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The Literacy Learning Center

Business plan

1.0 Executive Summary

Company Profile Summary

Many high school students and parents see a university/college degree as a requirement for success in the job market, making preparation for university/college success critical. The Literacy Learning Centre is a non-profit focused on improving high school student preparedness for university/college reading and writing. It offers both one-on-one tutoring services and educator workshops for a two-pronged approach. The Literacy Learning Centre will focus on the Ledbury, Heron Gate, Ridgement, Elmwood area of Ottawa. The Literacy Learning Centre is an incorporated non-profit founded by Ms. Jerry Yarrick and has a board of four directors.

Market Research Summary

Public education has seen a significant change since 2010 when curriculum was overhauled to cover more content within each school year. The effect of this change and the increased desire of parents wanting their child to attend university/college are having a direct impact on the tutoring industry; which has growth projections of over 7% per year. With demand for tutoring services increasing, creating a niche within the market will be critical. The Literacy Learning Centre will focus on reading/writing preparedness for university/college, supported by recent articles by university staff highlighting this need. The Literacy Learning Centre will be targeting parents with household incomes of approximately \$50,000 and whose daughters and sons are planning to apply to attend university/college.

Marketing Summary

The Literacy Learning Centre's key strategy is to be actively engaged in the Ottawa community and to be seen as an expert in preparing high school students for university/college reading and writing. The Literacy Learning Centre will achieve this through attending community events to promote their services. A secondary strategy will be to attend and present at educator conferences and events. This will generate interest in the educator workshops and establish The Literacy Learning Centre as a leader within the educator community. Finally, The Literacy Learning Centre will use Twitter to engage directly with students, creating a dialogue with students motivated by their own educational goals.

The Literacy Learning Centre's head office will be at 2898 Baycrest Dr., Ottawa. However, tutoring sessions will be conducted at local libraries and schools. Workshops will be held at school sites to provide greater convenience to attendees. Liability insurance, marketing costs and professional workbooks will be needed. To ensure quality tutoring The Literacy Learning Centre is committed to ongoing content development made possible through investing workshop profits back into the organization as well as grant funding. The Literacy Learning Centre will follow the Lean Start-up model for content development working closely with students and educators to improve the experience and outcomes.

Finance Summary

\$24,350 will be needed to start the business with \$15,000 in funding coming from Futurpreneur Canada and \$10,000 from a Trudeau Foundation grant. In the first year of business, The Literacy Learning Centre plans on generating just over \$160,000 in sales and securing \$25,000 in grants with expenses estimated at \$100,000. By the second year, The Literacy Learning Centre plans to increase sales by 20% to \$195,000 while expenses will remain relatively constant with a 1% increase.

2.0 Company Profile

Business Overview

The Literacy Learning Centre is a tutoring company dedicated to helping launch high school students on a successful journey at university and/or college by improving their literacy skills. The Literacy Learning Centre was established on 01/01/2014.

The Literacy Learning Centre is a bilingual service non-profit focused on high school literacy improvement. Through one-on-one student tutoring and educator workshops, The Literacy Learning Centre works to achieve this goal. Their pragmatic approach delivered by university/college-aged tutors proves to engage both students and educators.

The Literacy Learning Centre is a non-profit business. The Literacy Learning Centre will provide one-on-one tutoring in 30, 45, or 60 minute sessions. They will also provide a series of small group educator workshops running as full day sessions. Content for these workshops will be developed through a combination of educator and student consultation as well as research conducted by the Ontario Institute for Studies in Education (OISE).

Company History

Jerry Yarrick conceived the launch of The Literacy Learning Centre three years ago prompted by the struggles she faced in her first few months at the University of Ottawa.

Ms. Yarrick felt unprepared to meet the writing requirements of her courses and sought out a teaching assistant to provide tutoring services. Throughout her university degree, Ms. Yarrick surveyed other university students, professors and teaching assistants to determine how common her scenario was. From these discussions, Ms. Yarrick identified the widespread need to better prepare high school students for the reading and writing requirements of post-secondary education.

The Literacy Learning Centre officially launched as a non-profit on January 1, 2014 focused on two lines of business: direct tutoring of high school students and workshops for educators.

The Literacy Learning Centre has also received a grant from the Trudeau Foundation of \$10,000. With this funding, The Literacy Learning Centre conducted a survey, a follow up focus group and used these insights to develop the content of their first two educator workshops.

