

# 2021 – 2022

## Annual Report

403.652.5090

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High River, Alberta

T1V 2B9

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**LITERACY FOR LIFE FOUNDATION**  
**AGENDA FOR THE YEAR August 1<sup>st</sup> 2021 to July 31<sup>st</sup> 2022**  
**GENERAL MEETING**

October 26, 2022  
6:30 pm - 8:00 pm  
In Person & Via Zoom

**Welcome and Introductions:**

**Approval of Agenda:**

**Approval of Minutes:**                      October 26, 2021 AGM Minutes

**Financial Review:**                              **Stephanie Laitre,**  
Financial year end review for August 1, 2021 to July 31, 2022  
Prepared by Mary Bakaluk  
*(Recommended that the report be accepted for Information purposes)*

**Committee Reports:**

Chairperson Report                      Anna-Marie Plante

Executive Director Report              Nicole Levesque,  
*(Recommended that the reports be accepted for Information purposes)*

**New Business:**

- 1) Presentation of Budget for August 1, 2022 to July 31, 2023  
*(Recommended that the report be accepted for Information purposes)*
- 2) Approval of amended bylaws
- 3) Election of Board Members: 3 positions available for 2 year term

Nominees are: Sandra Oleksiw, Pam Gunthrie-Flemming and Helen Rogers

Thank you past board member(s)

Adjournment:

Please note: All board members will stay for a short meeting to assign board executive positions and set the next meeting date

**LITERACY FOR LIFE FOUNDATION**  
**MEETING MINUTES FOR THE YEAR August 1<sup>st</sup> 2020 to July 31<sup>st</sup> 2021**  
**GENERAL MEETING**  
**October 26, 2021**  
**6:00 pm - 8:30 pm**  
**Via Zoom**

**Present:** Anna-Marie Plante, Stephanie L, Pam G-F, Lorraine C, Sandra O and Nicole L

**Guests:** Candace Bergen, Orvella Small, Iqbal Bahi

**Welcome and Introductions:**

**Approval of Agenda:** Stephanie made a recommendation to change the dates to reflect this year, seconded by Pam. Carried.

Pam made a motion to approve the agenda, seconded by Stephanie. Carried.

**Approval of Minutes:** October 18, 2020 AGM Minutes. Stephanie made a motion to accept and seconded by Pam. Carried.

**Financial Review: Stephanie Laitre, Treasurer with support from Anna-Marie Plante**  
Financial year end review for August 1, 2020 to July 31, 2021

Prepared by Mary Bakaluk

Stephanie made a recommendation to change the lines in the budget that reflect the ED's salary to be changed to "wages" to be more confidential. Pam seconded. Carried.

Pam made a recommendation to accept the year-end and financials for information purposes, Lorraine seconded. Carried

**Committee Reports:**

Chairperson Report     Anna-Marie Plante

Executive Director Report     Nicole Levesque

Pam recommended that the reports be accepted for information purposes, seconded by Lorraine. Carried.

**New Business:**

- 1) Presentation of Budget for August 1, 2021 to July 31, 2022. Pam made a recommendation to accept the report for information purposes with changes to ED salary line to "wages", Lorraine seconded. Carried.

2) Proposed changes to Bylaw 5.1.4.3

Existing: A term of office shall be one (1) year and board members shall serve a two year term.

Amended: 5.1.4.3a The term for an executive officer shall be one (1) year.

5.1.4.3b Board members shall serve a two (2) year term except in cases where four (4) or more board members are elected within the same fiscal year then 50% will complete a one (1) year term and 50% will complete a two (2) year term as documented in the AGM minutes.

Motion made by Pam to amend bylaw 5.1.4.3 as presented, seconded by Stephanie. Carried.

3) Election of Board Members: 5 positions available, 3 x 2 year term, 2 x 1 year term  
Stephanie Laitre 2 years, Lorraine Clark 2 years, Pam Guthrie-Flemming 1 year and Sandra Oleksiw 1 year.

The following people have agreed to let their name stand for the Board of Literacy for Life Foundations:

Anna-Marie Plante - 2 year term

Stephanie made a motion to acclaim the board members as above, seconded by Pam. Carried.

Thank you past board member(s)

Adjournment at 6:40pm.

## MESSAGE FROM THE CHAIR

It is my pleasure to serve as your board chair this year.

The last year has been invigorating and very productive. I, for one, look forward to the next year as Literacy for Life continues to evolve. We set out to continue to develop LFL into the go to place for Fundamental learners to get the skills they need to reach their goals in life and we made huge steps towards that goal. We accomplished the big task for the organization is to come up with a strategic plan that will set the direction and tone of LFL for the next 1 to 3 years.

