Community Manager	Continue in fall 2022 +While program is operational and supplies last	
<b>2.2 Continue communication and access to TLE services in community</b> <ul style="list-style-type: none"> <li>• Stay informed re: Covid 19 health measures and pass on the information to members</li> <li>• Online SWLSB info page: update regularly</li> <li>• Regularly support and contact TLE members</li> <li>• Promote services internally/externally</li> <li>• Incorporate communication into Crisis Management plan</li> </ul>	Increased awareness of TLE services Increased community access to TLE services Improved online information	Executive Director TLE Community Manager	Ongoing 2022 - 2023	
<b>2.3 Continue to adapt and develop services and online tutoring:</b> <ul style="list-style-type: none"> <li>• Review any budget needed</li> <li>• Maintain tutoring platform: Zoom accounts</li> <li>• Maintain appropriate tools and apps</li> <li>• Provide IT support and training as needed for staff, tutors, students</li> <li>• Evaluate services and programs</li> <li>• Get feedback from participants</li> <li>• Evaluate online program and adapt as needed</li> </ul>	Community access to TLE services Online tutoring program maintained TLE members access to support and training to access services Program and services evaluated Satisfied TLE members Programs and services adapted to needs TLE members' needs met	Executive Director TLE Community Manager	Ongoing 2022 - 2023	

**Develop and improve services & programs**

**Family Literacy Program**

Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>2.4 Build upon relationships with daycares and schools in community</b> <ul style="list-style-type: none"> <li>Establish ongoing communication</li> <li>Annually update contact list</li> <li>Work with daycares and schools to address family literacy needs in community</li> <li>Offer support services (e.g., information, promotion, resources, etc.)</li> </ul>	Solid relationships with daycares and schools Increased support for daycares and schools to give to their clientele Increased # of Family Literacy events/activities in community Regular communication	Executive Director TLE Community Manager FL Project Team	Starting August 2022	<ul style="list-style-type: none"> <li>Proposals accepted: additional funding received</li> <li># of events</li> <li># of FL links</li> <li># of schools/families reached</li> <li># of children reached</li> <li># of books given</li> <li># of daycares and schools reached</li> <li>feedback and reports</li> <li>family literacy partnerships in community</li> </ul>
<b>2.5 FL information, resources, and support:</b> <ul style="list-style-type: none"> <li>Provide families, schools and daycares with community organization information, resources and support for family literacy and Family Literacy Day initiatives</li> </ul>	Improved information for community about initiatives, activities, events, ideas, and resources related to family literacy Distributed FLD promotional materials to schools and communities	Executive Director TLE Community Manager	Ongoing 2022 - 2023	
<b>2.6 Build upon previous family literacy programs</b> (Cat in the Hat, 1000 Books, Wonderful World of Stories and Ready to Read, Write, Think) <ul style="list-style-type: none"> <li>Write proposals to acquire FL funding</li> <li>Create FL resources</li> <li>Add resources to website</li> <li>Promote program within community</li> </ul>	Early prevention strategies in place, maintained and updated Sustainable program for children 0-6 and their families Family literacy project funding secured	Executive Director	August 2022 - June 2023	
<b>2.7 Continue to develop and to build upon family literacy program initiatives within the community</b> <ul style="list-style-type: none"> <li>Partner with CDC Vimont and SWLSB on FL projects</li> <li>Acquire additional funding: write proposals</li> <li>Involve parents/youth as volunteers</li> <li>Increase events within the community</li> <li>Provide quality English children's books to families</li> </ul>	Improved information for community about family literacy initiatives, activities, events, ideas, and resources Increased support for parents/families Increased # of Family Literacy events/activities in community Quality English children's books in homes Early intervention and prevention	Executive Director TLE Community Manager Family Literacy Volunteers	Ongoing 2022 - 2023	

