

# The Learning Exchange Strategic Plan



2008 to 2011

---

# Strategic Plan

---

The Learning  
Exchange

---

2008 to 2011

---

**Strategic Planning Facilitator:**

Ann Gauvin

**Strategic Planning Team:**

Mona Arsenault

Donna Adrian

Darlene Brown

Christiane Dabbagh

Alice Sroka-Fillion

Jacklyn Freedman-Spector

Karen Mockler

Diane Richard

Valerie Sauriol

**Written by:**

Darlene Brown

**Edited by:**

Donna Adrian

Darlene Brown

Alice Sroka-Fillion



# Our mission

Our raison d'être

The Learning Exchange (TLE)/Centre Lire-Écrire is a volunteer not-for-profit organization dedicated to addressing the needs of the Laval and North Shore English-speaking community. The Learning Exchange serves, recruits, trains, and supports members of the community through reading, writing, numeracy, and life-skills programs.

# Our vision

What we aspire to do

The Learning Exchange strives for excellence in literacy by promoting and fostering a commitment to life-long learning through outreach, prevention, and training.



# Our mandate

What we do

The Learning Exchange (TLE)/Centre Lire-Écrire is a volunteer not-for-profit organization dedicated to providing:

- Adult Literacy and Tutoring: one-on-one and small group instruction to adults in need
- Volunteer/Tutor Training
- Public Awareness and Sensitization
- Volunteer/Student Recruitment
- Community Resource and Learning Centre
- Volunteer/Student Outreach and Retention
- Prevention and Intervention

# Our core values

What defines us and drives us

At TLE we value:

- Our members, partners and community
- Commitment to the cause of literacy
- High standard of quality of service
- Life-long learning
- Equal opportunities and cultural diversity



# Our Board of Directors

For 2007/2008

President: Donna Adrian  
Past President: Mona Arsenault  
Vice-President: Christiane Dabbagh  
Secretary: Alice Sroka-Fillion  
Treasurer: Valerie Sauriol  
Director: Susan Jakab