I would like to thank our staff (Candace), our contract instructors, our Executive Director Nicole for their continued support and hard work. I would also like to thank our board, Stephanie, Lorraine, Sandra and Pam for joining LFL on this journey. Thank you to the staff at Advanced Education and the CALP program for their continued support, both financially and morally.

LFL is essential to the County of Foothills and thanks to all our hard work will continue to serve our communities. The need for our programs and services is more important and relevant as ever for the foundational learners and their families to help them achieve their goals and dreams.

Sincerely

Anna-Marie Plante

Board Chair, Literacy for Life Foundation

## **Message from the Executive Director**

What a pleasure it has been to be a part of the growth that Literacy for Life has seen this past programming year.

To some, this growth might seem small, however I know the work that has been done by all those involved to continue to set Literacy for Life on the correct path for providing relevant quality programs to adults and families in our communities.

We have continued to offer some programs online and have been thrilled to be able to return to in-person programming for the majority of our classes. Being flexible with our mode of delivery has helped to eliminate as many barriers for our learners as possible.

This past programming year has also seen us develop stronger working relationships with partner agencies. These connections have assisted us in reaching new learners as well as help refer clients to other services in the community that best meet their needs.

Literacy for Life is able to continue growing in large part to the passion and dedication of its board members. I would like to thank each and every one of them for the time they volunteer to the agency to ensure its success and help guide processes to encourage growth and relevancy of programs provided, thank you.

So many learners have been supported this past year by passionate people in our communities who have joined us as volunteers to work one on one with our clients. The difference you make in the lives of these individuals is enormous and incredibly valuable. I thank you all for your time, passion and willingness to make a difference.



Finally, to recognize our amazing staff, facilitators and instructors. You are the backbone of this agency, the face that our learners get to know and the ones doing the work to increase the skills of the adults and families who reach out to us. Thank you for all that you have done and continue to do in your roles at Literacy for Life. Your work makes a difference and is very much appreciated as we continue to strive together to bring quality programs to improve the lives of all who walk through our doors looking for support.

I look forward to this next programming year as your Executive Director!

Nicole Levesque

Executive Director

October 2021



**PROGRAMS AVAILABLE**

- **Skills for Learning, pre GED**
- **GED Preparation**
- **Let's Talk, English conversation group**
- **English Interview Skills 101**
- **Tech Talk, basic digital skills workshops**
- **Building Blocks, family literacy program**
- **1 on 1 support to help you reach your own learning goal**

## Alberta Advanced Education



*Mary's Business Solutions*

Anonymous Donor







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## **LITERACY FOR LIFE FOUNDATION**

### **FINANCIAL STATEMENTS**

### **July 31, 2022**



***Mary's Business Solutions***

<b>Mailing Address:</b>	910 – 17 Street SE High River AB T1V 1P8	<b>Office Address:</b>	#3, 35 – 8 Ave SE High River AB T1V 1E8
<b>Telephone:</b>	(403)652-2945	<b>Fax:</b>	(403)652-4909

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**NOTICE TO READER**

We have compiled the Balance Sheet of the Literacy for Life Foundation, as at July 31, 2022, and the Statement of Income and Expenses for the year then ended from information provided by management. Readers are cautioned that these statements may not be appropriate for their purposes. No responsibility is accepted, expressly or inadvertently, for the errors or omissions that may arise as a result of inaccurate or misleading records.

Kem-Bak Holdings Ltd.  
o/a Mary's Business Solutions

September 2022

**Literacy for Life Foundation**  
**Unaudited Balance Sheet**  
As of July 31, 2022

	31-Jul-22	31-Jul-21
<b>ASSETS</b>		
Holding Account	\$ -	\$ 135.00
Servus Rewards	70.00	40.00
Servus Common Shares	1.53	1.49
Literacy for Life Operating	2,826.58	2,827.55
High Yield Savings	25,072.88	17,549.13
Advance Education Business Savings	136,051.73	2,008.69
Roots of Empathy Account	5.15	5.15
Accounts Receivable	721.21	161.20
GST Receivable	352.06	382.37
<b>TOTAL ASSETS</b>	<u>\$ 165,101.14</u>	<u>\$ 23,110.58</u>
<b>LIABILITIES &amp; EQUITY</b>		
<b>Liabilities</b>		
Accounts Payable	\$ 80.00	\$ -
Prepaid Alberta Government	138,937.00	-
<b>Total Liabilities</b>	139,017.00	-
<b>Equity</b>		
Retained Earnings	23,110.58	16,633.38
Net Income	2,973.56	6,477.20
	26,084.14	23,110.58
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u>\$ 165,101.14</u>	<u>\$ 23,110.58</u>

