

**Taber and District
Community Adult
Learning
Association**

**Strategic Framework
2023-2025**



Introduction

2023 Organizational Profile

Taber and District Community Adult Learning Association serves approximately 800 learners and clients residing in Taber, MD Taber and County of Warner with an operating budget of \$1.5M, employs 7 full-time staff, 8 part-time staff, and up to an additional 12 seasonal employees, and is governed by a 7-person board of directors. The organization is financed primarily through grant revenue and some registration fees.

Strategic Context

Developing an effective strategy is fundamentally rooted in choice: choosing to pursue some courses of action and forgo others. The context for taking some actions in favour of others depends mainly on the interplay between external and internal dynamics. As TDCALA continues to develop and evolve, the organization will ensure that foundational programs are clearly aligned within a strategic focus and operational systems are enhanced to meet growing demand for services. The focus of this Strategic Plan will guide TDCALA over the next three years and balance the organization's current strong positioning with targeted program expansion and refinement.

Plan Development Process

This Strategic Plan was developed from January to June 2023 through the gathering and assessment of a variety of information sources, both internally and externally.

The board and senior staff of Taber Adult Learning has undertaken an extensive process reflecting on the organization's current state, while envisioning the future of the organization. Several important steps have guided this process, including an Organizational Assessment survey in February 2023, followed by the first facilitated workshop in early March, where staff and stakeholders outlined TDCALA's context by using an environmental scan called The Wave. In late March the group spent time in a second facilitated workshop to envision TDCALA's future, employing the Three-Box Solution to determine important and necessary actions, and weighing where to best focus energy and efforts. Post-workshops, the leadership outlined a draft plan in a worksheet by turning the ideas generated in the previous steps into a first version of initial actions.

1. STRATEGIC PRIORITY: PEOPLE

TDCALA's human resource plan will focus on improving lines of communication throughout the organization and building current and future capacity of the staff, board, and volunteers.

RATIONALE

Supported and equipped staff and volunteers ensure the smooth operation of an organization, despite the inevitability of unforeseen changes. An environment where everyone's perspective and input are welcomed will help to increase staff, board, and volunteer retention.

ACTIVITIES

We will accomplish this by:

1. Fostering an intentional operating environment where feedback and solution-finding are a matter of course.
2. Developing consistent onboarding, orientation, and cross-training processes to support staff and ensure smooth operations and programming.
3. Utilizing a mission-centered and inclusive approach to leadership and cultivating leaders from staff and volunteers.
4. Designing succession plans and career pathing for key executive and programmatic positions (Executive Director, Associate Director, Financial Coordinator, Registrar, and Program Coordinator positions.)
5. Creating an engagement plan to recognize, thank and highlight individuals (board, staff, volunteers, students, and clients) who contribute to or personify TDCALA's values.
6. Developing a board engagement plan that includes governance training workshops and annual performance assessments.

2. STRATEGIC PRIORITY: PROGRAMS

TDCALA will offer quality programs relevant to the changing demographic and society within our service region.

RATIONALE

All programs must be learner-centered and any program changes will be reflective of community and client needs and align with TDCALA's vision and mission.

ACTIVITIES

We will accomplish this by:

1. Delivering programs via a learner-centric model, offered in-person, online or hybrid, at multiple times and locations. Programing may be synchronous or asynchronous depending on content and learner ability.
2. Collecting data through ongoing informal community needs assessment and by completing a comprehensive Community Needs Assessment at least once every three years to inform program development, expansion and selection.
3. Conducting formal annual program evaluations comprised of student interviews/surveys, staff interview/surveys, financial review, and a comparison of outcomes and outputs to signed agreements.
4. Creating a "Communities' Connection Advisory Council" with representatives from the various communities and stakeholders in our service region that will meet regularly to exchange information on community program needs and interests; identify trends and concerns; promote and advocate the goals, services and programs that TDCALA offers.
5. Communicating programs' activities and updates with all staff as a standing item on staff meeting agendas and standing reports presented to the Board.

3. STRATEGIC PRIORITY: PROFILE

TDCALA's Vision, Mission and Values will be evident to all through the programs, services and activities offered by the organization.

RATIONALE

Guided by our vision and aligned with our values, we will remain inclusive to all people served in all areas. We will develop necessary connections, pathways, and opportunities to support those we serve within contracts' funding parameters.

ACTIVITIES

We will accomplish this by:

1. Reviewing (and updating, if necessary) our vision, mission, and values with the insights of board and staff and planting our vision, mission, and values throughout our current and future programs, and continuing to evaluate the link between our programs, new and existing, with our core identity when applying or re-applying for funding
2. Embedding our vision, mission and values in our onboarding, orientation, and cross-training programs.
3. Creating a brand strategy that includes clarifying our core identity (our vision, mission, and values), outlining our competitive advantage, audience profiles, and brand positioning.
4. Launching a timely rebrand and name change, along with rationale to all stakeholders with an inaugural open house; inviting clients, funders, sponsors, vendors, community partners, municipal, provincial and federal governments, and media.
5. Designing a marketing plan that reaches programs' target audiences and includes a sponsorship program, website upgrades, Vibrant Learning Catalogue redesign, social media plan, print and other media engagement.

4. STRATEGIC PRIORITY: INTERNAL CAPACITY

TDCALA will build internal capacity of the Board, management and staff to develop competencies and skills that makes the agency more effective and sustainable resulting in a positive impact on the lives and communities within TDCALA's service area.

RATIONALE

Capacity building strengthens TDCALA's ability to maintain the skills, infrastructure and resources required to meet our mission, vision and mandates.

ACTIVITIES

We will accomplish this by:

1. Reviewing, evaluating, and updating policies and procedures for Human Resources, Volunteer Management, and Financial Management.
2. Developing and implementing a technology and ever-greening plan (equipment and systems software) that includes training for staff.
3. Utilizing the Connolly and York (2003) framework for understanding organizational capacities: management, technical, leadership, and adaptive.

5. STRATEGIC PRIORITY: FUNDING

TDCALA, as the agent of the Friend of Taber Literacy, will build collaborative systems to utilize the Friends of Taber Literacy registered charity status to increase sustainable, flexible revenues outside of our regular grants to bolster programming, marketing, and infrastructure.

RATIONALE

Utilizing the Friends of Taber Literacy registered charity status by soliciting donations through local businesses and creating tiered donation sources will create sustainable cashflow to support our programming.

ACTIVITIES

We will accomplish this by:

1. Developing a fundraising plan that is aligned with the marketing plan and includes logistics, a case for support, board support roles and clearly defined fundraising tiers.
2. Identifying performance metrics and evaluation processes for fundraising activities including gathering donor feedback to ensure alignment with community preferences.
3. Creating key messages and processes to enable all staff and board members to be advocates for the organization and "salespeople" for our values.

Approved by Board motion on: August 22, 2023