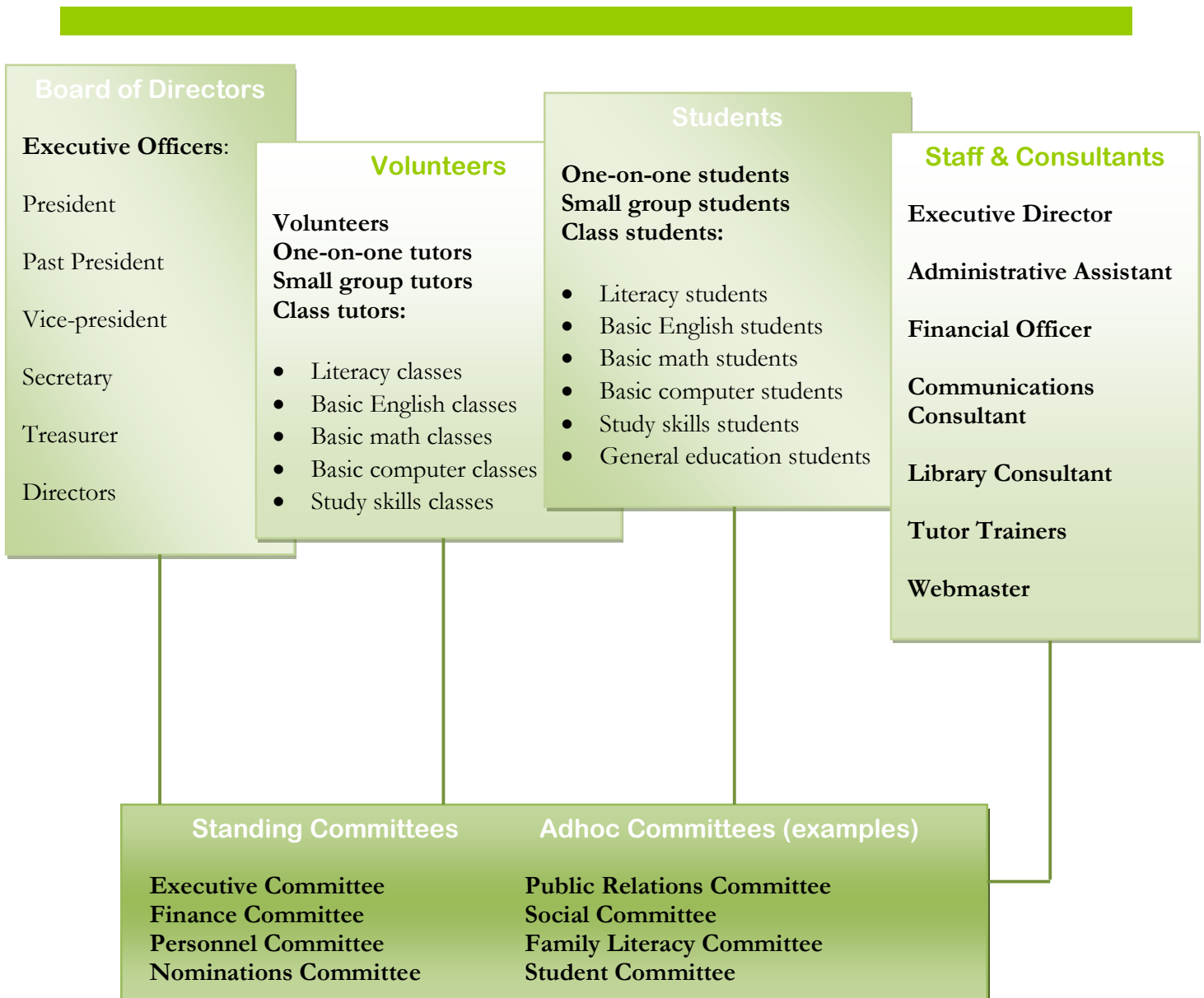
# Our staff and consultants

Executive Director: Darlene Brown  
Administrative Assistant: Karen Mockler  
Communications Consultant: Jacklyn Freedman-Spector  
Financial Officer: Diane Richard  
Library Consultant: Kate Strickland  
Web Master: Errol Pinto  
Tutor Trainers:

- Darlene Brown
- Jacklyn Freedman-Spector

# The Learning Exchange

## Structure



# TLE's Strategic Plan

## Priorities at a glance:

### 1. Developing our place in the community and relations with partners

Goals:

- Be an integral part of the community
- Promote the recognition of The Learning Exchange and its vision/mission, within the community and amongst partners
- Foster a strong sense of commitment to the cause of literacy within the community

### 2. Increasing membership and sustaining involvement

Goals:

- Recruit/train new volunteers and recruit/assess new students
- Retain/support current members
- Increase overall membership

### 3. Strengthening our provision of services

Goals:

- Develop and improve current services
- Raise awareness and understanding of literacy and services available through The Learning Exchange

### 4. Fostering students' growth

Goals:

- Aid in the development of our students' autonomy
- Instil a commitment to life-long learning in our students
- Provide students with the necessary tools and skills to function successfully in everyday life

# Developing

## Our place in the community and relations with partners

### Goals

- Be an integral part of the community
- Promote the recognition of The Learning Exchange and its vision/mission, within the community and amongst partners
- Foster a strong sense of commitment to the cause of literacy within the community

### Main Initiatives

---

Communication

Partnerships

# Target population

---

---

General public within Lower Northshore area

Local Vimont and Laval communities:

- › Partners (current and potential)
- › Organizations/community services
- › Commercial businesses
- › Industry
- › Political members
- › Residents

Partners and supporters

Sir Wilfrid Laurier School Board:

- › CDC Vimont members
- › Staff and clientele/members (i.e. commissioners, teachers, students, etc.)
- › Elementary/High Schools
- › CDC Laurier Adult Education centers
- › SARCA center
- › Governing Board

TLE Members

Ministry of Education

RECIT

Other literacy organizations and service providers: local, provincial and national

# Actions

---

## TLE will:

- Play a lead role in the community by building and strengthening links with local, provincial and national organizations
- Develop a strategy and an action plan to establish productive relations and coordinated interaction with key partners
- Consult with, and work collaboratively with, key stakeholders to share information, experience and expertise
- Partner with CDC-Laurier/Vimont for Adult Learner's Week
- Collaborate with partners to hold annual events within the community
- Appoint a board member to represent TLE as a "Community Representative" on SWL/Vimont Governing Board
- Develop a comprehensive promotional campaign aimed at promoting TLE within the community to raise its local profile
- Increase public awareness of the importance of literacy, and provide information on services and resources available through TLE
- Ensure regular communication of The Learning Exchange news and information to members, other literacy providers, partners, schools and community organizations
- Promote TLE's website and Learning Links
- Continue to develop a Public Relations Team