Chair \_\_\_\_\_

Treasurer \_\_\_\_\_

Date \_\_\_\_\_

**Literacy for Life Foundation**  
**Statement of Operations and Equity**  
For the period ended July 31, 2022

	31-Jul-22	31-Jul-21
<b>INCOME</b>		
<b>Sales/Workshop Revenue</b>		
Community fees & fees for service	\$ 5,584.00	\$ 3,010.00
<b>Provincial Grants</b>		
Innovation & Advanced Ed CALP	127,459.00	138,937.00
<b>Other</b>		
Interest	490.30	315.03
Donations	6,579.77	303.69
Donations in Kind	500.00	500.00
Fundraising	-	140.00
<b>TOTAL INCOME</b>	<b>\$ 140,613.07</b>	<b>\$ 143,205.72</b>
<b>OPERATING &amp; ADMINISTRATIVE EXPENSES</b>		
Instructor & Facilitators Program	\$ 23,135.08	\$ 27,679.19
Advertising & promotion	539.82	640.00
Bank charges	165.93	130.63
Communications	1,053.63	2,075.20
Eventbrite fees	54.64	44.39
Wages	28,500.00	14,197.77
Facility Cleaning	940.00	880.00
Fundraising	-	-
Furniture, fixtures & equipment	1,811.60	883.16
GST Non Recovery	292.11	382.36
Health spending	508.34	798.16
Insurance	1,563.00	798.00
Mileage - education & staff	-	260.00
Office Supplies	2,186.71	2,032.01
P. T. ED/Grant Writer	-	-
Payroll deductions	1,891.58	1,534.71
Photocopy	347.36	127.99
Professional fees	1,396.14	1,377.71
Recognition & appreciation	160.00	-
Rent	6,000.00	6,000.00
Security	251.88	-
Snow Removal	713.50	-
Staff Program Support Wages	11,104.46	8,774.08
Technology & computer	3,703.55	6,918.01
Training & professional development	1,906.60	1,659.43
WCB	1,214.39	434.12
<b>TOTAL OPERATING &amp; ADMINISTRATIVE EXPENSES</b>	<b>\$ 89,440.32</b>	<b>\$ 77,626.92</b>

<b>PROGRAM EXPENSES</b>			
Advertising & promotion	\$ 1,199.00	\$ 355.88	
Communications	\$ 457.09	-	
Evaluation & needs assessment	-	476.19	
Wages	28,500.00	42,593.34	
Facilitator & Education Mileage	1,122.79	420.56	
Insurance	-	750.00	
Office Staff Wages	11,104.41	8,774.08	
Participant supports	815.00	211.78	
Payroll deductions	4,027.22	3,566.99	
Photocopy	20.02	9.88	
Program/ Builder Staff Wages	-	-	
Program resources & supplies	707.77	1,942.90	
Volunteer Appreciation	245.89	-	
WCB	-	-	
<b>TOTAL PROGRAM EXPENSES</b>	<b>\$ 48,199.19</b>	<b>\$ 59,101.60</b>	
<b>TOTAL EXPENSES</b>	<b>\$ 137,639.51</b>	<b>\$ 136,728.52</b>	
<b>NET INCOME/LOSS FOR THE PERIOD</b>	<b>\$ 2,973.56</b>	<b>\$ 6,477.20</b>	