In the four months since launching, The Literacy Learning Centre has conducted pilot/trial workshops with both the Ottawa-Carleton District School Board and the Ottawa-Carleton Catholic School Board. The Ottawa-Carleton Catholic School Board pilot has resulted in a 20-workshop contract, bringing workshop sales to a total of \$28,620.

The Literacy Learning Centre has secured donated space from the Ottawa Public Library, Canterbury High School, and the University of Ottawa to conduct their tutoring sessions. This aligns with The Literacy Learning Centre's pay-what-you-can strategy, removing cost as a barrier to students seeking help.

Although workshop sales are the bulk of The Literacy Learning Centre's revenue, they have also had sales of \$3,200 from their one-on-one, pay-what-you-can tutoring services.

Management

The Literacy Learning Centre is a federally incorporated non-profit with a four-member board of directors. Ms. Yarrick will be the managing director on the board responsible for running educator workshops and volunteer recruitment.

Ms. Yarrick will work with Max Zao, a full-time board member of The Literacy Learning Centre. Mr. Zao will be responsible for business development and a consultant for educator workshop content creation. Mr. Zao is a tenured English professor with the University of Ottawa and a literacy consultant for the Ontario Institute for Studies in Education (OISE). His history of literacy curriculum development and passion for helping students succeed are a huge asset to The Literacy Learning Centre's credibility with local school boards.

Location

The Literacy Learning Centre will be a home office. The Literacy Learning Centre will be located at 2898 Baycrest Dr., Ottawa, ON K1V 6P4. This location will be the non-profit's headquarters, however, one-on-one tutoring sessions will take place at donated venues. The venues secured are walking distance for the majority of students, close to a number of schools and easily accessible by public transit for volunteer tutors travelling from Carleton University and the University of Ottawa.

Legal Structure

The Literacy Learning Centre is a corporation. The Literacy Learning Centre will operate as a federally incorporated non-profit that is also registered in Ontario.

The Literacy Learning Centre consulted with board member, Bridgette Kohl, a local corporate lawyer before deciding to incorporate. It was decided that The Learning Literacy Centre should incorporate to protect its name and be a recognized non-profit.

The Literacy Learning Centre is in the process of securing liability insurance.

The Literacy Learning Centre is not interested in securing any intellectual property at this time.

Vision & Mission

To be an advocate for improving high school students' reading/writing skills for post-secondary education, helping all student achieve success regardless of academic or financial circumstances.

To train educators on how they can better prepare students for post-secondary success, while providing one-on-one reading and writing tutoring that inspires and supports students success on an individual basis.

Goals & Objectives

- Enrolment of two school boards in ongoing educator workshops by September 2014 with monthly revenues of \$15,000.
- Steady base of 20 students partaking in pay-what-you-can tutoring services each month by July 2014.
- \$25,000 in grant funding secured by December 2014.

Professional Advisors

In addition to Mr. Zao and Ms. Yarrick, The Literacy Learning Centre will have two other board members. The Literacy Learning Centre will rely on Bridgette Kohl both as a parent advocate in the community and lawyer for matters surrounding the start-up of the business. In addition, Christy Mannon, Superintendent of Student Success with the Ottawa Catholic School Board will be the final board member providing a background in education as well as networking and curriculum direction.

3.0 Market Research

Industry Profile & Outlook

The Literacy Learning Centre operates primarily in the service industry.

The Canadian tutoring industry is divided amongst national franchises such as Sylvan, Oxford and Kumon, smaller local franchise companies and lastly multiple one person operations and online resources. This divergent make-up coupled with a lack of government regulation have created a low barrier to entry.

Regardless of whom they are hiring, parents making the decision to hire a tutor look for qualifications, years of teaching/tutoring experience and ability to work with children/youth. The key determining factors are the quality, method of tutoring and the results produced. The Literacy Learning Centre's engagement with the university community and calibre of its board of directors will reassure parents as to its credibility and quality. In addition, their use of volunteer college and university students as tutors will provide peer support, first hand insight into university/college literacy expectations and credibility with students.

The tutoring industry has undergone significant change over the last 10 - 20 years. The number of formal businesses that offer tutoring services has grown between 200%-500% in major Canadian cities over the past 30 years. In Ontario these businesses have grown by 60% between 1996 and 2000 (Davies, Aurini and Quirke, 2002).