**Projects**

Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>2.8 Initiate new projects/proposals for 2022/2023 and write proposals for 2023/24 based on needs</b> <ul style="list-style-type: none"> <li>Follow guidelines and directives of projects</li> <li>Write reports and evaluate projects</li> </ul>	2+ project proposals written and submitted Funding acquired for project objectives and initiatives Increased opportunities for students and community	Executive Director	August 2022 to May 2023	<ul style="list-style-type: none"> <li># of accepted projects</li> <li>project objectives reached</li> </ul>

**Develop and improve services & programs**

Resource Center/Drop-In				
Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>2.9 TLE Resource Center Move:</b> <ul style="list-style-type: none"> <li>Manage TLE location current &amp; future</li> <li>Purchase/assemble furniture needed for office space</li> <li>Arrange furniture and organize materials</li> </ul>	TLE moved into room 215 TLE Resource Center set up and organized Office ready for members	Executive Director TLE Community Manager BOD	Starting June 2022	<ul style="list-style-type: none"> <li>Office setup</li> <li># of days staff is at center</li> <li># of TLE staff</li> <li>Updated/new equipment and furniture</li> <li>Up-to-date technology</li> <li>Ease of access to resources</li> <li>Office reopened</li> </ul>
<b>2.10 TLE Resource Center:</b> <ul style="list-style-type: none"> <li>Manage and improve access/use of Resource Center and TLE services to community and to adult ed. population</li> <li>Create tutoring areas</li> <li>Create area for digital tutoring</li> <li>Promote online and within CDC Vimont and Pont Viau</li> <li>Increase staff members and # of days staff is at center</li> </ul>	Better learning environment, able to accommodate needs of TLE members and community Services well promoted within CDC Vimont Improved services to accommodate needs of adult ed. community Students able to use resources on drop-in basis		Sept. 2022-Oct. 2022	
<b>2.11 Regularly, maintain, update, upgrade and purchase necessary equipment for Resource Center and staff based on needs:</b> <ul style="list-style-type: none"> <li>iPads/tablets</li> <li>Laptops/PCs &amp; printers</li> <li>Headsets, speakers, etc.</li> <li>Organize distribution of equipment</li> </ul>	Well-maintained Resource Center Up-to-date library/resources and storage Updated office and improved professional look Resources current and updated storage/organization Improved function of office Working equipment	Executive Director TLE Community Manager	As needed	
<b>2.12 Replace old/worn and broken equipment, library supplies, storage cases and furniture</b> <ul style="list-style-type: none"> <li>Office furniture (e.g., desk chair)</li> <li>Organize storage and labeling of resources</li> </ul>				

**Book Give-Aways**

Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>2.13 Book collection:</b> <ul style="list-style-type: none"> <li>Sort and store books</li> <li>Track number of books</li> </ul>	Improved access to quality books for all ages Improved access to English books Improved family literacy in the community TLE promoted events and services	TLE Community Manager	Starting Fall 2022 Ongoing as needed	<ul style="list-style-type: none"> <li># of books collected and given away</li> <li># of people receiving books</li> <li># of promos and ads</li> </ul>
<b>2.14 Book Give-Away Graphics &amp; Promos</b> <ul style="list-style-type: none"> <li>Advertise for book donations</li> <li>Create posters/signage</li> <li>Create ads to promote events</li> </ul>		Executive Director		
<b>2.15 Book Give-Away Events</b> <ul style="list-style-type: none"> <li>Display give-aways and signage</li> <li>Hold events during book/reading-themed calendar dates (e.g., Children's Book Week, FLD, etc.)</li> <li>Stamp books with TLE logo + website address</li> </ul>		TLE Community Manager		