# Increasing

## Membership and sustaining involvement

### Goals

- Recruit/train new volunteers and recruit/assess new students
- Retain/support current members
- Increase overall membership

### Main Initiatives

---

Outreach, retention, recruitment and support

Access to services

TLE's Committees

# Target population

---

## TLE Members:

- › New volunteers/tutors/students
- › Past students and tutors
- › Current members
- › Board of Directors
- › Staff
- › Tutor trainers
- › Consultants
- › Committees

General public within Lower Northshore area

Local Vimont and Laval residents

## Sir Wilfrid Laurier School Board:

- › CDC Vimont members
- › CDC Laurier Adult Education centers
- › SARCA center

# Actions

---

## TLE will:

- Continue to expand the membership base of TLE
- Work collaboratively with organizations to recruit new members
- Continually, improve ease of access to available services
- Continue to develop the capacity of TLE's resource center
- Ensure continued support and recognition of its members
- Facilitate networking opportunities for its members to share and exchange information, expertise and experience
- Encourage members' involvement on the Board of Directors and TLE's committees
- Celebrate its members through participation at literacy and recognition events

# Strengthening Our provision of services

## Goals

- Develop and improve current services
- Raise awareness and understanding of literacy and services available through The Learning Exchange

## Main Initiatives

---

Training and professional development

TLE website

Funding

TLE's infrastructure

Resource Center

Family Literacy

# Target population

---

## TLE Members:

- › New and current volunteers/tutors/students
- › Past students and tutors
- › Board of Directors
- › Staff
- › Tutor trainers

## General public within Lower Northshore area

### Local Vimont and Laval communities:

- › Partners (current and potential)
- › Organizations/community services
- › Commercial businesses
- › Industry
- › Political members
- › Residents

## NALD and Website hosts

## Partners and supporters

### Sir Wilfrid Laurier School Board:

- › CDC Vimont members
- › Members (i.e. commissioners, teachers, students, etc.)
- › Elementary/High Schools
- › CDC Laurier Adult Education centers
- › SARCA center

## Other Literacy organizations and service providers

# Actions

---

## TLE will:

- Develop itself as a learning organization, a resource center and a model of good practice
- Monitor the trends in literacy within the educational renewal and adapt accordingly
- Promote members' active participation in continued training and tutoring opportunities
- Broaden and strengthen professional development programs for staff and Board of Directors
- Increase frequency of training and flexibility of training schedule ~ offer more training choices
- Regularly link The Learning Exchange website to other literacy and community organizations' sites
- Research potential funding sources and write proposals for funding to increase funding opportunities and donations
- Continue to develop the capacity of TLE
- Manage and improve access/use of Resource Center and TLE services to the community
- Regularly maintain and update our technical resources
- Implement Phase II of library circulation system and annual inventory process
- Acquire wireless access availability for all members at Resource Center
- Continue to build upon family literacy program initiatives within the community

# Fostering Students' growth

## Goals

- Aid in the development of our students' autonomy
- Instil a commitment to life-long learning in our students
- Provide students with the necessary tools and skills to function successfully in everyday life

## Main Initiatives

---

Student development

Essential skills

ICT training

# Target population

---

---

TLE students:

- › Past students
- › Current students
- › Potential students

Sir Wilfrid Laurier School Board students:

- › Literacy
- › Pre-secondary
- › Math
- › Computer
- › Secondary

# Actions

---

## TLE will:

- Promote the value of learning and actively support its student members
- Provide diverse range of learning opportunities for students
- Advocate for students' issues and concerns through representation
- Build opportunities for students to interact with learners from other councils
- Facilitate networking opportunities for students to share and exchange information, expertise and experience
- Encourage TLE students' participation in the Blue Metropolis, LVQ Annual Conference, and similar events
- Celebrate students' involvement at TLE during Adult Learner's Week
- Increase learning opportunities and resources for adult learners who are parents
- Act upon research results of new programs and resources re: essential skills
- Use information and communication technology (ICT) training to increase the success rate of adult literacy students
- Continue to develop, update and promote the Learning Links' website with its student members