According to The Canadian Council's 2007 Learning Report, growth in the industry has been attributed to parents, who feel pressure to help their children compete for the best spots in a university/college. In fact, most students are achieving A and B grades in public school and are looking to get 'an edge' on university/college success. The Literacy Learning Centre will use their website to acknowledge parent concerns and share testimonials from both educators and students on how they have helped to increase student success at university/college.

Outside of students wishing to get ahead, The Literacy Learning Centre recognizes that the writing structure and rules taught in high school are not translating into success at a university/college level. In an article written by writing instructors at the University of Toronto, they've highlighted areas that high school students need to 'unlearn' in order to achieve success in post-secondary writing. (<http://www.writing.utoronto.ca/advice/general/transition-to-university>) A further article by Trent University award winning professor, Alan Slavin, points to the overall decrease in analytical skills needed in writing/reading, of incoming university students. (<http://www.universityaffairs.ca/has-ontario-taught-its-high-school-students-not-to-think.aspx>) The Literacy Learning Centre has based its curriculum development on insights and first hand experiences of the university/college community. Its offering focuses on aiding high school students in developing the skills they need to succeed at university through direct tutoring and educator workshops.

Since hiring a tutor is more likely to happen in households with incomes greater than \$100,000 (2.9 times more likely according to the Canadian Council's report) there is a growing concern that public school curriculum needs to bridge the gap between high school and post-secondary literacy skills. The Learning Literacy Centre is well positioned to provide instruction to high school educators while also providing an affordable tutoring option for families unable to hire a tutor.

In an article on Global News entitled, Private tutoring is thriving in Canada, but is it necessary? (October 23, 2013), it affirms private tutoring sales continue to steadily increase. According to a representative from Kumon, their company sales from 2009 - 2012 have seen a 28% increase overall and are expected to grow. Although technology such as FaceTime, Google Talk and Skype offer ways to connect remotely for tutoring, face-to-face tutoring is viewed as still playing a pivotal role. Due to the abundance of tutoring options The Literacy Learning Centre recognizes the need to differentiate its methodology and service offering to achieve success.

Local Market

Ottawa has a variety of tutoring services available, from single tutor operations to national franchises. There are 78 services listed for the Ottawa area on moretutors.ca. This excludes the large franchises like Oxford Learning Centre and Kumon that also have locations in Ottawa. Based on reviewing YellowPages.ca, The Literacy Learning Centre has determined there are roughly 15 reading and writing tutoring services actively mar-

keting in south Ottawa.

Two businesses have been identified as direct competitors: Advantage Tutoring Service and A+ Tutors for Less. The Ottawa Neighbourhood study shows that the Ledbury, Heron Gate, Ridgemont, and Elmwood areas, where The Literacy Learning Centre’s school partners are located, has 33% of households with income over \$50,000 with approximately 34% of households being single parent homes and 11% of them having children 15 – 17 years old. All indicators that are part of The Literacy Learning Centre’s target market.

Ottawa is also part of several school boards:

- Ottawa-Carleton District School Board (English public board)
- Ottawa-Carleton Catholic School Board (English catholic board)
- CÉP de l’Est de l’Ontario (French public board)
- CSDC du Centre-Est de l’Ontario (French catholic board)

This list doesn’t include Quebec school boards on the other side of the river or specialty/private schools in the area. The variety of school boards and the 100s of schools both align with The Literacy Learning Centre’s target market for educator workshops.

Key Competitors / SWOT Analysis

The Literacy Learning Centre has two lines of business both working to achieve their mission vision. As such, we’ve included a separate SWOT analysis for each line of business. For direct one-on-one tutoring services:

	Strengths	Weakness	Opportunities	Threats
A+ Tutors for Less	<ul style="list-style-type: none"> • Well established • Marketed as low cost tutoring option • Online presence 	<ul style="list-style-type: none"> • Tutoring only provided “In Home” • Student reviews of tutors are poor 	<ul style="list-style-type: none"> • Engaging peer tutors • Low cost destination tutoring service 	<ul style="list-style-type: none"> • May decide to start tutoring from offsite locations
The Literacy Learning Centre	<ul style="list-style-type: none"> • Familiar with local community • Network of university/college aged tutors 	<ul style="list-style-type: none"> • Not an established brand in Ottawa 	<ul style="list-style-type: none"> • Decrease anxiety about post-secondary success • Provide peer aged tutors to engage students 	<ul style="list-style-type: none"> • High schools/libraries may start charging for space usage

For educator workshops:

	Strengths	Weakness	Opportunities	Threats
The Partnership	<ul style="list-style-type: none"> Well established Online presence 	<ul style="list-style-type: none"> Primarily offer online courses and instruction Curriculum based on theory and not practical university experiences 	<ul style="list-style-type: none"> Large network to draw on for new curriculum development 	<ul style="list-style-type: none"> May decide to offer more in-person workshops in Ottawa
The Literacy Learning Centre	<ul style="list-style-type: none"> Strong network with the Ottawa Catholic School Board High level of workshop content credibility 	<ul style="list-style-type: none"> Not a recognized provider to the Ontario Federation of Secondary School Teachers for professional development 	<ul style="list-style-type: none"> Provide student insights on gap between high school skills and post-secondary requirements 	<ul style="list-style-type: none"> High schools/ library budgets for professional development may be cut

Target Market

The Literacy Learning Centre is focused on selling both to consumers (B2C) and businesses (B2B).

Target Market profile for The Literacy Learning Centre consumers:

1. Single or married households with children in high school (demographics)
2. Students planning on attending university/college (lifestyle)
3. Family income: \$50,000 (demographics)
4. Parents desiring that their children attend university/college (lifestyle)
5. Students anxious about being prepared for university/college (psychographic)
6. Parents feeling overwhelmed with demands placed on their time with increased competition for university admission (psychographic)
7. Household concerned with supporting local businesses and developing the community (behaviour)
8. Located in Ottawa's Ledbury, Heron Gate, Ridgemont, Elmwood community (scope)

Target Market profile for The Literacy Learning Centre businesses:

1. English and French secondary school boards (industry)
2. School principals looking for Professional Development (PD) workshops (decision makers)
3. Superintendents focused on innovation in education (decision makers)
4. Schools invested in finding ways to support student success (organizational culture)
5. Schools and boards located in the greater Ottawa area (scope)

Keys to Success

A consistent visibility program will be essential to gain students for one-on-one tutoring and to gain traction with educators that students are seeking out ways to better prepare for post-secondary reading and writing requirements. The Literacy Learning Centre will be focused on engaging the community by participating in education related activities throughout the Ledbury, Heron Gate, Ridgemont, Elmwood areas. The Literacy Learning Centre will look to attend a range of activities to ensure they are networking not only with parents and students but also with teachers and guidance counsellors who will provide tutoring referrals and act as advocates for the educator workshops. The Literacy Learning Centre will also offer free parent/student Q&A information sessions on university/college expectations staffed by volunteer university/college students.

The Literacy Learning Centre's full-time board member, Mr. Zao, will be critical to introducing educators to The Literacy Learning Centre's workshop offering. As part of his commitment to business development, he will cold call and meet with teachers/principals/superintendents on a regular basis to increase workshop sales.

Customer Survey Summary

During the initial business planning stages of The Literacy Learning Centre, Ms. Yarrick interviewed a series of university students, professors and parents of university students throughout the downtown Ottawa core. Using a tablet to track responses, she surveyed 50 people (25 students, 9 professors, 16 parents) during November and December 2013. Over 80% of students surveyed acknowledged that their writing and reading skills did not meet the requirements in their first year of university. The professors interviewed echoed the student results with just over 70% stating writing quality has decreased over the last decade. Of the students surveyed, 4 admitted to not hiring a tutor due to budget constraints.

4.0 Sales & Marketing

Pricing Strategy

Fees range from the low end of \$20/hour to \$55/hour for established tutoring companies like Oxford Tutoring for one-on-one tutoring. Fees for full-day educator workshops range from \$600 - \$1000 depending on the area of expertise.

Competition: \$45/hour plus an assessment fee and \$995 for large group workshop.

The Literacy Learning Centre's tutoring services will operate on a pay-what-you-can model to ensure there is no financial barrier for students seeking help. They will have a suggested rate of \$20/hour posted but not required.

Pricing will reflect the goal of being a community leader and helping students achieve their full academic potential regardless of their financial circumstances.

The Literacy Learning Centre's educator workshops will be offered at a price of \$795/workshop limited to small groups of 6 - 8 teachers.

Pricing reflects the quality of the workshop content developed by established literacy experts and direct input from professors and students currently bridging the skills gap at post-secondary institutions.

Marketing Strategy

Networking in the Ledbury, Heron Gate, Ridgemont Elmwood community

Becoming part of the local community fabric will be critical for the success of the business. The marketing strategy will be to attract parents and students who are feeling pressure to succeed at university/college or who are anxious about starting post-secondary education. The Literacy Learning Centre's strategy is to be an active member of the community, engaged in furthering all students' success and to be seen as an expert on preparing high school students for the challenges of post-secondary reading and writing.

