



Championing digital
inclusion programs

Ensuring connectivity
for all Canadians



REDUCING E-WASTE FOOTPRINT

ENABLING DIGITAL WORKFORCE

FOSTERING SOCIAL INCLUSION

Building Canada's Digital Legacy CFSC's Strategic Plan towards

2030



STRATEGIC PLAN

Thank you to the Government of Canada
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LEXICON

A.

AGM: Annual General Meeting

AI: Artificial Intelligence

AR: Augmented Reality

AFNI: Adjusted Family Net Income

B.

BFRs: Brominated Flame Retardants

BIPOC: Black, Indigenous, and People of Color

C.

CCB: Canada Child Benefit

CIUS: Canadian Internet Use Survey

CRTC: Canadian Radio-television and Telecommunications Commission

CFS+ Affiliates: Computers for Schools Plus Affiliates

CFSC: Computers for Success Canada

CFS+: Computers for Schools Plus

CFSI: Computers for Schools Internship program

CFI: Connected Families Initiative

CMEC: Council of Ministers of Education Canada

CSR: Corporate Social Responsibility

CRM: Customer Relationship Management

D.

DIF: Digital Inclusion Forum

DI: Digital Inequality

E.

E-waste: Electronic Waste

EDI: Equity, Diversity, Inclusion

ESDC: Employment and Social Development Canada

ESG: Environmental, Social, and Governance

EPR: Extending Producer Responsibility

F.

FMCC: First Miles Connectivity Consortium

FSC: Future Skills Centre

G.

GoC: Government of Canada

GDP: Gross Domestic Product

G7: Group of Seven

GIS: Guaranteed Income Supplement

I.

ICTC: The Information and Communications Technology Council

IDE: Inclusion, Diversity, and Equality

ICT: Information and Communication Technology

ISED: Innovation, Science and Economic Development Canada

IoT: Internet of Things

ISP: Internet Service Providers

K.

KPI: Key Performance Indicator

M.

MVNO: Mobile Virtual Network Operators

N.

NDIN : National Digital Inclusion Network

O.

OECD: Organization for Economic Co-operation and Development

P.

PBDEs: Polybrominated diphenyl ethers

PESTEL: Political, Economic, Social, Technological, Legal, and Environment

PCBs: Polychlorinated Biphenyls

PSA : Public Service Announcements

R.

R&D: Research and Development

S.

SME: Small and Medium-Sized Enterprises

SMART: Specific, Measurable, Achievable, Relevant, Time-bound

STEM: Science, Technology, Engineering, and Mathematics

SWOT: Strengths, Weaknesses, Opportunities, and Threats

T.

TWEP: Technical Work Experience Program

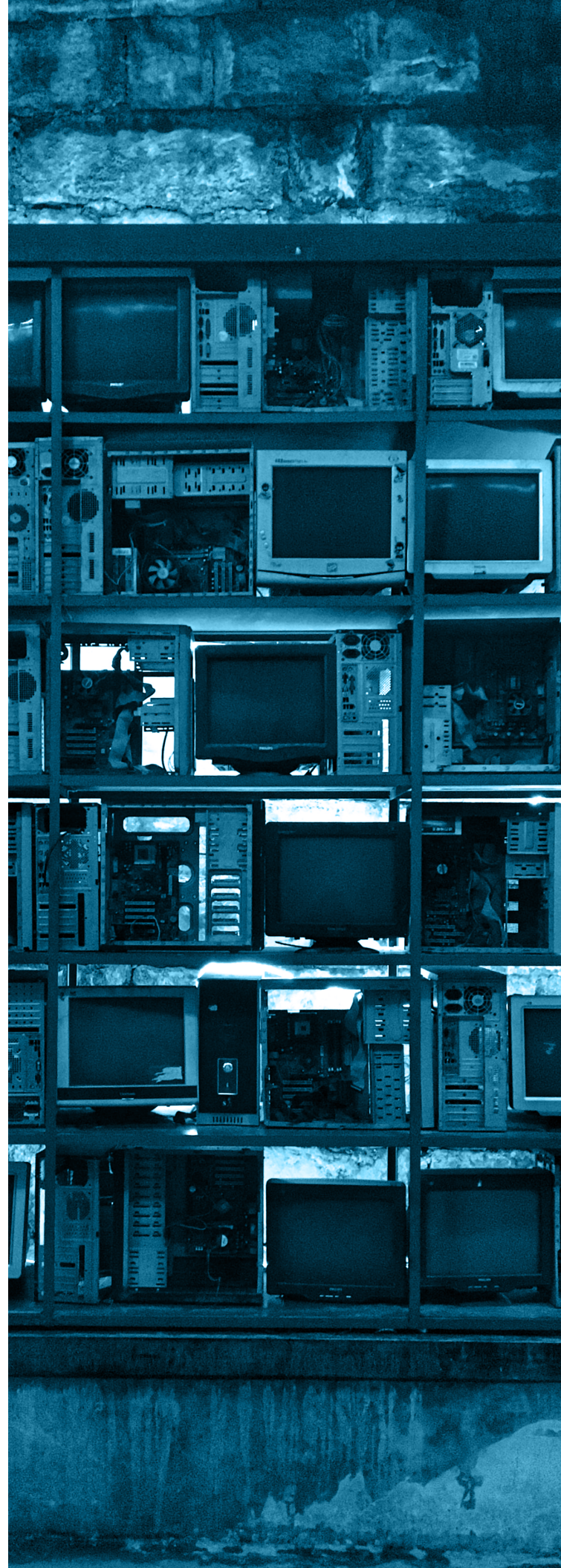
TRIO: Telecommunications Research Institute of Ontario

V.

VR: Virtual Reality

U.

UBF: Universal Broadband Fund



TOME 1: CORE INFORMATION

1.1 EXECUTIVE SUMMARY

1.1.1 Introduction

In today's rapidly changing world, the digital gap continues to highlight disparities between different socio-economic groups in accessing political, social, and economic opportunities and in terms of technology and educational achievements. With the world and Canadians embracing the digital transition, access to technology has become a necessity rather than a luxury, especially in the job market. Despite advancements, the digital divide still exists, casting a shadow of inequality on the lives of marginalized groups, low-income families, the elderly, women, newcomers, and the children who represent our future generation. We estimate that 8 million Canadians face daily inequalities in digital access, skills, and opportunities. The digital divide in Canada extends beyond access to devices and the internet; it encompasses knowledge gaps, affordability issues, and systemic barriers that hinder full participation in the digital society.

The Computers for Success Canada (CFSC) Board of Directors initiated the creation of this strategic plan under the direction of the new executive director. With the Computer for Schools Plus (CFS+) program government funding cycle scheduled to conclude in March 2024, this is a timely opportunity for the organization to reevaluate its role and establish new strategic objectives.

The strategic plan is a comprehensive roadmap outlining CFSC's path to future success and growth over the next five years. It lays the foundation for realizing our long-term vision while remaining true to our mission and core values. This document provides a thorough analysis of our strengths and weaknesses and identifies existing threats and potential opportunities.

Based on this analysis, we have developed "scaling up strategies" to enhance CFSC's capacity to fulfill its vision and mission in collaboration with government agencies and other key stakeholders. At its core, our plan revolves around our steadfast commitment to operational excellence and inclusion to deliver lasting impacts for our government and local community stakeholders. Furthermore, we have aligned the plan with digital literacy best practices.

We have considered the political, environmental, and socio-economic challenges related to digital inclusion and recognized our internal limitations. This strategic plan is more than just a document; it is a testament to our shared vision, passion, and unwavering dedication to shaping a brighter future. Let's all leave a lasting mark. Let's make a meaningful impact. Join us in building Canada's digital legacy.

1.1.2 Stakeholder Alignment

Stakeholder alignment considers the needs and expectations of the various stakeholder groups we plan to engage. It clarifies how their interests and contributions have been integrated into the plan’s development. It ensures the plan garners broad support and functions as an engagement strategy to empower other collaborators to help us achieve our objectives and amplify our impact.

It is important to underscore that given Innovation, Science and Economic Development Canada’s (ISED) pivotal role as the primary funding source for CFS+, Computers for Schools Internship (CFSI), and Connected Families Initiative (CFI) programs, this strategic plan takes into account the renewal of our respective government contribution agreements (CFSC and the CFS+ Affiliates network).