Budget 2021 - 2024					
Revenue		2021-2022	2022-2023	2023-2024	
CALP Grant		138,937.00	138,937.00		
	Carry over		8,309.00		
Interest on grant & accounts		300.00	400.00		
Tuition and related fees (eligible programs only)		2,500.00	5,500.00		
Cash Contributions (ie donations)		200.00	200.00		
Organizational Contributions		0.00	0.00		
Fundraising		0.00	0.00		
Total Revenue		141,937.00	153,346.00		
Expenses					
Operating & office expenses					
Technology & Computer		2,000.00	3,000.00		
Evaluation & Needs Assessment		0.00	0.00		
GST Non-Recoverable		200.00	0.00		
Bank Charges		200.00	200.00		
Insurance		1,550.00	1,660.00		
Photocopy		1,000.00	800.00		
Facility Cleaning		800.00	1,040.00		
Security (Fleurt)		265.00	265.00		
Snow Removal		875.00	510.00		
Office Supplies		2,000.00	2,363.00		
(Furniture, fixtures & equipment)		1,500.00	1,500.00		
Communications (Telephone & Internet)		1,000.00	500.00		
Acct/Audit/legal		700.00	900.00		
Workmans Compensation		1,080.00	1,200.00		
Total Operating & office expenses		13,170.00	13,938.00		
Staff Wages					
Staff		28,500.00	28,500.00		
Staff		10,961.00	11,023.00		
Training (Professional Development)		3,000.00	3,000.00		
Mileage ED		500.00	500.00		
Payroll Deductions		5,000.00	6,000.00		
Employee Benefits (i.e. Health coverage)		900.00	900.00		
Total Salaries & Benefits		48,861.00	49,923.00		
Program Delivery					
Advertising		2,000.00	2,000.00		
Facility Rental		6,000.00	6,000.00		
Communications (Telephone & Internet)		1,000.00	500.00		
Instructor/Facilitator Fees & Program Delivery		27,045.00	36,512.00		
Staff		28,500.00	28,500.00		
Staff		10,961.00	11,023.00		
Mileage Facilitator / ED		2,000.00	2,000.00		
Program Resources & Supplies		1,000.00	1,500.00		
Volunteer Appreciation		300.00	400.00		
Participant Supports		1,000.00	1,000.00		
Eventbrite Fees		100.00	50.00		
Total Program		79,906.00	89,485.00		
		141,937.00	153,346.00		



# Literacy for Life

## Strategic Plan

March 12, 2022

Facilitated by Ursula Sherwood, Executive Director, Community Futures Highwood



Review of the different types of Boards and respective roles of Board of Directors (BoD) and Executive Director (ED)

Operational Board of Directors

BoD run the organization. There are usually no employees of the Board. Typical for start-up

Non-Profit Organizations (NPOs).

Governance Board of Directors

The BoD fulfills a governance role only, which includes fiscal responsibility and advocacy as well as the hiring and firing of the Executive Director (the only employee of the board). The BoD is not involved in the day-to-day running of the organization.

The ED hires (and fires) all the remaining staff and runs the day-to-day operations of the organization. The ED reports to the board and is responsible for staying within the BoD approved budget as well as for the execution of the strategic plan (unless the items on the strategic plan are clearly within the responsibility of the BoD, such as updating by-laws).

Communication between board and staff is always through the ED and Board Chair unless extenuating circumstances are present.

Next Steps

1. The current bylaws need to be reviewed, especially item 5.1.2 as it seems to mix the operational and governance board roles (with the BoD potentially working in/being responsible for the day-to-day activities of the organization).
2. Suggest creation of a current Organizational Chart with names, clearly defined roles and responsibilities and lines of Communication (see example below).



## Review of Vision and Mission Statements

### Clarification of Vision and Mission:

- *Vision: Big overarching almost unreachable goal which will keep the organization moving forward*
- *Mission: The way to accomplish the vision*

### Vision

Everyone has the learning skills to live their best life.

### Mission

Learning for Life is a Non-Profit Organization that creates and delivers learning programs and services to improve the lives of all community members.

### Next Steps

- Review the new vision and mission statements at the next board meeting
- Consider the name change to “Learning for Life”

## Environmental Scan (SWOT Analysis and SOAR)

### Outside the Organization

Opportunities	Threats
<ul style="list-style-type: none"><li>• Online Delivery of Programs</li><li>• Increased Government Funding</li><li>• Growth of Community</li><li>• Community Spaces next door</li><li>• Provide opportunities to different cultures/ethnic groups</li><li>• Partnerships with other service providers and businesses</li><li>• Socialization and mental health support programming</li><li>• Expansion of services and programs (i.e. transportation and childcare)</li><li>• Increased marketing and advertising</li><li>• Succession planning for board and staff</li><li>• Diversification of funding sources</li></ul>	<ul style="list-style-type: none"><li>• Changing COVID restrictions</li><li>• War (refugees, ethnic divisions)</li><li>• Economy</li><li>• Changing Government rules and regulations (Federal, Provincial, Municipal)</li><li>• Rising mental health issues</li><li>• Funding: lack of diversification</li></ul>

## Inside the Organization

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Great staff</li> <li>• Existing partnerships</li> <li>• Resilient</li> <li>• Dedicated BoD</li> <li>• Access to training opportunities</li> <li>• Improved public engagement</li> <li>• Streamlined funding (clean-up of funders)</li> <li>• Welcoming and non-judgmental</li> <li>• Focused</li> </ul>	<ul style="list-style-type: none"> <li>• Transportation to Lfl location for clients</li> <li>• Advertising / marketing</li> <li>• Childcare for clients</li> <li>• Cultural awareness</li> <li>• Succession planning</li> <li>• Previous service gap and the associated need for damage control</li> <li>• Lack of public awareness of programs and services offered</li> <li>• Change of demographics of service delivery</li> <li>• Not enough paid staff</li> <li>• Reliance on a single funder</li> </ul>