Conferences

A secondary strategy will be for Mr. Zao to attend education conferences and secure speaking engagements to promote the need to help high school students succeed in

post-secondary education. Appearing on conference agenda's will increase the visibility of The Literacy Learning Centre within the education community and will increase the reputation and credibility of the organization with educators and parents.

Social Media: Twitter

In social media, The Literacy Learning Centre will focus on announcing tutor availability, tutor insights, tutor biographies and re-tweeting excerpts from Mr. Zao's talks to students and educators. This will be an effective way to communicate directly with the student market and empower them to drive their own educational goals.

Marketing Activities

Primary marketing activity

The Literacy Learning Centre's primary marketing activity will be networking throughout the south Ottawa area, specifically the neighbourhoods of Ledbury, Heron Gate, Ridgemont, and Elmwood. Specific activities include events hosted at Hub Ottawa, high school student information sessions, and parent advocacy meetings. Representatives attending will be professionally dressed yet casual at all times.

The purpose of attending these events is to engage with attendees. The Literacy Learning Centre's representative will ask questions about the student's goals, activities, and excitement/trepidation about university/college, encouraging conversation.

In support of these sessions, The Literacy Learning Centre has printed 4"x6" postcards (1500 total) that include a brief description of the non-profit's vision and a link to their website. These will be bilingual with English on one side and French on the other. Representatives will hand these out to interested parents, students, and guidance counsellors. The cost for designing and printing these postcards was \$350.

The goal will be to network at least four times per month with the local community. In addition, The Literacy Learning Centre will aim to attend one event per month focused on the educator community alternating promotion of the student tutoring and educator workshop offerings depending on the event's audience. It is estimated that the monthly cost will range from \$25 to \$500 with the average being \$50/month. The Literacy Learning Centre expects that two new students will enrol for weekly tutoring sessions for each event attended. As a result of tutoring focused educator events, The Literacy Learning Centre expects two new students will enrol for weekly tutoring sessions for every eight referrals from educators. For workshop educator events The Literacy Learning Centre expects -three to four inquiries resulting in one trial/pilot workshop being scheduled.

Marketing Objectives

Goal #1: Workshops running in three of four school boards by October 2014

Goal #2: Eight reoccurring students seeking tutoring twice a week by March 2013.

Goal #3: Four networking or community events a month.

Positioning Statement

The Literacy Learning Centre is a non-profit focused on achieving high school student's success at university/college through tutoring and educator workshops.

The Sales Process

The Literacy Learning Centre sales cycle is one – two months.

The Literacy Learning Centre's sales process is focused on securing educator workshops, as these are the primary revenue for the non-profit. At the start, The Literacy Learning Centre will rely heavily on the network of its full time board member, Mr. Zao.

Mr. Zao has an extensive network spanning several local school boards and private schools within the Ottawa area. He is also a tenured professor in English at the University of Ottawa who has won the "Student's Choice Award" in 2009 and 2012.

The sales process will begin with him sending personalized emails to 25 of his contacts, each week for the first eight weeks following the launch of The Literacy Learning Centre. It is expected that he will have face-to-face meetings with ten of these contacts.

The initial meeting with the contact will be casual and usually over coffee or lunch at a local café. During the meeting, Mr. Zao will highlight his personal experiences with student preparedness for university reading and writing and specifically mention Ms. Yarrick's reason for starting The Literacy Learning Centre. Mr. Zao will seek to engage the person he's meeting with to share their concerns and experiences. From these likely mutual experiences, Mr. Zao will tie the objectives of The Literacy Learning Centre's workshops to helping resolve these issues.

At the close of the meeting, Mr. Zao will invite them to visit their website for a more in-depth look at the workshop content and encourage them to register to host one at their school.

Two days after the meeting, Mr. Zao will follow up with a second personalized email to see if they have any questions about the different workshops. He will also take the opportunity to clarify the decision making process to determine next steps in getting the workshop sold.

It is likely after this initial contact that Mr. Zao will have another four to five emails and another meeting with the initial contact and the decision makers for their school, before a contract to host a workshop is signed.

It is expected that initial contracts will be for a 'trial' or 'pilot' of the workshops with teachers and/or teaching assistants to allow them to provide validation of the content. Successful trials will result in larger contracts with either individual schools or potentially for groups/families of schools through a board contract.