1.1.3 Estimated Financial Budget

The following table gives a high-level indication of what can positively be generated by implementing the strategic plan.

5 YEARS	DIRECT COSTS	
	REVENUES	INCURRED
Total	\$ 66,420 000	\$ 2,440 800
Reserve Fund – Digital Legacy	\$ 60,000 000	\$ —
Net Funds available	\$ 6,420 000	\$ 2,440 800
Net Variance	\$ 3,979 200	

Creating reserve funds is essential to kickstart the Digital Legacy Fund project. This initiative will generate the financial resources required to enhance our internal capacity and address the ongoing digital divide in Canada. We propose a matching fund, with the Government of Canada matching each dollar contributed. Furthermore, we encourage our Affiliates to engage with their local governments to explore a 1:3 matching fund.

For detailed budget estimates, please refer to section 2.9.1.



1.1.4 Scope and Limitations of the Plan

While recognizing that CFSC and the CFS+ Affiliates are independent legal, organizational entities and that separate ISED contribution agreements govern them, this plan intends to drive these entities towards a new common agenda. CFSC national office and its Board of Directors have no jurisdictional power over any Affiliate. The coordination efforts are done under a goodwill approach.

This five-year plan will come into effect in January 2024. CFSC's Board of Directors will review and assess it annually and discuss it with Affiliates and key stakeholders. CFSC's executive director will be required to report periodically on the progress of this plan. Various working groups, such as the recently created CEO Pledge task force, will also be accountable for its progress.

While CFSC and CFS+ Affiliates are working interdependently to achieve ISED's program objectives, this plan will also reflect the fact that key initiatives are not necessarily bound by federal government support. All attempts have been made to achieve complementary goals.

Our goal is for this strategic plan to bring results for all Affiliates and deliver achievements and successes in more remote locations, notably in Yukon, Nunavut and the Northwest Territories.

Considering the contribution agreement funding has either been capped or cut over the last cycle, one of the critical aspects of this plan is to find and generate **new and complementary funding** sources. This is a call to promote our strategic objectives to other government department agencies

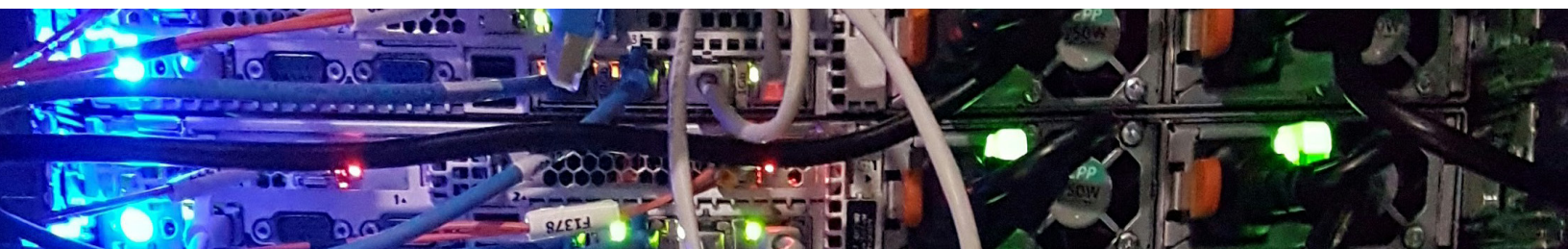
(i.e., ESDC, Environment, and other NGO programs) and to build stronger partnerships with national and local authorities.

As technology evolves, it is important to understand its impact on demand. See sections 2.6.3 and 2.6.4 for additional background and analysis.

During our pre-consultation process, it became evident that CFSC national and several Affiliates can only ensure the sustainability of their current operations with predictable funding agreements for the following year's cycle.

This strategic plan aims to provide compelling arguments for ISED to renew its contribution agreements for a new five-year cycle. We are optimistic that major issues like climate change will help the adoption of an environmental, social and governance (ESG) corporate framework and will make a compelling case for securing corporate support. This strategic plan will explore avenues to advance this agenda, with the expectation that it will result in tangible in-kind and financial contributions.

While this plan primarily focuses on CFSC's core activities, it also explores potential opportunities that align with the new vision. These opportunities may be pursued as best practices to reduce digital disparities or enhance digital sustainability principles. It's important to acknowledge that external stakeholders and partners may fund these opportunities. We intentionally excluded the performance review of CFI, CFS+, and CFSI as it falls outside the scope of this plan. Nonetheless, we have leveraged historical data to document our collective impact and assess trends in diagnosing the situation.



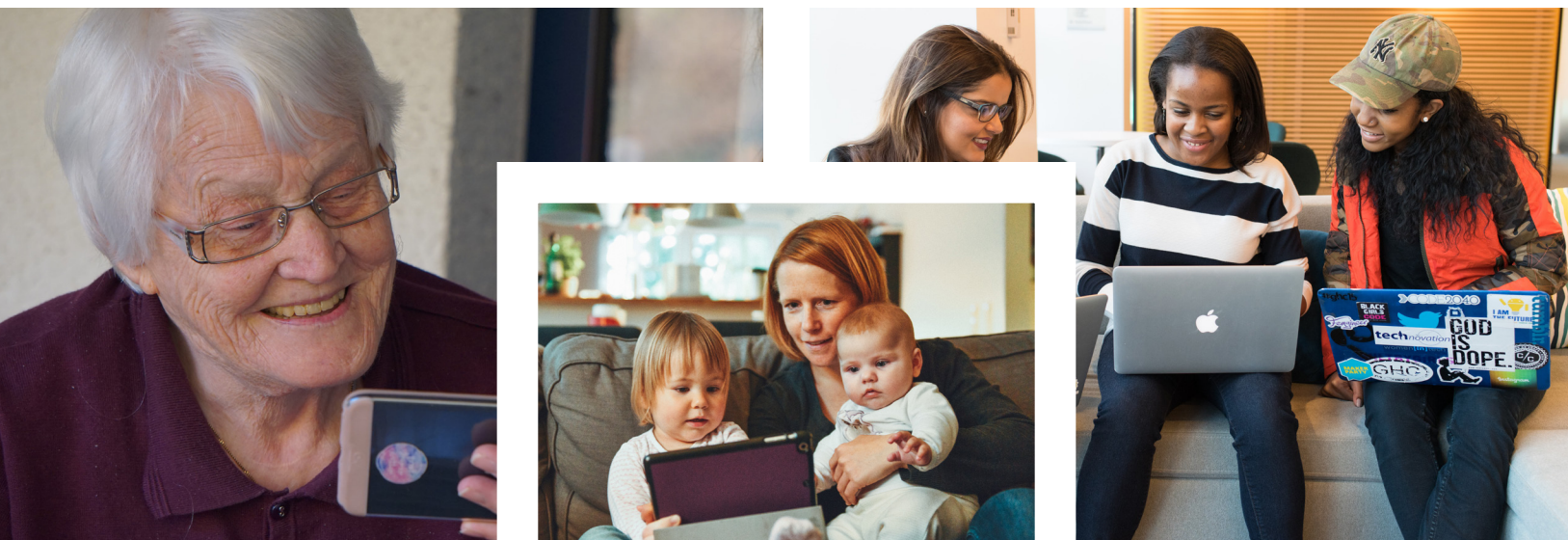
1.2 MISSION, VISION AND CORE VALUES

1.2.1 New Mission Statement

Since its inception, CFSC has not had an official mission statement. It has supported the objectives outlined in the letters patent, focusing primarily on CFS+, CFSI and CFI programs and initiatives. During the strategic planning process, the Board of Directors agreed to align the organization's mission and vision with a declaration of its primary purpose and reason for existence. This declaration defines the organization's activities, its beneficiaries, and the value it delivers to stakeholders and funding partners, embodying the essence of the organization's identity and serving as a continual reminder of its core focus.

In the absence of a documented official mission, we propose the following mission statement:

CFSC champions digital inclusion programs in order that all Canadians successfully connect



1.2.2 Vision Statement

CFSC's new vision will provide a vivid and aspirational description of the organization's long-term goals and objectives within a defined timeframe, inspiring and motivating stakeholders to work collectively towards a shared vision.