### Develop and improve services & programs

#### Intake and Matching Procedures

Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>2.16 Member Database:</b> <ul style="list-style-type: none"> <li>Regularly maintain and update Excel database of new and potential TLE members</li> </ul>	Up-to-date database of TLE members and staff Accessible data for all staff Improved volunteer management	TLE Community Manager	Ongoing 2022-2023	<ul style="list-style-type: none"> <li>Excel database</li> <li>Google forms and docs</li> <li># of members</li> </ul>
<b>2.17 Volunteer intake:</b> <ul style="list-style-type: none"> <li>Follow intake and matching procedures</li> <li>Complete interview/referral</li> <li>Organize for training via Ruzuku</li> <li>Schedule orientation session with ED</li> <li>Provide Zoom user account and resources</li> <li>Establish necessary resources and support needed</li> </ul>	Successful intake procedures in place New members vetted New volunteers	TLE Community Manager Executive Director	Starting mid-Sept. 2022	<ul style="list-style-type: none"> <li>Database info.</li> <li>Scheduled training</li> <li># Completed interviews and referrals</li> </ul>
<b>2.18 Student intake:</b> <ul style="list-style-type: none"> <li>Follow intake and matching procedures &amp; teacher/school referrals</li> <li>Complete initial meeting</li> <li>Establish needs/goals</li> <li>Organize for resources</li> <li>Schedule orientation session</li> <li>Establish necessary resources and support needed</li> </ul>	Successful intake procedures in place New members vetted New volunteers	TLE Community Manager	Starting mid-Sept. 2022	<ul style="list-style-type: none"> <li>Database info.</li> <li>Scheduled training</li> <li># Completed interviews and referrals</li> </ul>
<b>2.19 Police background check</b> <ul style="list-style-type: none"> <li>Do police background check for all volunteers and staff (as needed and when required for match or volunteer work)</li> <li>Maintain list of all volunteers and staff who have completed check</li> </ul>	Completed background checks Safe work environment for volunteers, staff, and students	TLE Community Manager	Ongoing 2022-2023	<ul style="list-style-type: none"> <li># of police checks completed</li> </ul>
<b>2.20 Matches:</b> <ul style="list-style-type: none"> <li>Match students and volunteers</li> <li>Hold first meeting match up with tutor, student, and Community Manager</li> </ul>	Successful matches made Engaged participants Improved services TLE adapted services to current situation	TLE Community Manager	Starting Sept. 2022	<ul style="list-style-type: none"> <li># of matches</li> <li># of outlines</li> <li>feedback</li> </ul>
<b>2.21 Volunteer and student intake forms and procedures:</b> <ul style="list-style-type: none"> <li>Continue to review/evaluate online and in-person intake and matching procedures and policies</li> <li>Correspond new procedures in policy and procedures manual and on website</li> <li>Use Google Forms for intake and registration</li> <li>Use Google Forms for scheduling</li> <li>Review and evaluate forms</li> <li>Update forms as needed</li> </ul>	Improved intake and matching procedures Improved ease of application Clear policy and procedure for intake and matching New and easy to use/access forms	Executive Director TLE Community Manager	Starting Aug. 2022	<ul style="list-style-type: none"> <li>New intake procedure reviewed and in place</li> <li>Website reflects all changes &amp; updates</li> <li>Google Forms online</li> <li># of forms created</li> <li># of members using online forms</li> </ul>

### Be responsive to the membership and community

Program Development				
Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>2.22 Maintain Essential Skills resources:</b> <ul style="list-style-type: none"> <li>Add resources, materials, links, etc.</li> <li>Hold community workshops</li> <li>Update and maintain Essential Skills Quebec website</li> </ul>	Development of essential skills training workshops Establish resources, links and programs for students and educators Improved essential skills for students Increased job opportunities for students	Executive Director TLE Community Manager	August 2022 to June 2023	<ul style="list-style-type: none"> <li># of Essential Skills resources and links</li> <li>ESQ statistics</li> </ul>
<b>2.23 Increase opportunities for “everyday life” learning</b> <ul style="list-style-type: none"> <li>Hold online and in-person events</li> <li>Advertise/promote services</li> <li>Promote online Ruzuku courses and YouTube videos</li> </ul>	Outreach Answering the demands/needs of the clientele	Executive Director	Starting October 2022	<ul style="list-style-type: none"> <li>Reports and feedback</li> <li># of workshops held</li> <li># of people reached</li> <li>web stats</li> <li>evaluations</li> <li># of resources distributed</li> <li># of events held</li> <li># of participants</li> <li>participant's feedback</li> </ul>
<b>2.24 Develop events and programs around calendar events:</b> <ul style="list-style-type: none"> <li>Hooked on School Days</li> <li>Bell Let's Talk Day</li> <li>Girls' Action Month</li> <li>Book Week</li> <li>Adult Learner's Week, etc.</li> </ul>	Improved services to answer needs of adult ed. community	Executive Director	Sept. 2022 – June 2023	