Orientations	1. DEVELOPING OUR PLACE IN THE COMMUNITY AND RELATIONS WITH PARTNERS	2. INCREASING MEMBERSHIP AND SUSTAINING INVOLVEMENT	3. STRENGTHENING OUR PROVISION OF SERVICES	4. FOSTERING STUDENTS' GROWTH
Goals	<p>Be an integral part of the community</p> <p>Promote the recognition of The Learning Exchange and its vision/mission, within the community and amongst partners</p> <p>Foster a strong sense of commitment to the cause of literacy within the community</p>	<p>Recruit/train new volunteers and recruit/assess new students</p> <p>Retain/support current members</p> <p>Increase overall membership</p>	<p>Develop and improve current services</p> <p>Raise awareness and understanding of literacy and services available through The Learning Exchange</p>	<p>Aid in the development of our students' autonomy</p> <p>Instil a commitment to life-long learning in our students</p> <p>Provide students with the necessary tools and skills to function successfully in everyday life</p>
Main Initiatives and actions	<p><b>Communication</b></p> <p>1.1 Starting in 2008, maintain current community contacts</p> <p>1.2 Continue to develop a Public Relations Team</p> <p>1.3 Annually create a list of literacy and community events</p> <p>1.4 In 2009, appoint and train a PR spokesperson or PR team of student and volunteer for promoting TLE</p> <p>1.5 Starting in 2009, distribute communication package and promotional materials at events within the community</p> <p>1.6 By 2011, have a well-trained PR Team</p> <p>1.7 Annually hold communication events</p> <p>1.8 Create professional communications package:</p> <ul style="list-style-type: none"> <li>i. In 2008, hire logo designer</li> <li>ii. Review designs and types of material needed for communications</li> <li>iii. By January 2009, have new logo</li> <li>iv. In January 2009, change all master copies to new logo</li> <li>v. In 2009 create TLE package/promotional materials for use and distribution</li> <li>vi. Update promotional materials as needed</li> </ul>	<p><b>Outreach, Retention, Recruitment and Support</b></p> <p>2.1 Starting in fall 2008, engage consultant to research new venues for recruitment</p> <p>2.2 Starting in 2008, involve existing and new partners in recruitment</p> <p>2.3 By 2009, begin recruitment of new members via new venues</p> <p>2.4 Regularly provide networking opportunities amongst members, Board and staff</p> <p>2.5 Maintain quality of services for staff, students, volunteers and community</p> <p>2.6 In 2009, begin implementing new outreach and support activities</p> <p>2.7 Starting in fall 2008, begin recruiting new volunteers for the new positions at TLE (i.e. website volunteer and library volunteer)</p> <p>2.8 Regularly, reward and recognize members' efforts for TLE</p> <p>2.9 Starting in 2009, submit members' names for the Literacy Awards Recognition</p>	<p><b>Training and Professional Development</b></p> <p>3.1 Regularly, monitor the trends in literacy within the educational reform and adapt accordingly</p> <p>3.2 Starting in 2008, promote members' active participation in continued training and tutoring opportunities</p> <p>3.3 By 2010, broaden and strengthen professional development programs for staff and BOD</p> <p>3.4 By 2011, increase frequency of training and flexibility of training schedule ~ offer more training choices</p> <p><b>TLE Website</b></p> <p>3.5 Regularly link The Learning Exchange website to other literacy and community organizations' sites</p> <p>3.6 Starting in 2008, train website volunteers</p> <p>3.7 Annually, retain service of webmaster</p> <p>3.8 Regularly, update and monitor site</p> <p>3.9 Annually, update/upload master documents in the fall</p> <p>3.10 In January 2009, upload all master documents with new logo to site</p>	<p><b>Student Development</b></p> <p>4.1 Annually, provide diverse range of learning opportunities for students</p> <p>4.2 Regularly, purchase appropriate resources for students</p> <p>4.3 Regularly, provide opportunities for students to interact with learners from other councils</p> <p>4.4 Starting in 2009, increase learning opportunities and resources for adult learners who are parents</p> <p>4.5 Starting in 2009, encourage TLE students' participation in the Blue Metropolis, LVQ Annual Conference, and similar events</p> <p>4.6 Yearly, encourage students' involvement at TLE during Adult Learner's Week</p> <p>4.7 Regularly, represent the issues and concerns of TLE's adult students through representation and involvement on boards, committees and other key organizations</p> <p>4.8 By 2011, increase students' participation and attendance at events and workshops by 20%</p>