By 2030, CFSC aspires to build Canada's digital legacy by bridging the digital divide. A Canada where no one is left behind.



The vision will be achieved by laying a foundation for more equitable and sustainable communities by:

- 1** **Championing and partnering** with CFS+ Affiliates and partners across Canada on key mutual goals.
- 2** **Gathering dedicated stakeholders** to address the digital inequalities in remote locations, schools in need, marginalized groups that include low-income families, newcomers, and preserving social inclusion amongst our seniors.
- 3** **Scaling up the national programs**, and CFS+, the CFSI and the CFI an increasing digital inclusiveness by 750,000 beneficiaries.
- 4** **Establishing a National Digital Inclusion Network (NDIN)** championing targeted solutions to bridge the digital divide.
- 5** **Successfully advocating to the corporate sector** through the CEO Pledge program, shining the light on the value by publicly co-championing the cause as part of the corporation's **Environmental, Social, and Governance (ESG) corporate framework**.
- 6** **Creating a National Digital Legacy Fund** geared towards improving the digital literacy for those populations most in need by building the capacity of CFS+ Affiliates and partners.

Impact

In doing so, CFSC will actively contribute to Canada's transition into the **digital economy** while bringing solutions to **reduce the e-waste carbon footprint and fostering social inclusiveness.**



1.2.3 Core Values

Core Values

CFSC Values:

At CFSC we believe that our success lies not only in achieving our operational goals but also in upholding a set of fundamental values that guide our actions, decisions, and interactions with CFS+ Networks and with our stakeholders.

These core values serve as the foundation of our strategic plan shaping our approach to the following:

- E-waste sustainable development
- Diversity, equity, and inclusion (DEI)
- Innovation
- Operational excellence

Note

The core values are currently being revisited.



1.3 CORE ISSUES

This figure is an overview of CFSC's six main categories of core issues, all interconnected in providing effective support to CFS+ Affiliates. Most are systemic issues, while others are cross-referenced in the SWOT analysis matrix. See page 22

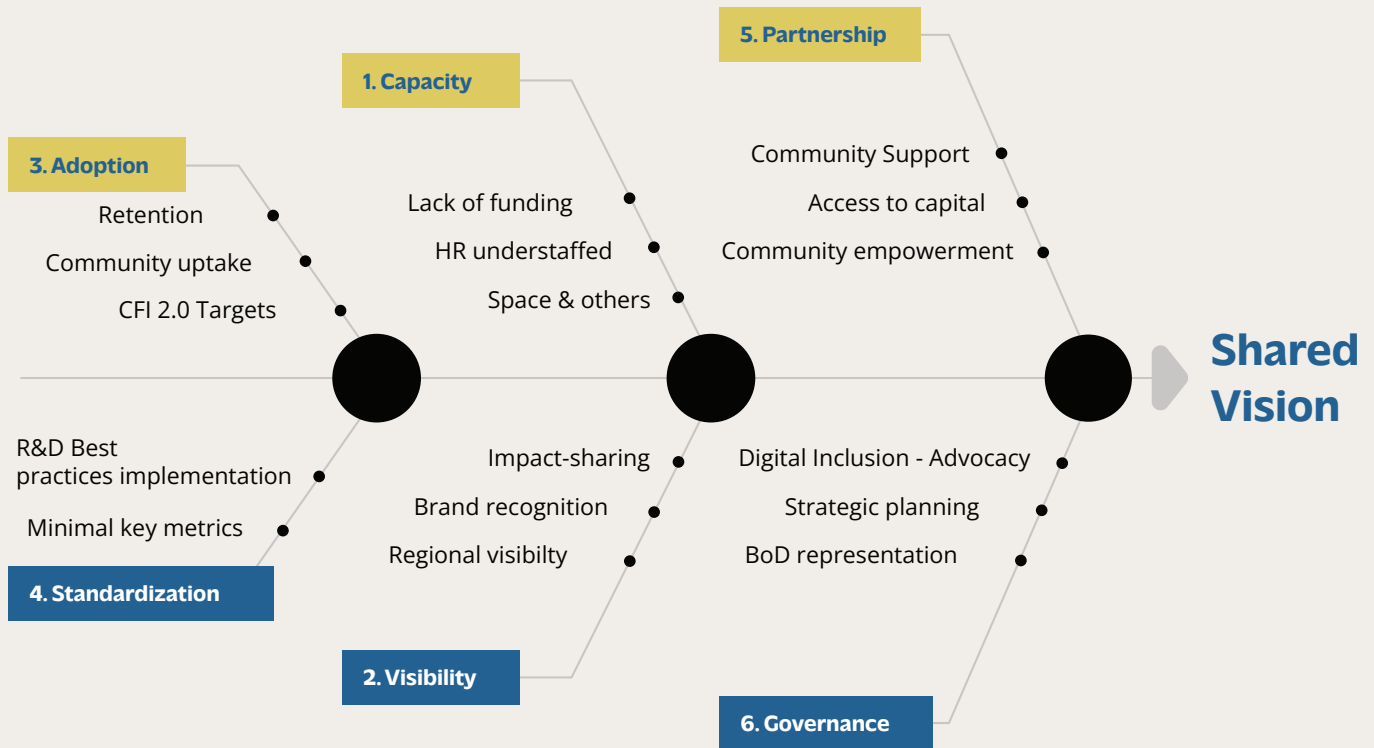


Figure 1-Fishbone Diagram - Core issues

The purpose of the strategic plan is to provide the organization with clear guidance for identifying essential initiatives and potential actions. This plan is not intended to be an all-encompassing solution to the issues presented but rather a step-by-step approach to addressing them effectively, with the ultimate

goal of enhancing CFSC's service to its beneficiaries. Recognizing these challenges and their intricate interdependencies will assist all stakeholders in understanding CFSC and its Affiliated entities' current and ongoing status when it comes to:

1.3.1 Capacity

- **Funding:** In the past two years, most CFS+ Affiliates have experienced cost overruns due to significant increases in basic operating expenses (including salaries, facilities, and shipping costs), which have risen at an annual inflation rate of approximately 5% and stagnant core federal funding.
- **HR Capacity:** Notwithstanding the massive CFSI Technical Work Experience Program (TWEP) reduction over the last two years, Affiliates are being challenged to keep up refurbishing output rates. In certain regions, like British Columbia, Saskatchewan, and New Brunswick, maintaining volunteer numbers has proven difficult due to the impact of the pandemic and related restrictions. Additionally, some Affiliates are grappling with the absence of Telecom Pioneers, many of whom have aged and are no longer actively involved in these organizations. Currently, certain provinces, such as Saskatchewan and Newfoundland & Labrador, still rely on their support.
- **Space:** Some Affiliates have seen their rent increase and as much as doubled, while the Ontario and Quebec Affiliates consolidated their operations. Saskatchewan and New Brunswick have limited space capacity to generate more output. Promoting a program like the CEO Pledge might be a great way to generate more refurbished devices, but it requires careful planning to receive those additional devices. Knowing that corporate headquarters are located mainly in Ontario and Quebec, the space capacity as a potential barrier in our upscaling CEO Pledge strategy is a serious consideration.

For others, transportation and logistics costs have also gone up. The costs of erasing cellular phones are high (\$1 per device) as the costs for insurance are also increasing. Through the CEO Pledge Program, we can establish partnerships with organizations, such

as Canada Post, UPS, and airline companies, to help mitigate and reduce these costs. A similar approach can be applied to Bitraser, a company offering solutions for data erasure from mobile phones.

1.3.2 Visibility

- Over the past two years, the CFSC national office has secured financial support from ISED to promote the CEO Pledge and enhance the national visibility of the CFS+ and CFSI initiatives. Partnerships with Postmedia and Ray Agency played a pivotal role in developing our website and creating high-quality corporate videos. These initiatives collectively increased attention and interest in the CEO Pledge circle which now comprises 52 organizations. Additionally, these efforts have enabled our organization to maintain a consistent social media presence.
- **Community engagement:** The communication plan described in the Implementation section strongly emphasizes fostering community engagement and sharing stories generated by CFSC and the CFS+ Affiliates daily. In previous years, we intended to demonstrate a professional image by using stock photography. We may have inadvertently overlooked the importance of humanizing our communications by putting a human face on those whom our work impacts.
- **Local capacity:** A weakness identified by our Affiliates during the strengths, weaknesses, opportunities, threats (SWOT) analysis is the lack of local media expertise and personnel to effectively manage Affiliate websites, secure media coverage for significant local donations, and consistently promote the notable local impacts.
- **Local brand recognition:** By building a more engaged community and sharing best practices to promote the impactful stories of our local CFS+ Affiliates, we



can improve our brand recognition. Spotting these stories and demonstrating the positive effects of donations on those less fortunate will, in turn, attract interest from potential corporate donors and expand our coverage among existing donors. See section 2.13 for additional information.