### Provide quality training and professional development

Train Volunteers				
Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>2.25 Continue to monitor and update training for:</b> <ol style="list-style-type: none"> <li>1) Volunteers and tutors</li> <li>2) Special Needs volunteers</li> <li>3) Virtual Volunteers and Tutors</li> <li>4) Adult Ed Volunteers</li> </ol> <ul style="list-style-type: none"> <li>Review and update Ruzuku Training</li> <li>Upload current documents</li> <li>Review and evaluate</li> </ul>	Answering needs of membership Training programs in place Team of specially trained volunteers Up-to-date workshops developed Increased training opportunities	Executive Director Trainer	Ongoing 2022-2023	<ul style="list-style-type: none"> <li>Volunteers and students registered</li> <li># of Virtual volunteers trained</li> <li>reports and evaluations</li> <li># of workshops held</li> <li># of events held</li> <li># of participants</li> <li>participant's feedback</li> </ul>
<b>2.26 Tutor training:</b> <ul style="list-style-type: none"> <li>Recruit volunteers for training</li> <li>Increase variety of training opportunities</li> <li>Promote training opportunities</li> <li>Provide online training as needed</li> <li>Get feedback from participants</li> <li>Monitor the trends in literacy within the educational renewal/MEEER and adapt accordingly</li> <li>Evaluate and update program and training based on needs</li> </ul>	Increased retention of potential volunteers TLE members well-supported Relevant training Well-trained and informed tutors Knowledge of renewal/MEEER initiatives Well-promoted training and tutoring opportunities			

### Provide quality training and professional development

#### Information and Communication Technology (ICT) Training

Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>2.27 Digital Training / Information and Communication Technologies (ICTs):</b> <ul style="list-style-type: none"> <li>• Maintain Zoom accounts for digital training</li> <li>• Provide User Account information to volunteer tutors</li> <li>• Review Digital Code of Conduct and share with all members</li> <li>• Provide computer and device training for tutors and students to use for tutoring</li> <li>• Offer practice Zoom sessions for new volunteers</li> <li>• Pair new volunteers with experienced volunteers</li> <li>• Provide ICT workshops for members</li> <li>• Add ICT information and training on Ruzuku</li> <li>• Promote Literacy Quebec (LQ) Helpline resource for training and support</li> <li>• Develop ICT training request form</li> </ul>	Supported members Well-informed members Excellent ICT resources, support, and information available Easy access to online training and resources	Executive Director TLE Community Manager	Ongoing 2022 - 2023	<ul style="list-style-type: none"> <li>• Reports and feedback</li> <li>• # training sessions</li> <li>• LQ Helpline stats</li> </ul>
<b>2.28 Digital Professional development for staff:</b> <ul style="list-style-type: none"> <li>• Provide ICT PD necessary for staff to be able to support and train members</li> <li>• Support staff to attend webinars and training related to ICTs</li> </ul>	Supported members Well-informed members Excellent ICT resources, support, and information available	Executive Director TLE Webmaster TLE Community Manager	Ongoing 2022 - 2023	<ul style="list-style-type: none"> <li>• # training sessions</li> <li>• LQ Helpline stats</li> </ul>

