

2017 – 2020 Strategic Plan

Trends and Contextual Factors

Literacy is measured on a scale of 0 to 5, with 5 being the highest. A 2013 study revealed that almost half of Canadians have literacy scores below level 3, and nearly 1 in 5 Canadians are at or below Level 1.¹

Rather than improving, **Canadian literacy scores showed signs of decreasing from 2003 to 2012².**

Increased pressure on the charitable sector to **tie program development and philanthropy to key public and private sector priorities** and to clearly demonstrate **impact**.

Changes in **technology** require new approaches to our work; our program development must **address learning barriers created by lack of access** to appropriate tools.

Governments and the private sector are focused on **current and emerging issues** relevant to our work: skills development; youth; newcomers; seniors; and First Nations, Métis, and Inuit peoples (FNMI).

2017 – 2020 Goals

Our key audiences have greater understanding of the critical importance of literacy and are prepared to support our work; our high-quality, impactful programs **help vulnerable or at-risk children, youth, and adults** achieve an important milestone through literacy; and greater support from **individual donors** contributes to annual increases in revenue.

Long-term Goal

Frontier College is central to a national literacy network, focusing attention and resources on our cause, resulting in more Canadians enjoying the rich rewards of literacy.

¹ The Programme for the International Assessment of Adult Competencies (PIAAC), 2012

Priorities

- ✓ Enhance awareness, among key audiences, of our work and the importance of our cause
- ✓ Demonstrate the impact of our work through improved evaluation
- ✓ Increase revenue and diversify funding sources
- ✓ Create a network of literacy-related organizations to augment and enhance our work.

Goals

- Highlight the **critical importance of literacy** to individuals and society
- Position Frontier College as a champion for **literacy innovation** in Canada
- Prioritize **governments** as a key audience
- Enhance program **evaluation**
- Refine programs to achieve **maximum impact for Canada's most vulnerable people**
- Generate **annual increases in revenue** through strategic revenue generation and by demonstrating program excellence
- Diversify revenue streams by broadening **support among individuals** in Canada
- Lead/support creation of a **national network** of literacy-related organizations
- Position Frontier College as a **leader in literacy** support and for sharing best practices and resources

² The Programme for the International Assessment of Adult Competencies (PIAAC), 2012