1.3.3 Adoption

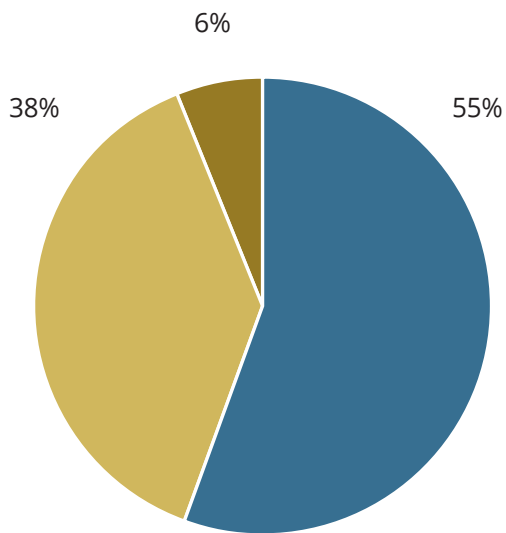
Retention: Over the years, certain Affiliates were able to expand the impacts of the CFS+ program by building strong relationships not only with school boards but also, in many cases, with management and IT Departments. As IT contacts retire, new personnel often lose interest or fail to follow up with the Affiliates to inquire about the benefits of the CFS+ program. A similar trend is observed with donors and certain community groups that may have benefited from the CFI program.

Community uptake: By building strong community engagement, CFS+ Affiliates can build and accelerate their scaling-up strategy. By revisiting our governance model to integrate school boards and creating a national round table to reinforce our connections with key stakeholders (i.e., NGOs, governmental agencies, telecom, and corporations), we can build a stronger collective with a common agenda and stakeholder's engagement. This would increase recurring requests from key organizations for devices, which would also lead to more donations.

CFI 2.0 uptake: ISED has envisioned that it could reach out to 200,000 low-income Canadian families as part

of its goal to connect families to the internet. However, we are currently closer to just over 83,500 program beneficiaries as of the end of October 2023. This is why CFSC envisions scaling up this program to achieve the target. One of the key initiatives is to enlist at least 60 national organizations as part of our goal to support low-income families. This will be done through our ongoing mailing campaigns, which reached 2M eligible low-income families, informing them of the opportunity to access a \$10 or \$20 monthly internet plan.

Our internal statistics reveal that each family joining this program indirectly generates an additional three beneficiaries. We believe that by delivering CFI 2.0 digital literacy services through neighbourhood libraries, we can generate at least another 50,000 new subscribers. Our internal data demonstrate that more than 420,000 individuals registered on the CFI portal have yet to benefit from this program. We are confident that we can generate more uptake by finding effective strategies to convert those interested parties to the program. We need to target those potential beneficiaries as part of a conversion strategy. By targeting this population, we estimate that a successful conversion strategy could attract 67,500 new subscribers. Furthermore, CFSC is welcoming two new internet service providers (ISPs) this year, and we need to plan specific outreach efforts to help these ISPs manage the clients. Collaborative initiatives with other organizations, such as the Internet Society of Canada, should be considered to reach potential subscribers by designing targeted programs for Indigenous and remote communities.



PIN Status Distribution

	CODES USED	PERCENT
Used	83,642	55%
Released	57,027	38%
Reversed	9,630	6%
Locked	696	0%

PINs Mailed Out	Computers Ordered	Released PINs
1,546,121	46,451	57,027
Applications Created	Contacted ISP	No ISP Contact
420,446	150,995	269,451

Figure 2

In the image above, a dashboard displays the total number of applications created from the beginning of the CFI initiative on November 13, 2018, up to now: 420,446.

1.3.4 Standardization

To support a shared vision, all organizations involved in delivering the CFS+, CFSI and CFI must adhere to minimum standards. CFSC, as an entity, needs to address how we can better collaborate to bring more value to our brand.

Sharing standards and best practices offers a wide range of benefits across various domains and will reinforce our organization. Here are some key advantages:

- i. **Consistency and Quality Improvement:** Standards and best practices provide a common framework for achieving consistent and high-quality outcomes. They enable organizations to establish a foundation for excellence and efficiency, improving products, services and processes. It will help us as a whole and individual organizations to better understand the nature and the extent of our impact.
- ii. **Efficiency and Productivity:** Following established standards and best practices decreases redundancy

and minimizes unnecessary process variations. This streamlines operations and increases productivity while being more time and resource-efficient. In the past year, CFSC's national operations had workshops with ISED's staff and CFI contractors (YWCA and Silver Orange) with the sole purpose of understanding areas for improvement. In only three meetings, we considerably improved and streamlined some operational procedures.

- iii. **Interoperability and Compatibility:** In technology and other fields, adhering to shared standards ensures that different systems, products, or services can work together seamlessly. This enhances interoperability and compatibility, enabling smoother integration and reducing compatibility issues. In the past, there have been three significant attempts to build a CFS National Database System. These initiatives have failed. We propose bringing different parties together to discuss technical improvements and to find methods to create minimum metrics and standards, ideally in real-time.

iv. Risk Reduction: Standards often incorporate best practices developed through experience and lessons learned. By following these practices, CFSC can mitigate risks, avoid common pitfalls, and prevent costly errors.

v. Innovation Acceleration: Standards provide a foundation of established knowledge. By sharing best practices, organizations can build upon existing ideas and rapidly innovate. This prevents redundancy and fosters a collaborative environment for further advancement. During our CEO Pledge task force meeting in July 2023, Affiliates highlighted the need for standardized contracts to enhance efficiency and establish a nationally accepted standardized approach and format for interactions with major corporations.

vi. Benchmarking and Performance Measurement: Standards and best practices provide benchmarks for measuring performance and progress. Organizations can compare their performance against established norms, identify areas of improvement, and set goals accordingly. For instance, evaluating Affiliates' quarterly performance reports (QPRs) allowed us to measure seasonal types of donors and better understand the fluctuation in the number of devices (by type) across provinces.

vii. Learning and Professional Development: Sharing standards and best practices facilitates the exchange of knowledge and expertise among professionals. This continuous learning environment promotes professional development and helps individuals and organizations stay up to date on industry trends. One of our proposed initiatives is to invite subject matter experts through LinkedIn to join our community. This will contribute to building a well-informed community and leverage expertise in strengthening partnerships.

viii. Transparency and Communication: Standardized

practices promote clear and transparent communication within organizations and between different entities. This clarity minimizes misunderstandings and ensures information dissemination. By using a standardized reporting process, CFSC and ISED can transparently report on their successes. For example, we were able to collect data on CFI's low intake through our portal by using the Grafana's dashboard interface. This enabled us to make informed decisions for implementing new actions.

ix. Regulatory Compliance: Many industries are subject to regulations and standards imposed by regulatory bodies. Sharing these standards assists organizations in complying with legal requirements, preventing penalties, and upholding ethical practices. By sharing how the electronic waste (e-waste) regulations will evolve, CFSC can better line up its offer and promote specific arguments to potential donors. By scanning the legislative landscape every year, we are in a better position to stay ahead of the game.

x. Confidence and Satisfaction: When beneficiaries see that an organization such as CFSC adheres to established standards and best practices, they gain confidence in its reliability, quality, and commitment to excellence. Some corporations may consider volunteering as a result of these efforts. Sharing our best practices (especially through our internship program) is a way to build strong community support.

xi. Global Collaboration: Ultimately, we believe that sharing standards and best practices enables global collaboration. We can align different approaches and foster cooperation through partnerships and resources. As part of our commitment, the CFSC national office will introduce a web-based shared resources platform for Affiliates who wish to strengthen their local community presence.