### Provide quality training and professional development

#### Workshops/ Professional Development

Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>2.29 Broaden and strengthen professional development programs for BOD, staff, and consultants:</b> <ul style="list-style-type: none"> <li>• Hold Working Retreat for BOD and staff to work together and plan</li> </ul>	Increased opportunities for staff and consultants	Executive Director TLE Community Manager Trainer/Consultant	Ongoing 2022 - 2023	<ul style="list-style-type: none"> <li>• # of meetings and information sessions</li> <li>• Work completed at retreat</li> </ul>
<b>2.30 Offer a variety of workshops based on identified needs and requests from membership:</b> <ul style="list-style-type: none"> <li>• Promote members' active participation in continued training and tutoring opportunities</li> <li>• Maintain and promote TLE's Volunteer FB Group: post information about training and workshops</li> </ul>	Outreach, improved services Meaningful workshops provided Increase participation of TLE members and community Engaged participants Well-promoted training and tutoring opportunities	Executive Director Trainer	Ongoing 2022 - 2023	<ul style="list-style-type: none"> <li>• # of workshops and participants</li> <li>• Participant's feedback</li> </ul>

<b>STRATEGIC DIRECTION</b> <b>3. EFFECTIVENESS &gt; MEMBER OUTREACH, SUPPORT AND RECOGNITION</b>	<b>GOALS</b> <ul style="list-style-type: none"> <li>Provide members with networking opportunities</li> <li>Provide students with the necessary tools and skills to function successfully in everyday life</li> <li>Ensure members are engaged and have a positive experience</li> </ul>
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**Provide members with networking opportunities**

<b>Networking</b>				
<b>Main initiative and Actions</b>	<b>Expected Results</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Measurement</b>
<b>3.1 Networking opportunities (digital events and in person when safe)</b> <ul style="list-style-type: none"> <li>Regularly provide networking opportunities amongst members, BOD, and staff</li> <li>Offer opportunities for members to come together within community and remotely</li> <li>Partner with CDC Vimont and Pont Viau to offer networking opportunities to members</li> <li>Partner with community to offer networking opportunities to TLE membership</li> </ul>	Increased networking opportunities Partnerships within community solidified Community engagement	Executive Director TLE Community Manager	Sept. 2022 – June 2023	<ul style="list-style-type: none"> <li># of networking opportunities</li> <li># of members attending events</li> <li># of GenZoomer meetings</li> <li># of members involved in planning and organization</li> <li>Social media stats</li> <li>TLE FB Groups stats</li> <li>Reports and feedback</li> </ul>
<b>3.2 Provide opportunities for students to interact with other learners and learners from other councils and within the community</b> <ul style="list-style-type: none"> <li>Invite students to participate in events: on Zoom and in person when safe</li> <li>Get students involved in student programs</li> <li>Host and participate in student events, outings, and get-togethers</li> <li>Create and promote a <i>TLE Student FB Group</i></li> <li>Support and promote Mona's GenZoomers group and Online Mona</li> </ul>	Increased number of students attending events outside of tutoring by 10% Annual student event held Engaged and supported students	Executive Director TLE Community Manager Mona Arsenault: GenZoomers group leader	Aug. 2022 – June 2023	
<b>3.3 Participation</b> <ul style="list-style-type: none"> <li>Encourage students' involvement at TLE</li> <li>Encourage member participation outside of tutoring</li> <li>Promote student participation in projects, and events</li> <li>Promote volunteer and tutor opportunities</li> <li>Annually, promote and advertise different committees and duties as the need arises</li> </ul>	Increased students' involvement and visits to TLE Increased member participation outside of tutoring TLE member participation on committees increased	Executive Director TLE Community Manager	Ongoing 2022 - 2023	