Orientations	1. DEVELOPING OUR PLACE IN THE COMMUNITY AND RELATIONS WITH PARTNERS	2. INCREASING MEMBERSHIP AND SUSTAINING INVOLVEMENT	3. STRENGTHENING OUR PROVISION OF SERVICES	4. FOSTERING STUDENTS' GROWTH
<p><b>Main Initiatives and actions</b></p>	<p><b>Communication</b></p> <p>1.9 Ensure regular communication of The Learning Exchange news and information to members, other literacy providers, partners, schools and community organizations</p> <ul style="list-style-type: none"> <li>i. Annually, produce and distribute three editions of the News and Views newsletter and post on website</li> <li>ii. In 2008, establish routines for regular communication with members</li> <li>iii. By 2009, designate an area for event and information postings within the center</li> <li>iv. Regularly, post information on TLE's Google calendar</li> <li>v. Promote TLE's services, website and Learning Links within the community</li> </ul> <p><b>Partnerships</b></p> <p>1.10 In 2008, begin to contact existing and potential partners/maintain ongoing partnerships and increase networking opportunities</p> <p>1.11 In 2008, initiate necessary partnerships to maintain and update Learning Links</p> <p>1.12 In 2008, appoint board member to represent TLE as "Community Representative" on SWL/Vimont Governing Board</p> <p>1.13 As needed, attend SWL School Board meetings and functions as needed</p> <p>1.14 Develop two new community contacts annually</p> <p>1.15 Annually, attend 2 – 3 community events</p> <p>1.16 Annually, partner with CDC-Laurier/Vimont and other community groups for Adult Learner's Week</p> <p>1.17 Starting in 2009, develop a strategy and an action plan to establish productive relations and coordinated interaction with key partners</p> <p>1.18 By 2010, begin implementing strategies and actions</p> <p>1.19 By 2011, hold 2-3 annual events with key partners within the community</p>	<p><b>Access to Services</b></p> <p>2.10 Starting in 2008, review access to services and available support</p> <p>2.11 Starting in 2009, begin implementing any necessary changes</p> <p>2.12 In 2009, increase opportunities for service access to community</p> <p>2.13 By 2009, complete initial library training and volunteer recruitment</p> <p>2.14 By 2011, increase use of resource center by 50%</p> <p><b>TLE's Committees</b></p> <p>2.15 Annually, develop Board's strength by electing one new Director</p> <p>2.16 Annually, promote and advertise different committees and duties</p> <p>2.17 By 2011, increase members' involvement on committees by 10%</p> <p>2.18 By 2011, have all standing committees well-established and meeting regularly or as needed</p>	<p><b>Funding</b></p> <p>3.11 Annually, research potential funding sources and write proposals for funding</p> <p>3.12 By 2011, increase funding opportunities and donations by 15%</p> <p><b>TLE's Infrastructure</b></p> <p>3.13 Annually, update and review all TLE's master documents</p> <p>3.14 By 2010, complete revision and development of updated Orientation Manual including Policies &amp; Procedures</p> <p>3.15 Following completion of manual, print and distribute copies of Orientation Manual to members</p> <p>3.16 Annually, bring the board, staff and other key members of TLE together for professional development, training and information exchange</p> <p><b>Resource Center</b></p> <p>3.17 Manage and improve access/use of Resource Center and TLE services to community</p> <p>3.18 Regularly, maintain and update our technical resources</p> <p>3.19 In 2008, train staff in use of ResourceMate</p> <p>3.20 In 2009, implement Phase II of library circulation system</p> <p>3.21 Starting in 2009, implement annual inventory process</p> <p>3.22 By 2011, have wireless access available for all members at Resource Center</p> <p><b>Family Literacy</b></p> <p>3.23 Continue to build upon family literacy program initiatives within the community</p> <p>3.24 By 2011, increase family literacy activities by 20%</p>	<p><b>Essential Skills</b></p> <p>4.9 Starting in 2008, begin development of essential skills program</p> <p>4.10 By May 2009, report and begin to act upon research results of new programs and resources re: essential skills</p> <p>4.11 Starting in 2009, develop workshops for students re: essential skills training</p> <p>4.12 By 2010, implement new programs/essential skills/resources</p> <p>4.13 By 2011, increase learning opportunities by 20% to provide students with essential skills</p> <p><b>ICT Training</b></p> <p>4.14 Regularly, use ICT training to increase the success rate of adult literacy students</p> <p>4.15 Starting in 2008, promote use of computers and related equipment</p> <p>4.16 Starting in 2008, implement learning opportunities for students re: ICT use</p> <p>4.17 Starting in 2008, continue to develop, update and promote the Learning Links' website</p>