Sharing standards and best practices will promote efficiency, innovation, quality and collaboration. Therefore, we suggest convening a task force representing all the key stakeholders to address the following two specific issues:

1 Research and Development practices: In Appendix G, we have listed the issues highlighted by a new committee headed by Justin Menard, executive director of the Manitoba CFSC Affiliate. These are tangible technical issues that need to be investigated.

Furthermore, Service Technologique-La Relance (STLR) Affiliate is contemplating ways to conduct sponsored research projects.

As part of this strategic plan, we are interested in finding financial means to advance research in those areas.

2 Minimal Metrics: During its bi-monthly conference call with CFS+ stakeholders in February 2023, ISED senior management reported that the department received high marks during its five-year program review. However, one of the key auditing recommendations was that ISED needs to enhance its impact reporting. In other words, to find better processes to assess progress.

By working with ISED on better assessing program outcomes, we can provide a more solid report to the cabinet level about the value of each of the programs and the value of our respective organizations' networks.

Key recommendation:

CFSC should convene a national task force to identify, develop, and integrate better practices into its operations.

1.3.5 Partnership

A partnership aiming at digital inclusion can hold significant value for various stakeholders as it addresses the growing necessity for equitable access to digital technologies and online resources. In our pre-consultation process, several people admitted that CFSC must strengthen partnerships with several organizations. They also identified these two major issues:

Community Support: Year after year, our Affiliates have experienced varying demand. Certain school board requests have fluctuated on the demand side. Sometimes the causes are conjectural, such as the pandemic factor, but sometimes the shift is structural. For instance, if the local contact retires, the replacement often does not necessarily know about the CFS+ program, and eventually, the client is lost. The same goes when a local NGO closes its doors. Thus, partnerships are not just about finding new donors but about cultivating a long-term relationship with an organization despite personnel changes (i.e., regular contact, recognizing them, involving them).

While it is the responsibility of each Affiliate to nurture those relationships, the CFSC national office can play a role in encouraging corporations to get involved—for instance, a leadership role for the telecom industry through CFI 2.0. The same goes for the CEO Pledge. CFSC can showcase the true value of partnering locally and in multiple territories with the view that partners can strengthen our community's ecosystem.

Community Empowerment: Digital inclusion efforts can empower communities to take ownership of their development, fostering a sense of agency and pride. By associating ourselves with Affiliates like Yukon and Pinnguaq and extending our partnerships with their local community groups, we can leverage more from our efforts and funding. The national office must take a more proactive role in bridging those remote communities by building tripartite partnerships (governments, corporate, local).

Digital inclusion means ensuring that all individuals, regardless of their socio-economic background, geographic location, age or abilities, have equal access to and the skills needed to use digital tools and resources effectively.

Here are the key values and benefits we envision in building partnerships for digital inclusion:

- i. **Equitable Access to Opportunities:** Digital inclusion partnerships can bridge the digital divide by providing access to information, education, job opportunities and essential services. This helps reduce disparities and create a more level playing field for underserved communities. In partnering with the telecom industry, we will enhance those principles. One of the initiatives will aim to broadcast a national public service announcement to promote those principles.
- ii. **Economic Empowerment:** Access to digital tools and skills can empower individuals and communities economically. It opens doors to online job opportunities, remote work, digital entrepreneurship, and e-commerce, that enable people to participate in the digital economy. This strategic plan will outline our future efforts to **build and enable a digital workforce**. We foresee the need to establish better ties with other federal organizations and their agencies to help Canada raise the bar in terms of speeding up work integration programs. Our statistics indicate that 55% of the non-beneficiaries are new immigrants with limited financial means. How can we help this group become digitally proficient? Further discussion should take place with Employment and Social Development Canada (ESDC) to involve CFSC in implementing a national program to serve this underserved group. CFSC will also collaborate with agencies like the Information and Communication Technology Council (ICTC), which already promotes digital productivity opportunities across Canada, to generate long-term social impacts. By reducing inequalities and providing opportunities, digital inclusion partnerships contribute to long-term social and economic development, ultimately leading to stronger and more resilient communities. Hence, we need to see how we can further leverage the provincial and territorial agencies, which will be interested in delivering value and reaching their targets.
- iii. **Educational Advancement:** Digital inclusion allows students and learners of all ages access to online educational resources, courses and platforms. This is particularly **important for remote and underserved areas** where traditional educational infrastructure may be lacking. CFSC should consider appointing an Indigenous representative on its Board of Directors to connect with these underserved communities as part of its governance model. Nunavut and Yukon Affiliates should also have a major lead to help us to facilitate educational advancement in northern regions, as this could pave the way to serve remote populations.
- iv. **Social Inclusion and Connectivity:** Digital tools enable individuals to connect with their peers, communities and the world. This is especially relevant for marginalized groups who may face

isolation. As previously mentioned, we need to ensure the aging population does not become socially excluded. Through our efforts to build a digital community network by creating a **National Digital Inclusion Forum**, we can seize the opportunity to reach out to groups that already connect with those marginalized groups.

- v. **Access to Government and Civic Services:** In theory, digital inclusion facilitates access to government services, healthcare information, financial services, and other essential resources, streamlining processes and making them more efficient. However, our scientific committee has reported the need to help the aging population to know how to access those services.
- vi. **Skill Development and Capacity Building:** Partnerships focusing on digital inclusion often provide training and capacity-building programs to equip individuals with the digital skills for today's work/job realities. One of those will be to reinforce our ties with existing community groups like the public library, housing agencies for the elderly, community centers, etc.
- vii. **Public-Private Collaboration:** Digital inclusion partnerships often involve collaboration between governments, non-profit organizations, private sector companies, and community groups. This collaboration brings together diverse expertise, resources, and perspectives. We are confident we can extend the CEO Pledge initiative through these partnerships.

viii. **Digital Literacy:** CFSC needs to solidify partnerships that will promote and implement digital literacy programs, helping individuals understand and navigate the digital landscape safely and effectively, thereby mitigating risks associated with misinformation and online threats.

In summary, the value of a partnership aimed at digital inclusion is multi-faceted, touching upon economic, social, educational, and developmental aspects. Such partnerships have the potential to create lasting positive impacts on individuals, communities and society by ensuring that no one is left behind in the digital age. CFSC must prioritize partnership building to achieve its long-term goal.

1.3.6 Governance

The three sub-issues that CFSC must consider within its governance model are:

- Digital inclusion
- Strategic planning
- Board of Directors representation

Section 2.9.2 is dedicated to ensuring that the current Board of Directors conducts a comprehensive analysis to make its governance model more representative of the new stakeholders and partners that we anticipate interacting with, including the communities we serve and a presence from the corporate sector. In section 2.12, we are proposing an ongoing process to analyze current threats and establish a process to monitor progress based on specific metrics and targets.

We believe that the success of this strategic plan should focus on the expansion of the current CEO Pledge initiative to generate more funds and in-kind services to help the CFS+ Affiliate network to improve its distribution capacity.

1.4 INTERNAL ANALYSIS AND SWOT

Profiling the organization analysis for Computers for Success Canada as part of a strategic plan involves gaining a comprehensive understanding of the organization's internal capabilities, external environment, and overall performance. This analysis will help identify strengths, weaknesses, opportunities, and threats to inform strategic decision-making along with understanding the major issues that the organization needs to face to deliver its new vision.

1.4.1 SWOT

In the preceding sections, we outlined the six core issues for CFSC in achieving its desired impact. The SWOT analysis provides additional context to understanding the organization's constraints in effectively addressing these challenges.

For example, one may ask: **"How can we embark on a new initiative when we're struggling to manage our existing backlog?"** or **"How can we offer these devices at a low cost when our operational expenses are soaring?"**

This framework also helps identify opportunities integral to realizing our vision, all while acknowledging our organizational strengths and weaknesses.