**Provide students with the necessary tools and skills to function successfully in everyday life**

**Student Development**

Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>3.4 Digital literacy and ICTs:</b> <ul style="list-style-type: none"> <li>Continue to develop, update, and promote TLE’s ICT information and resources</li> <li>Use ICTs to increase the success rate of adult literacy students and improve digital literacy</li> <li>Use ICTs for tutoring matches</li> <li>Maintain digital literacy information on TLE and ESQ website as well as TLE’s social media</li> </ul>	“Computer Use” section on ESQ web current Digital literacy skills developed Students’ competency level increased (real life application of ICTs) Improved access to tutoring opportunities Purchase and organization of tools, apps, and subscriptions to suit needs of TLE membership	Executive Director Trainer TLE Community Manager	Fall 2022 to June 2023	<ul style="list-style-type: none"> <li># of members using computer and other ICTs</li> <li>Website stats</li> <li># of resources and links</li> <li>member feedback</li> </ul>
<b>3.5 Provide diverse range of learning opportunities</b> for students and offer TLE literacy services based on expressed needs of students	Maintain high level of student satisfaction Organization that adapts to the needs of the students and members Diverse range of learning opportunities offered to students	Executive Director TLE Community Manager Trainer & Facilitators	Fall 2022 to May 2023	<ul style="list-style-type: none"> <li>Reports and Feedback</li> <li># of sessions and workshops</li> <li># of participants</li> <li># of events held</li> </ul>
<b>3.6 Increase learning opportunities and resources for adult learners</b> <ul style="list-style-type: none"> <li>Hold student workshops on a diverse range of topics and interests (digital events and in person when safe)</li> <li>Provide information, support, and resources</li> <li>Offer online courses and resources via Ruzuku</li> </ul>				
<b>3.7 Offer Ronen’s Soft Skills sessions</b> for classes and students as workshops and/or Lunch & Learns				
<b>3.8 Offer Lunch &amp; Learn Activities</b> and workshops in partnership with CDC Vimont for students				

**Resources**

Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>3.9 Provide resources for tutoring:</b> <ul style="list-style-type: none"> <li>Purchase appropriate subscriptions, applications, texts, materials, consumables, and resources for students/ tutors to use for tutorials such as:                             <ol style="list-style-type: none"> <li>MathHelps Solutions</li> <li>ESL Library</li> <li>Sofad Books</li> <li>WestCoast Reader</li> </ol> </li> </ul>	Student autonomy Tutors equipped to assist students and address individual needs Knowledge of essential skills resources/programs for students Inventory of quality and relevant resources for tutoring Easy access to online resources	Executive Director TLE Community Manager	Ongoing 2022 - 2023	<ul style="list-style-type: none"> <li>Resources used</li> <li># of resources available</li> <li>Website statistics</li> <li>Feedback from volunteers and students</li> </ul>
<b>3.10 Resources and information on TLE websites and Ruzuku:</b> <ul style="list-style-type: none"> <li>Continue to add and update links and resources to TLE website <a href="http://www.TLEliteracy.com">www.TLEliteracy.com</a>, TLE Ruzuku and <a href="http://www.EssentialSkillsQuebec.com">www.EssentialSkillsQuebec.com</a> (ESQ)</li> </ul>		Executive Director		