Strategic Alliances

The Literacy Learning Centre has a strategic alliance with Hub Ottawa to help promote the non-profit through their social innovation centre, helping to establish The Literacy Learning Centre as part of the local community. The Literacy Learning Centre has also developed a strategic relationship with the Ontario School Counsellors' Association to

promote their tutoring services to members in the Ottawa area. The Literacy Learning Centre has leveraged the alumni relationship of two of its board members, Ms. Yarrick and Mr. Zao into a partnership with the Student Federation of the University of Ottawa to recruit volunteer tutors. There are plans to expand these recruitment partnerships to other local colleges and universities and student career centres.

5.0 Operations

Location(s)

The Literacy Learning Centre's head office will be the residence of its managing director, Ms. Yarrick at 2898 Baycrest Dr., Ottawa, ON K1V 6P4. The Literacy Learning Centre will not own or lease a physical location for their operations. Instead they have negotiated the donation of space by the Ottawa Public Library at their Alta Vista and Sunnyside locations. St. Patrick's Intermediate School and the University of Ottawa have also agreed to donate space to The Literacy Learning Centre for their tutoring services. These locations are within walking distance of The Literacy Learning Centre's target market in the Ledbury, Heron Gate, Ridgemont, Elmwood neighbourhood. They also provide an easy commute for the university/college tutors who are volunteering their time. All locations are at street level and provide wheel chair access.

Tutoring services will be provided Monday - Friday from 3pm - 9pm, Saturdays from 10am - 8pm and Sundays from 12pm - 8pm. The Literacy Learning Centre's high number of university and college volunteers allows for a wide range of hours.

Website

The Literacy Learning Centre website will launch/launched on 01/03/2014.

The Literacy Learning Centre has entered an agreement to setup and host their website on GoDaddy.ca. The website will highlight The Literacy Learning Centre's services, one-on-one tutoring and educator workshops, and its board of directors. The strategy is to create awareness of and credibility for The Literacy Learning Centre as a non-profit focused on improving high school students' success at post-secondary education.

The website will be easy to navigate with menu options for each service line (tutoring and workshops), the board of directors, as well as testimonials provided by customers who have used either service.

The information on the site will educate parents, students, and educators about how to improve high school students' reading and writing skills for a more successful transition to post-secondary education. No monetary transactions will be conducted on the website, however, clients will be able to schedule and cancel appointments. The Literacy Learning Centre will also embed its twitter feed (@LLcentreCAN) on their website.

Content on the site will be maintained by The Literacy Learning Centre administrator and will remain relatively static.

Website Development

The Literacy Learning Centre hired a freelance web developer to install WordPress onto their GoDaddy account. In November The Literacy Learning Agency purchased "The

Brand Identity Pack” from 99designs.ca, which provided print collateral, a logo and a Facebook cover image. The Literacy Learning Agency has opted to incorporate this logo with a free WordPress theme for the website’s look and feel.

The website will be maintained by The Literacy Learning Centre’s administrator, who will be trained by the web developer on how to add content to the website. The web developer has agreed to provide a training manual as part of their deliverables and two months of on-call support post launch.

Legal Issues

The Literacy Learning Centre anticipates the following legal issues:

- Business licenses

- Registering employees

- Contract agreements (partnerships, independent contractors etc.)

The Literacy Learning Centre has registered their business name with Service Ontario and secured a Master Business License. Their lawyer, board member Bridgette Kohl, has also completed their papers of incorporation for federal incorporation. Since The Literacy Learning Agency’s year-one revenue is estimated at over \$100,000, they have appointed an auditor, making them compliant with the statutory audit requirements.

Insurance Issues

The Literacy Learning Centre requires liability insurance.

Human Resources

The Literacy Learning Centre will have 1 – 10 full-time staff.

The Literacy Learning Centre will have 0 part-time staff.

The Literacy Learning Centre will open with two full-time employees and one full-time board member. Ms. Yarrick, managing director, will be the organization’s full-time instructor and volunteer coordinator. The Literacy Learning Centre has hired Joan Sadwitch as their full-time office administrator.

In addition to these two full-time employees, Mr. Zao has agreed to be a full-time board member. He will be responsible for business development and advising/reviewing all of The Literacy Learning Centre’s grant submissions. There are no plans to hire contract tutors, this will continue to be filled by university/college student volunteers who have undergone a police record check. However, if the educator workshop demand increases to more than five/week then The Literacy Learning Centre will look to hire a part-time instructor. The Literacy Learning Centre’s board of directors will be asked to approve any expansion plans, after consultation with The Literacy Learning Centre’s accountant.