STRENGTHS

- Value of the cause
- Provide more value than recycling companies (warranty, responsible disposal, social impact)
- Brand reputation:
 - » Reusing, green, people focused
- Seasoned professionals
- Pricing: Free or low-price computers (a strong benefit)
- Strong network
- Meaningful internship experiences

WEAKNESSES

- Limited capacity
- Unable to anticipate demands
- Sole suppliers
- Space limitation
- Understaffing - Affiliates
- Capacity to process (refurbish) peak donations at the end of the fiscal year
- Bottleneck in servicing CFI mailouts
 - » Helpline, ISPs, sending and refurbishing sufficient devices

THREATS

- Ensuring sufficient quality donations
- School boards can find other suppliers
- Decreased funding
- Short-term funding agreements
 - » vs. 5 years CA (federal)
- Providing low standard IT assets

OPPORTUNITIES

- From device accessibility to digital literacy
- Skills and workforce development
- Digital empowerment — remote communities
- Empowerment of families — women, men, youth, and particularly the elderly; fostering the development of their independence and self-sufficiency
- Help to avoid social exclusion seniors
- Create more awareness about digital inclusion
- Champion the e-waste and circular economy cause, CSR, ESG
- Bring public and corporate support

1.4.2 Evaluation of Internal Resources, Capabilities, and Competencies

Evaluating internal resources, capabilities, and competencies is vital in crafting a realistic strategic plan that aligns with the organization's strengths and can create sustainable competitive advantages and growth. This assessment aids in making informed decisions about where to allocate resources and efforts to achieve strategic objectives effectively.

As part of our cross-Canada tour, we conducted multiple meetings and workshops to gain insight into the realities of CFS+ Affiliates. These self-sustaining units serve as the organization's foundation, and the recommendations and action plan outlined in this document are intended to harmonize with their day-to-day contexts. It's crucial to recognize that each Affiliate operates within a unique environment. Some are predominantly volunteer-driven, while others rely more on staff.

They may have affiliations with government entities, receive corporate subsidies, or operate as pure NGOs, each guided by different philosophies. Some may refrain from charging individuals to cover costs, while others are bound to charge low-cost fees.

Our preliminary consultations aimed to identify potential points of "convergence" regarding CFSC's internal capacity as an entity. To achieve this, we presented two key questions:

1.4.2.1 If you had one issue to resolve, what would it be?

Participants were asked to prioritize their answers as well as those of their colleagues. Here are the points of strong consensus:

- i. **Funding (unanimous #1 priority) - stability/sustainability for a 5-year cycle** Consensus quickly emerged that Affiliates are seeking ways to have a 5-year cycle contribution agreement with ISED.

Also, alternative programs should be considered to meet the growing operational costs of running the reuse and distribution centers.

- ii. **Staffing and getting more interns** During our one-on-one visits and discussions about those centers, the Affiliates confirmed that they had to operate with fewer interns, and this was impacting their ability to refurbish historical volumes or meet growing demands.

iii. Building stronger partnerships

Given the financial situation, it is understandable that some Affiliates indicated the need to establish stronger partnerships. Some Affiliates indicated this desire because school boards have reduced their demand, while others aimed to cultivate new clients. For some, these partnerships were seen as opportunities to reduce or eliminate operational costs (i.e., shipping costs, erasing cellular phone data, swing space, etc.).

Therefore, the plan addresses these aspirations by strengthening our ecosystem and improving the financial autonomy.

iv. Collaboration and concertation

It is recognized that there are potential "synergy gains" through sharing information, best practices, and minimum standards. The national database is an area where strategic advantages could be realized, and there would also be benefits in sharing key resources among Affiliates. One of the four axes of this strategic plan will create opportunities for successful collaboration.

However, since this is a matter of organizational culture, it will require time and proof of success. We also believe there could be efficiency gains by having ISED's communications team work directly with the national office staff to develop a strategic communications strategy. This would generate more visibility and program recognition,

which is instrumental in building internal cabinet support.

One key issue that needs to be addressed regarding standards is the delivery turnaround time. It has been observed that, in some cases, it can take up to six months to deliver devices to a family.

Regarding Microsoft, there is a need to review the desired technical requirements for software to be installed on refurbished computers in the coming year. Microsoft has indicated that it will retire the Windows 10 product in the coming months. Being proactive is desirable, as some Affiliates have expressed concerns that this change could negatively affect their operations.

In the strategic plan, we have highlighted in section 2.11 the business continuity risks that need to be addressed. Collaborative efforts among ISED, CFSC, Affiliates and other stakeholders will generate more organizational efficiencies and program impacts.

v. Help Line services: Reinforcement

Our partners and Affiliates have indicated the need to reinforce the helpline services to provide more digital literacy support.

Metrics from the past year and current assessments demonstrate that a) the number of tickets is decreasing and b) the time required to troubleshoot requests is also decreasing.

Nevertheless, with the new CFI 2.0 program, where most Affiliates will be delivering a device to families registered for low-cost internet services, we expect that we will need to monitor the quality of the helpline support services in the following months.

1.4.2.2 What do you perceive as CFSC's primary role?

Again, the consensus emerged among Affiliates that we should pursue the current mission and foster sustainability as an organization.

During these consultations, we further analyzed the specific role of the national office. Our findings can be summarized in the following five points:

1. National coordination

The national staff should continue to coordinate with ISED and provide leadership to CFS+ programs (CFS+, CFSI and CFI).

2. Promotion and branding

Promotion is essential. Feedback collected highlighted the fact that CFS+'s contribution was a "well-hidden story," and despite its long existence, the brand is not widely recognized. For instance, the CFSI program's impacts were not well known, and there is room for improvement in communicating these stories. By raising awareness, we could certainly enhance the possibility of increasing our number of donors, which is crucial for our program delivery.

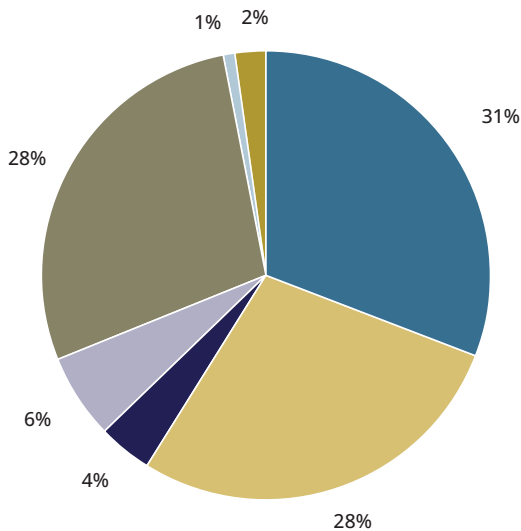
Others felt that the previous years' communications were too "corporate" and lacked the showcasing of real interns in action. Perhaps a more "human touch" in the communication campaign would be beneficial.

3. CEO Pledge: Consolidation/Coordination

Consultations and one-on-one discussions with Affiliates revealed that the CEO Pledge was a well-received initiative. There is a consensus that we should expand this program nationally. Our analysis showed that with the leadership of Ontario and Microsoft, the program flourished to include a core group of 57 corporations, with 52 of them being highly active.

The following graphics show the national distribution of donations by donor type.

Private sector donations accounted for 28% of the total donations, with the CEO Pledge representing 51% of the contributions made by corporations.



Donation by donator type over the last two years (2021-2023)

- federal government
- provincial government
- municipal government
- NGO
- private enterprise
- private individual
- other

DONOR BY TYPE	Federal Government	Provincial Government	Municipal	NGO	Private Enterprise	Private Individual	Other	Total of Devices
# OF DONATED DEVICES	105,506	93,095	12,045	21,496	94,139	3 898	7 313	337,492

During several discussions with *ISED's leadership, the importance of the government seeing this initiative expand across Canada was emphasized.* One positive effect within the government is its desire to encourage matching contributions from the private sector.

However, one of the future challenges in implementing this initiative is how to regionalize the program. How can we ensure that all regions benefit from this initiative, especially since the headquarters of most major corporations are located in Ontario or in Quebec? To address this challenge, a task force was launched in July 2023 with the goal of establishing a truly national program. All Affiliates will be welcomed to join this initiative.

4. Championing capacity building for CFS+ Affiliates

Given budget cuts and cost overruns incurred by our Affiliates over the last five years, several of them have expressed their desire for national staff to find alternative sources of funding and assist with their communications and marketing efforts. We believe that the strategic plan will address these concerns, and there are immediate actions being implemented to respond to these local needs.