### Provide students with the necessary tools and skills to function successfully in everyday life

#### Resources cont'd

Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>3.11 TLE's ICT Resources</b> <ul style="list-style-type: none"> <li>Provide technology resources and information for students and tutors</li> <li>Remain current on resources available</li> <li>Review and maintain links on sites</li> <li>Add resources as needed</li> <li>Maintain and/or purchase Apps, software and equipment needed</li> </ul>	Building TLE ICT community Increased use of website by students and volunteers Inventory of quality and relevant ICTs for students	Executive Director TLE Webmaster TLE Community Manager	Ongoing 2022 - 2023	<ul style="list-style-type: none"> <li># + type of resources available</li> <li>Appropriate resources available</li> </ul>
<b>3.12 ICT equipment:</b> <ul style="list-style-type: none"> <li>Annually in Sept., Jan. &amp; June review and evaluate needs of students and tutors with equipment on loan</li> <li>Update inventory list of laptops on loan</li> <li>Annually check TLE's ICTs for necessary updates, replacement, or repair</li> <li>Maintain and update equipment and resources: Service equipment and update software as needed</li> <li>Replace earbuds for new users</li> </ul>	Increased access and use of ICTs Volunteers able to work with students online Students provided with equipment to be able to access online services Updated list of equipment on loan Serviced/maintained equipment	Executive Director TLE Webmaster TLE Community Manager	Sept. Jan. & June + As needed	<ul style="list-style-type: none"> <li># of students and tutors using TLE equipment</li> <li>Condition of equipment</li> <li>Up to date, working equipment</li> </ul>
<b>3.13 ICT resources promotion</b> <ul style="list-style-type: none"> <li>Inform members re: loan of TLE computers, iPads, tablets and related equipment available</li> <li>Post ICT information to TLE websites and share on social media</li> </ul>	Supported members Well-informed members Computers and ICT equipment at Resource Center used by students	Executive Director TLE Community Manager	Ongoing 2022 - 2023	<ul style="list-style-type: none"> <li># of promos + ads</li> <li>Statistics gathered</li> <li># social media shares</li> <li># of devices available for use</li> <li># of ES resources</li> <li>ESQ website stats</li> <li>Library inventory</li> </ul>

### Ensure members are engaged and have a positive experience

#### Events

Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>3.14 Event Partnerships</b> <ul style="list-style-type: none"> <li>Maintain partnerships with SWLSB, CDC-Laurier's Vimont, Pont Viau, Lachute, and Agape, Laval Networking Partnership (NPI), Community Learning Centres (CLC), RLPRE, etc. for community events. (i.e., Adult Learner's Week, etc.)</li> </ul>	Increase of event attendance and partnership amongst community organizations	Executive Director Partners	Ongoing 2022 - 2023	<ul style="list-style-type: none"> <li># of partners</li> <li># of events and participants</li> <li>Reports and feedback</li> </ul>

**Ensure members are engaged and have a positive experience**

<b>Events and Awareness</b>				
<b>Main initiative and Actions</b>	<b>Expected Results</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Measurement</b>
<b>3.15 Establish a Social Committee</b> to organize annual events	Well-organized and planned events	TLE Community Manager Social Committee	September 2022	<ul style="list-style-type: none"> <li># of participants</li> <li># of events held</li> <li>Reports and feedback from participants</li> <li>Website and social media site statistics</li> </ul>
<b>3.16 Hold Annual events:</b> <ul style="list-style-type: none"> <li>Sept. Welcome Event</li> <li>Oct. Thanksgiving Event</li> <li>Dec. Holiday Party</li> <li>April Volunteer Appreciation</li> <li>June TLE's Celebration Event</li> </ul>	Engaged members Memorable experience at TLE	Executive Director TLE Community Manager Social Committee	Sept. – June 2023	
<b>3.17 Hold calendar events, such as:</b> <ul style="list-style-type: none"> <li>Oct. Thanksgiving Event</li> <li>Nov. Remembrance Day</li> <li>Dec. Giving Tuesday/International Volunteer Day</li> <li>Jan. Bell Let's Talk</li> <li>Jan. Family Literacy Day</li> <li>Feb. Love of Reading + Girls' Action Day</li> <li>Mar. Hooked on School Days</li> <li>Apr. National Volunteer Week</li> </ul>	Increased awareness and involvement of members and community	Executive Director TLE Community Manager Social Committee	Sept. – June 2023	
<b>Support and Recognition</b>				
<b>Main initiative and Actions</b>	<b>Expected Results</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Measurement</b>
<b>3.18 Hold TLE Volunteer Get-Togethers:</b> <ul style="list-style-type: none"> <li>Hold monthly TLE Volunteer Get-Togethers with Enza</li> <li>Creates invites, posts, and agenda</li> </ul>	Shared experiences Members supported	Executive Director TLE Community Manager	Monthly (am + pm dates)	<ul style="list-style-type: none"> <li># of participants</li> <li># of events held</li> <li>Tutor's independence</li> </ul>
<b>3.19 Support and recognition:</b> <ul style="list-style-type: none"> <li>Maintain in Excel database of birthday months and start dates of all volunteers</li> <li>Acknowledge and congratulation members for milestones (e.g., years with TLE) and send birthday wishes to members</li> <li>Schedule summer acknowledgements and birthday messages before end of school year to be sent over summer</li> </ul>	Members recognized and supported Feeling of family and community Volunteers and members acknowledged and thanked throughout the calendar year	Executive Director TLE Community Manager	Monthly	<ul style="list-style-type: none"> <li>Current Excel database</li> <li>12 monthly posts on social media</li> </ul>
<b>3.20 Recognize/support</b> staff and consultants for successes and effort	Staff/Consultants recognized	Executive Director BOD	Ongoing 2022 - 2023	<ul style="list-style-type: none"> <li>Recognition given</li> </ul>