Process/Production

The Literacy Learning Centre Process – Student Tutoring

1. Parent registers their child for tutoring via the website and selects a primary and secondary date/time/location for where they would like their tutoring session to take place. Parents will be required to digitally sign the waiver, including liability issues, to complete their registration. At this time they must commit their child to four weeks of tutoring.
2. The Literacy Learning Centre administrator receives an email notification alerting them to a new tutoring request.
3. Within one business day, the administrator consults their tutor team availability schedule for the requested date/time/location and matches a tutor team with the student. An email confirmation of the date/time/location is sent to the parent with a link to the tutor team bios online.
4. At the first session the team tutoring approach used by The Literacy Learning Centre is explained to the student. They are introduced to the team tutor member that is present. The tutor and student go through an initial assessment and review the student's reasons for seeking tutoring and their expectations of the experience, as well as their expected university/college enrolment date. The pay-what-you-can model is explained along with the suggested rate of \$20/hour. It is at this time a copy of each tutor's police record check will be shared with the student/parent if requested.
5. Based on the initial assessment the tutor will determine the tutoring approach that best aligns with the student's needs and goals.
6. At the start of each subsequent session, the tutor and student will form a hypothesis they'd like to test during the session. During the course of the session the tutor will work with the student to trial different solutions to their hypothesis creating an immediate feedback loop with the student on what is working and what isn't.
7. Records are kept of each student's progress, the hypothesis, outcomes, and material covered. This is shared only amongst the tutor team to ensure that there are no gaps between sessions run by different tutors on the team.
8. After four sessions, the student, parent, and administrator meet to discuss the student's progress and experience with their tutor team. This is done without the tutor team present in hopes of a more open dialogue with student and parent.
9. In addition to the progress report, at the close of the fourth session, the parent and student will have to decide if they would like to continue with their tutoring. If so, they will need to confirm the number of sessions they would like to commit to and if they would like to continue on with their existing tutor team.
10. If the progress status check is positive the administrator will ask for a testimonial from the student and/or parent. These testimonials will be used in presentations by Mr. Zao at educator conferences and on The Literacy Learning Centre's website.
11. A check-in is done with the student two months after their university/college enrolment date has passed. This serves to validate the value of the reading and writing prep work they did through the organization. The feedback provided during this check-in is used to inform the current and ongoing tutoring happening

at The Literacy Learning Centre.

The Literacy Learning Centre Process – Educator Workshops

1. Teachers, principals, literacy advisors, or parents would contact The Literacy Learning Centre to inquire about booking one or both of their workshops:
 - Critical Review & Reasoning
 - The Art of Arguing
2. The Literacy Learning Centre administrator will confirm date and time of workshop to be hosted at school's location and follow up with a call to collect contact and payment details from customer.
3. The Literacy Learning Centre administrator will provide a service contract to the school contact for review and signature.
4. Upon receipt of a signed contract The Literacy Learning Centre will countersign and send a copy of the executed contract to the school. A 50% deposit will be processed at this time.
5. The Literacy Learning Centre instructor will consult with the customer on the number of attendees, backgrounds, reason for hosting the workshop, attendee allergies, and language preference. Based on gathered information the instructor will prepare workshop materials.
6. The Literacy learning Centre administrator will contact Kettleman's Bagel Company and place the catering order for the workshop, providing the address and delivery instructions.
7. The Literacy Learning Centre instructor will conduct the workshop, arriving at the school 20 minutes prior to the session start time.
8. At the close of the workshop, The Literacy Learning Centre instructor will lead a Question & Answer (Q&A) session about the workshop to gather insights and input from attendees. This will be audio recorded for later analysis.
9. Within 24 hours of the workshop, the school contact will receive a thank you email and link to a five question satisfaction survey from The Literacy Learning Centre instructor.

Risk Assessment

The Literacy Learning Centre will be spending the majority of its marketing efforts attending community events and networking within the educator community to build credibility and exposure with both parents and educators. However, if these efforts prove ineffective at generating the target number of educator workshops, The Literacy Learning Centre will look into paid advertisements with the Ontario Teacher's Federations' trade publication and the Ontario School Counsellor Associations' Today newsletter. Printed brochures for delivery to individual schools in the Ottawa area addressed to guidance counsellors and department heads will also be considered to promote both the educator workshops and gain referrals for student tutoring.