5. The hidden role or indirect role: Advocacy

Upon evaluating Canada's efforts to address the digital divide issue, we have come to the realization that no other organization has a specific mandate to champion this cause. We seem to have been somewhat internally focused and primarily aligned to support the CFS+ and

CFI programs. While the CFSI program is a means to fulfill the Affiliates' need for human capacity to deliver both programs, it has become evident that CFSC should also have an advocacy role.

The proposed vision includes championing the “sustainability value,” emphasizing the importance of equity, diversity and inclusion (EDI) and addressing

digital disparities. By asserting our values, we can enhance our capacity to respond more effectively to the needs of the digital divide. This, in turn, should create opportunities, such as helping newcomers join the digital workforce and helping seniors remain included in our society. Initiatives like the creation of a National Digital Inclusion Forum can contribute to making us more visible and significantly increase our impact.

1.5 STRATEGIC GOALS AND OBJECTIVES: ALIGNMENT WITH CFSC'S VISION

To effectively align our strategic objectives, we've utilized the Diamond-e framework, a comprehensive tool that aids organizations and teams in evaluating the interconnected components critical for creating a coherent strategy. **Management preferences** are influenced, in part, by the organization's culture and inclinations, whereas the **Organization** and **Resources** aspects are shaped by its strengths and weaknesses. Ultimately, a successful strategy should harmonize internal and external factors, represented by the Environmental factors.

Conducting this analysis empowers key stakeholders to address the following pivotal questions: **What are our capabilities? What are our aspirations? What actions are imperative given the realm of possibilities? And, finally, what outcomes do we aim to achieve?**



Organization

- Established networks & Affiliates
- National vision: Consensus to emerge
- Implement minimum standards
- Staffing model: Interns-dependant
- Dedicated professionals & volunteers

Resources

- Limited capacities: HR, \$, space
- Increasing systems costs vs budget reductions
- Lack of professional staff
- Limited options for suppliers
- Procurement of energy and raw materials

Management Preferences

- Government led programs
- Ethical purchase
- Low tolerance to risks
- Set around few stakeholders
- Different operational models
- Few minimum standards

Environment

- E-waste recycling: Competitive industry
- Evolving regs: Climate change
- ESG as a corporate obligation
- Demographic: Aging population
- Immigration: Rising thresholds
- Digital Tech: Complexifications
- Health: Shift to ambulatory care
- Digital literacy: Min skills req (omnipresence)
- Cybersecurity: Grasp of risk
- Corp pref: One-stop shop
- School systems: Shift in demands

Strategy

- Raise organization's capacities \$60M fund, CEO pledge 2.0
- Leverage stakeholder capacities, "Building Canada's Digital Legacy"
- Enhance CFSC's value proposition
- Scale up national programs
- Tie, brand ESG w/ CEO pledge donors
- Digital literacy niche programs
- Brand awareness: PSA, NDIN, Co-branding campaigns
- Implement standards & best practices
- Talent Development: Staff professionalization
- Revive volunteering

1.6 SMART OBJECTIVES (SPECIFIC, MEASURABLE, ACHIEVABLE, RELEVANT, AND ATTAINABLE IN TIME DURATION)

We have summarized in these four tables the key objectives that will, in this 5-year cycle, help the organization achieve its mission and vision. We have listed 10 goals grouped in four Axes in descending order. In section 2.9 we have developed a Gantt Chart along with the cost of those initiatives.

Strategies and initiatives

<p>AXIS 1 CAPACITY</p>	<p>Enhancing CFS+ Affiliate network's capacity</p> <ul style="list-style-type: none"> 1.1 Secure financial, in-kind and equipment donations to increase CFS+ program's impacts 1.2 Enhance talent & capacity: Secure funding to increase the number of full time employees by 60 within the CFS+ network by March 31, 2028 1.3 Promote the engagement of "becoming a volunteer" within the organization by 60 within the CFS+ network by March 31, 2028
<p>AXIS 2 VISIBILITY</p>	<p>Increasing our national and regional brand recognition</p> <ul style="list-style-type: none"> 2.1 Improve our community outreach by co-chairing with ISED a National Digital Inclusion Network (NDIN) — ISED is instrumental to the success 2.2 Increase brand awareness and enhance reputation by running a yearly public service announcement (PSA) campaign across Canada featuring CFSC's corporate values 2.3 Offer a seal of CSR certification and build ESG value proposition with corporate donors
<p>AXIS 3 ADOPTION</p>	<p>Scaling up national programs' adoption</p> <ul style="list-style-type: none"> 3.1 Launch a scale-up strategy generating 80K new subscribers and program beneficiaries 3.2 Secure CMEC involvement in order to re-engage the education sector as clients to the CFS+ program 3.3 Help GoC in developing a digital workforce aimed at integrating new comers and targeting underserved clientele
<p>AXIS 4 INNOVATION</p>	<p>Fostering innovation and implementing best practices</p> <ul style="list-style-type: none"> 4.1 Establish a national best practices working group mandated to determine minimum standards, measure them and establish a reporting mechanism

OBJECTIVE 1		AXIS 1 - CAPACITY ENHANCING CFS+ AFFILIATE NETWORK'S CAPACITY	5 YEAR OUTCOMES ACHIEVEMENTS/METRICS	FISCAL YEAR 24-25							
GOALS			Ensure 5-year funding cycle agreement	Q1	Q2	Q3	Q4	FY 25-26	FY 26-27	FY 27-28	FY 28-29
	1.1 Secure financial, in-kind and equipment donations to increase CFS+ program's impacts		Securing 60 FTE								
	1.2 Enhance talent & capacity: Secure funding to increase the number of full time employees by 60 within the CFS+ network by March 31, 2028		Develop a cultural approach amongst the majority of Affiliates								
	1.3 Promote the engagement of "becoming a volunteer" within the organization by 60 volunteers within the CFS+ network by March 31, 2028										
STRATEGY 1	Launch a new CFSC National Digital Legacy Fund , and secure \$60M by March 31, 2028 to enhance the additional capacity needed by the CFS+ network (Funds to support operational capacity, research and development, marketing, and enhancing talent and capacity)		\$60 M = 6% of the CFS+ Network Operations Budget Cycle — Annual financial Goal Y1 — \$500,000 / Annual computers donations reported. Y1 — Establish parameter, key stakeholders, funding sources to launch the Fund — Y1 — \$500,000 — report on financial targets, partners annually. Start in Year 4 of the plan / # of employees and funds annually	H	H	H	M	M	M	M	M
STRATEGY 2	CEO Pledge Donor 2.0 - increase number of partnerships to secure cost savings, increase in-kind contributions to improve CFS+ network's operational & HR capacity		Develop ESG Scorecard / Secure 400K devices in 5 years — report on annual device target. Report on annual donations and quality of donations	H	H	H	H	H	H	M	M
STRATEGY 3	Secure provincial/territorial funding streams to support full time employees		Number of employees and funds raised per year					H	H	M	M
STRATEGY 4	Secure secondments from the CEO Pledge donors' network, and existing government programs to enhance the knowledge-base		Areas of expertise / # secondments per year								
STRATEGY 5	Establish a volunteer engagement/recruitment program in the provinces and territories that have volunteer programs by March 31, 2028		<ul style="list-style-type: none"> 10% of total Affiliates' HR Capacity Number of volunteers 	Phase 1		Phase 2				Phase 3	

OBJECTIVE 2		FISCAL YEAR 24-25									
AXIS 2 - VISIBILITY INCREASING OUR NATIONAL AND REGIONAL BRAND RECOGNITION		5 YEAR OUTCOMES ACHIEVEMENTS/METRICS		Q1	Q2	Q3	Q4	FY 25-26	FY 26-27	FY 27-28	FY 28-29
GOALS	2.1 Improving our community outreach by co-chairing with ISED a National Digital Inclusion Network (NDIN)	Sustainability beyond 5 years									
	<ul style="list-style-type: none"> to connect existing networks (corporate, governments, CFS+ Affiliates, school systems, social services, ISPs, and Indigenous communities, etc.) to promote digital inclusion, lower barriers, improve remote region accessibility, and address ESG and environmental e-waste concerns, ROI and solutions 	Have 13 weeks coverage every 18 months									
	2.2 Increase brand awareness and reputation enhancement by running a yearly public service announcement (PSA) campaign across Canada featuring CFSC's corporate values (ie., Environment, DEI, Innovation)	Have the majority of our CEO Pledge donors be early adopters									
STRATEGY 6	2.3 Offer a seal of CSR certification and build ESG value proposition with corporate donors	120 key stakeholders		M	H			H	M	L	L
STRATEGY 7	Creation of the NDIN National Steering Committee's (6-8 key members), and finalize the terms of reference to target 120 key stakeholders	Develop ESG Scorecard / Secure 80% of CEO Pledge circle's commitment.			H			H		L	
STRATEGY 8	Secure CEO Pledge donors commitment by sharing best practices' information (gaps, needs, solutions)	Report annual donations and quality of donations (ESG outputs)			H			H		L	
STRATEGY 9	Invite CEO Pledge donors to be part of a co-branding strategy through the launch of a national campaign	Secure national coverage every year				M				M	
STRATEGY 10	Associate a telecom industry player with that campaign	Create a CFSC-branded CSR label and offer to corporations to sign up and adhere to it									L
STRATEGY 11	Promote a national contest to build awareness of ESG and CSR label and e-waste	Report top 10 donors									
		Role model donors		Very high priority							