\*All actions are dependent upon acquisition of necessary funding

## 1. Developing our place in the community and relations with partners

### GOALS:

- Be an integral part of the community
- Promote the recognition of The Learning Exchange and its vision/mission, within the community and amongst partners
- Foster a strong sense of commitment to the cause of literacy within the community

### MAIN INITIATIVES:

- ↳ Communication
- ↳ Partnerships

### Actions

#### TLE WILL:

- ↳ Play a lead role in the community by building and strengthening links with local, provincial and national organizations
- ↳ Develop a strategy and an action plan to establish productive relations and coordinated interaction with key partners
- ↳ Consult with, and work collaboratively with, key stakeholders to share information, experience and expertise
- ↳ Partner with CDC-Laurier/Vimont for Adult Learner's Week
- ↳ Collaborate with partners to hold annual events within the community
- ↳ Appoint a board member to represent TLE as a "Community Representative" on SWL/Vimont Governing Board
- ↳ Develop a comprehensive promotional campaign aimed at promoting TLE within the community to raise its local profile
- ↳ Increase public awareness of the importance of literacy, and provide information on services and resources available through TLE
- ↳ Ensure regular communication of The Learning Exchange news and information to members, other literacy providers, partners, schools and community organizations
- ↳ Promote TLE's website and Learning Links
- ↳ Continue to develop a Public Relations Team

## 2. Increasing membership and sustaining involvement

### GOALS:

- Recruit/train new volunteers and recruit/assess new students
- Retain/support current members
- Increase overall membership

### MAIN INITIATIVES:

- › Access to services
- › Outreach, retention, recruitment and support
- › TLE's Committees

### Actions

#### TLE will:

- › Continue to expand the membership base of TLE
- › Work collaboratively with organizations to recruit new members
- › Continually, improve ease of access to available services
- › Continue to develop the capacity of TLE's resource center
- › Ensure continued support and recognition of its members
- › Facilitate networking opportunities for its members to share and exchange information, expertise and experience
- › Encourage members' involvement on the Board of Directors and TLE's committees
- › Celebrate its members through participation at literacy and recognition events

### 3. Strengthening our provision of services

#### GOALS:

- Develop and improve current services
- Raise awareness and understanding of literacy and services available through The Learning Exchange

#### MAIN INITIATIVES:

- Training and professional development
- TLE website
- Funding
- TLE's infrastructure
- Resource Center
- Family Literacy

#### Actions

#### TLE WILL:

- Develop itself as a learning organization, a resource center and a model of good practice
- Monitor the trends in literacy within the educational renewal and adapt accordingly
- Promote members' active participation in continued training and tutoring opportunities
- Broaden and strengthen professional development programs for staff and Board of Directors
- Increase frequency of training and flexibility of training schedule ~ offer more training choices
- Regularly link The Learning Exchange website to other literacy and community organizations' sites
- Research potential funding sources and write proposals for funding to increase funding opportunities and donations
- Continue to develop the capacity of TLE
- Manage and improve access/use of Resource Center and TLE services to the community
- Regularly maintain and update our technical resources
- Implement Phase II of library circulation system and annual inventory process
- Acquire wireless access availability for all members at Resource Center
- Continue to build upon family literacy program initiatives within the community

## 4. Fostering students' growth

### GOALS:

- Aid in the development of our students' autonomy
- Instil a commitment to life-long learning in our students
- Provide students with the necessary tools and skills to function successfully in everyday life

### MAIN INITIATIVES:

- Student development
- Essential skills
- ICT training

## Actions

### TLE WILL:

- Promote the value of learning and actively support its student members
- Provide diverse range of learning opportunities for students
- Advocate for students' issues and concerns through representation
- Build opportunities for students to interact with learners from other councils
- Facilitate networking opportunities for students to share and exchange information, expertise and experience
- Encourage TLE students' participation in the Blue Metropolis, LVQ Annual Conference, and similar events
- Celebrate learning students' involvement at TLE during Adult Learner's Week
- Increase learning opportunities and resources for adult learners who are parents
- Act upon research results of new programs and resources re: essential skills
- Use information and communication technology (ICT) training to increase the success rate of adult literacy students
- Continue to develop, update and promote the Learning Links' website with its student members