The Literacy Learning Centre's strength is in their understanding of student needs and creating content for both students and educators to address them. The Literacy Learning

Centre ascribes to the Lean Start-up model and as such will continuously collect feedback from students and educators on the effectiveness of their tutoring and workshops. This will be done through the aforementioned exit Q&A. Profits from the business will be reinvested into new workshops ensuring new content 'experiments' can be conducted to continuously innovate and provide learning back to their clients. In addition, The Literacy Learning Centre will derive content direction and input from its board of directors who are actively engaged in the education and student communities.

If, after a full year of business, sales were less than \$70,000 (cumulative) with grants less than \$20,000, The Literacy Learning Centre would have to decrease its full-time staff from two employees to one. If after 18 months sales have not reach \$115,000, The Literacy Learning Centre would have to close its doors, shut down its website and twitter account, lay off its sole employee and dissolve the corporation and board.

6.0 Financials

Start-Up Costs

The example business plans do not include start-up costs, cash flow or income statement example content. To review how to create these elements for your business, please visit www.futurpreneur.ca/bplan and use the free online business plan writer. Not only does it provide tips and tricks on what to include but it outputs a custom spreadsheet with all the formulas you will need.

Sales Forecast

Key Assumptions for The Literacy Learning Centre

- No sales in the first month due to extensive networking
- Slowest months: July/Aug – summer vacations
- Average hourly rate: \$20 or pay-what-you-can tutoring
- Each student, on average, will attend two tutoring sessions per week
- Each student, on average, will have two months of tutoring
- Workshop cost: \$795

Year One Sales Forecast (Including Assumptions)

January - \$10,000

- Launched the business
- \$10,000 – Trudeau Foundation grant
- Personalized emails from Mr. Zao to priority network contacts introducing educator workshops, approximately 25/week.
- Ten follow up meetings with Mr. Zao's contacts interested in more information on educator workshops.

- Attended “Brown Bag Lunch: Learning is for Life” event at Hub Ottawa
- Attended Canadian Public Education Society monthly meeting
- Attended Community Hub meeting for Conseil des écoles publiques de l’Est de l’Ontario (CEPEO)
- Published four to five tweets/week to @LLcentreCAN twitter account.
- Submitted grant to The W. Garfield Weston Foundation.

February - \$4,615

- \$640 – pay-what-you-can tutoring for four students for four weeks
- \$3,975 – Five Workshop Pilot program with Notre Dame High School
- Attended conference on Literacy Development
- Ten follow up meetings with Mr. Zao’s contacts interested in more information on educator workshops
- Visited local YMCA and add tutoring service to the online community bulletin board
- Hosted Q&A at student information session at the University of Ottawa
- Attended Education Innovation Reception with Carleton University at Ottawa Hub
- Published four to five tweets/week to @LLcentreCAN twitter account.
- Submitted grants to Birks Family Foundation and Roaster Foundation.

March - \$6,525

- \$960 – pay-what-you-can tutoring for eight students for four weeks
- \$4770 – Six trial workshops with Ottawa-Carleton District School board through Canterbury High school and Glebe Collegiate Institute
- \$795 - Workshop hosted at Redeemer Christian High School
- Negotiations with Ottawa-Carlton Catholic School board for additional workshops
- Met with head of English department at École secondaire publique L’Alternative, part of CEPEO
- Five follow up meetings with Mr. Zao’s contacts interested in more information on educator workshops
- Hosted a Panel Discussion at University of Ottawa on “The Skills Gap: high school to university writing”
- Published four to five tweets/week to @LLcentreCAN twitter account.

April - \$20, 680

- \$1,600 – pay-what-you-can tutoring for 10 students for 4 weeks
- \$15,900 – Contract signed for 20 workshops with the Ottawa-Carleton Catholic School board as part of their Student Success initiative
- \$1,590 – Two Workshops with Ridgemont High School via the Ottawa-Carleton District School board

- \$1,590 – Two Workshops with Ottawa Learnery
- Five follow up meetings with Mr. Zao’s contacts interested in more information on educator workshops
- Attended Wine and Cheese Ottawa-Carleton District School board “Meet Your Trustees” event
- Joined “Impact Academy” springs session at Hub Ottawa
- Published four to five tweets/week to @LLcentreCAN twitter account.

Year Two Sales Forecast

Cash flow

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Income Statement

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