## Aspirations

- Partnerships
  - More referrals from/to partnerships
  - Increase collaboration with services/programs
  - Maintain and increase partnerships
  - Update and participate in information exchange systems
  - Meaningful, in-depth information
  - Diversification of funding sources
  - Have 3 different funding sources
  - Develop donors (private and corporate)
  - Fee for Service model for some items/clients able to pay
- Expansion of Services
  - Open Building Blocks up / expand existing programs
  - GED testing site
  - Offer programming that addresses specific community needs
- Increased Marketing and Advertising
  - Finalize Vision and Mission
  - Name Change
  - Increased visibility to funders and target audiences
  - Partnerships / referrals
  - Presentations / Lunch and Learns

## Results / SMART Goals

Items	Year 1 - Who	Year 2 - Who	Year 3 - Who
<b>Partnerships</b>			
3 new strong partners for referrals or programming	1 – ED	1 – ED	1 – ED
2 different partners for collaboration	0	1 – ED	1 – ED
20% overall increase in referrals over 3 years (starting Sept 22)	5% - ED / Board	7% - ED / Board	8% - ED / Board
<b>Diversification of Funding Sources</b>			
Have 3 different grants	1 – ED / Board	1 – ED / Board	1 – ED / Board
3 donors	1 – ED / Board	1 – ED / Board	1 – ED / Board
Implement fee for service model for a self-funding program	1 – ED		
<b>Expansion of Services</b>			
Increase opening hours		ED / Board	ED / Board
Open up Building Blocks	1 – ED		
Explore requirements to be a GED test centre		Sandra / Board	Sandra / Board
1 new program/year that meets specific community needs	1 – ED	1 – ED	1 – ED
Hire another staff member / increase hours		ED / Board	ED / Board
<b>Increased Marketing / Advertising</b>			
Finalize Vision and Mission	Board		
Change name and update branding	Anna-Marie / Board / ED		
Have physical signage	Pam / Board / ED		
Promotional material in different languages as needed	ED		
12 radio spots	4 – Pam / Board / ED	4 – Pam / Board / ED	4 – Pam / Board / ED
Outsource marketing		ED	ED
20 presentations / lunch and learns / round-ups with Board (September, December, March)	6 – ED / Board	7 – ED / Board	7 – ED / Board

Administrative Goals	Year 1 – Who	Year 2 – Who	Year 3 - Who
Compare Bylaws and board policies <b>before October 2022</b>	Board / ED		
Create org chart and clear lines of communication	Board / ED		
Review Strategic Plan every quarter / year and check for relevance and achievability	4 – Board / ED	4 – Board / ED	4 – Board / ED
Review Budget quarterly	Board / ED	Board / ED	Board / ED
Annual evaluations of Board (September) and ED (June)	2 – Board	2 – Board	2 – Board
Create new Budget annually	ED	ED	ED
Review all policies every 3 years	Board / ED	Board / ED	Board / ED

# New Vision and Mission Statements

## Our Vision

Everyone has the learning skills to live their best life.

## Our Mission

Literacy for Life is a Non-Profit Organization that creates and delivers learning programs and services to improve the lives of all community members.



## Our New Logo & Tag Line



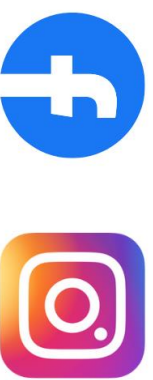
# Serving Adults & Families

in the Foothills County

## Classes Offered:

- pre GED
- GED prep
- Basic Digital Skills
- English Language Learning
- Building Blocks Family Literacy
- One on one support with your identified learning goal

**Come learn with us!**



### **More information**

403 652 5090  
[info@lifterlife.com](mailto:info@lifterlife.com)  
[www.lifterlife.com](http://www.lifterlife.com)





## Support Literacy in your Community

Buy a greeting card for any  
occasion!

Visit us at our office to shop





## Board Members – 2021 – 2022

Anna-Marie Plante  
Stephanie Laitre  
Sandra Oleksiw  
Pam Guthrie-Flemming  
Lorraine Clark

Chair  
Treasurer  
Secretary  
Director  
Director



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