Ensure members are engaged and have a positive experience

Support and Recognition cont'd

Main initiative and Actions	Expected Results	Responsible	Timeline	Measurement
<b>3.21 Recognize BOD</b> for successes and effort <ul style="list-style-type: none"> <li>Secure funding to hold annual retreat</li> <li>Hold annual BOD dinner</li> </ul>	BOD recognized and appreciated Feeling of family and community Shared expertise	Executive Director	Nov. 2022- June 2023	<ul style="list-style-type: none"> <li>Retreat held</li> <li>Dinner held</li> <li>Recognition and thanks given</li> <li>BOD retention</li> <li>BOD and staff smiles 😊</li> </ul>
<b>3.22 Reward and recognize members' efforts for TLE:</b> <ul style="list-style-type: none"> <li>Continue initiatives to support and recognize members</li> <li>Write articles celebrating members' achievements</li> <li>Continue recognition of TLE and SWL students</li> <li>Hold award events</li> <li>Participate in CDC Vimont graduation ceremony to present TLE Award of Excellence to a graduating TLE student</li> </ul>	Engaged membership New ideas to support members TLE members recognized Students supported and recognized for their achievements and efforts Tutors thanked and recognized for their efforts TLE Award of Excellence given to student	Executive Director TLE Community Manager	Ongoing 2022 - 2023	<ul style="list-style-type: none"> <li># of recognition certificates and awards given</li> <li>Attendance at events</li> </ul>
<b>3.23 Volunteer Appreciation event 2023</b> <ul style="list-style-type: none"> <li>Develop theme for 2023 event</li> <li>Purchase/create little thank you gifts for volunteers</li> <li>Hold event online or in person, if safe</li> <li>Select volunteers to receive awards and or certificates</li> <li>Post event</li> <li>Write article for social media</li> <li>Pass information on to students and assist them to show their appreciation to the volunteers</li> <li>Present volunteers with little gifts of thanks</li> <li>Include distance volunteers</li> </ul>			April 2023	<ul style="list-style-type: none"> <li># of articles</li> <li>Gifts given</li> <li>Member participation</li> <li>Web and social media stats</li> <li>Participant's reactions and feedback</li> </ul>
<b>3.24 TLE Celebration event 2023</b> <ul style="list-style-type: none"> <li>Develop theme for 2023 event</li> <li>Hold event online or in person, if safe</li> <li>Select any members to receive awards and or special acknowledgement</li> <li>Post event</li> <li>Write article for social media</li> <li>Present volunteers with little gifts of thanks</li> <li>Include distance members</li> </ul>			June 2023	<ul style="list-style-type: none"> <li>Member satisfaction and retention</li> <li>Member and staff smiles 😊</li> </ul>