OBJECTIVE 3		AXIS 3 - ADOPTION SCALING UP NATIONAL PROGRAM'S ADOPTION		5 YEAR OUTCOMES ACHIEVEMENTS/METRICS		FISCAL YEAR 24-25							
						Q1	Q2	Q3	Q4	FY 25-26	FY 26-27	FY 27-28	FY 28-29
GOALS	3.1 Launch a scale-up strategy generating 80K new subscribers and program beneficiaries	80K new beneficiaries											
	3.2 Secure CMEC involvement in order to re-engage the education sector as clients of the CFS+ program	Secure CMEC involvement											
	3.3 Help GoC in developing a digital workforce aimed at integrating new comers and targeting underserved clientele	Secure a national initiative with EDSC											
STRATEGY 12	With the launch of the NDIN, launch an ambassador program among 60 national non-profit organizations while strengthening our relationships with 200 libraries in Canada, and generating over 80K new subscribers	Build strong national NGOs partnerships to further promote the uptake of the non-profit CFS+ and CFI 2.0 programs	H			H							
STRATEGY 13	Convert 15% of the 420K households registered in the CFI portal who did not sign up yet with ISPs by working with ISPs on that process	Generate an additional 63K subscribers	H			H							L
STRATEGY 14	Engaging discussion with the CMEC to become a member of CFSC's BoD and part of our strategic efforts in securing digital devices for new immigrants, and helping remote communities in long distance education	<ul style="list-style-type: none"> Have them as participating stakeholders Have several school boards involved 						M					
STRATEGY 15	<ul style="list-style-type: none"> Work with EDSC to establish a National Digital Workforce Training Program in liaison with CFS+ Affiliates targeting 8 regions, covering 20 localities, generating up to 1,200 beneficiaries Target audience: newcomers (immigrants), Indigenous and women in tech 	Establish a national digital workforce program aiming for 600 beneficiaries minimum to be trained *Training / upskilling								H			

OBJECTIVE 4	AXIS 4 - INNOVATION FOSTERING INNOVATION AND IMPLEMENTING BEST PRACTICES	5 YEAR OUTCOMES ACHIEVEMENTS/METRICS	FISCAL YEAR 24-25									
			Q1	Q2	Q3	Q4	FY 25-26	FY 26-27	FY 27-28	FY 28-29		
GOALS	4.1 Establish a national best practices working group mandate to determine minimum standards, measure them and establish a reporting mechanism	Fund initiatives through the National Digital Legacy Fund										
STRATEGY 16	Strike a co-national led initiative that will meet 4 times a year with the objectives of achieving goal 4.1	Conduct 4 meetings per year and secure commitment to report frequently on minimum agreed standards	L					L	L	L		
STRATEGY 17	Identify, spearhead and fund 1-2 R&D annual projects that we can pursue collaboratively to advance market understanding (i.e., market demand, technological adoption behaviors, trends, etc.) of the other CFS+ network	Run at least one major pertinent project per year based on the CFS+ Affiliates' desire to move forward that would give an edge	L									High Priority Q1

1.6.1 The Top Priority: CEO Pledge Digital Legacy Program

While we understand that this strategic plan can be perceived as a very ambitious one, we believe that CFSC has gained much notoriety around the CEO Pledge thanks to the efforts of several corporate donors who promote and facilitate opportunities for CFSC to bring together world leaders who are considering supporting our cause.

Together, we believe that we can build great momentum and take a quantum leap in forging a revised CEO Pledge to the corporate sector in the months ahead.

It is because of this that we envision that the CEO Pledge 1.0 program has achieved its purpose and that we should now concentrate our efforts on asking our partners to carry out the next five-year strategy together.

We are confident the world CEOs will want to financially support our vision and will contribute to the launch of the next version of the CEO Pledge or the Digital Legacy Program. The idea is to create a financial mechanism that will solicit funds towards a goal of \$60M by 2029, with potential matching contributions from the federal government and the provincial and territorial governments. In the ideal scenario, the combined contributions will bring the fund to over \$250M.

Where is the confidence level coming from? The short history of the CEO Pledge program must first be understood.



1.6.2 History of the CEO Pledge Program

Launched in 2021 during COVID-19, CFSC, with the help of some CFS+ Affiliates and Microsoft, succeeded in building a network of 52 active donors. This generated donations of 48,214, IT assets worth **\$6.5M (fair market value)**.¹

CATEGORY OF DEVICES	TOTAL OF DONATED DEVICES BY TYPE	FAIR VALUE	TOTAL VALUE
Laptops	26,531	\$150	\$3,979,650
Desktops	12,320	\$110	\$1,355,200
Monitors	9,302	\$125	\$1,162,750
Printer	61	\$100	\$6,100
		grand total	\$6,503,700

With concerted efforts, we can expand this circle by doubling or tripling these numbers within the next three years. However, considering the challenges of the CFS+ network of Affiliates (i.e., limited capacities and decreasing human manpower), it would be totally inadequate and even irresponsible to promote the program as it was originally conceived. CFS+ Affiliates cannot handle more volume for refurbishing, as several of the Affiliates have reached their financial and space capacities.

Rather, CFSC should consider and leverage a more innovative and diversified approach to reposition the CEO Pledge program while strengthening its organizational capacities. Thus, creating more value for the donors and CFS+ Affiliates.

To do so, CFSC must generate a stronger value proposition compelling corporations to donate. Hence, building an ESG scorecard approach with CEO Pledge donors.

For this very reason, we believe CFSC plays a role in promoting to companies the opportunity to enhance their ESG score through the next version of the CEO Pledge or the Digital Legacy Program. The intention is that this funding mechanism will support building a more competitive digital workforce and that will strengthen the corporate willingness to use a portion of their marketing budget to support some of our organizational costs that deliver the CFS+, CFSI and CFI programs.



¹ https://cfscanada-my.sharepoint.com/:x:/g/personal/admin_cfsc-opec_org/Ec7T-JaY7ihLkRjiMpplo9QB_M6JBHsSBPs-1FQ4984wOQ?e=l8sJ17

1.6.3 ESG SCORE: Our New ROI

ESG factors have become increasingly important in today's business landscape for several reasons:

1. Customers, employees, investors and other stakeholders are increasingly demanding that companies operate in a socially and environmentally responsible manner. Businesses aligning their strategies with ESG principles are better positioned to meet these expectations and build trust with their stakeholders, enhancing brand reputation and customer loyalty. The bottom line is that access to capital is increasingly tied to ESG performance, not only in the corporate world but with all organizations holding a public interest.

Companies with strong ESG credentials may gain access to green bonds, sustainable financing, and impact investments, offering more diverse funding options to support growth and innovation. Companies with strong ESG performance are more likely to attract capital and achieve favourable borrowing terms, as investors recognize the potential for long-term financial outperformance and reduced risk exposure.

CFSC believes that ESG can be a factor in convincing Canada's major corporations to become associated with our mission and with the CFS+ and CFSI program values leading to a partnership.

With more than 2M devices distributed to date, 8 500 youth interns having participated in the program and 12,000 tons of e-waste recycled, CFSC has strong arguments to convince these major corporations to combine their efforts with CFSC to give back to society in a collaborative manner.

Investors have been using ESG factors to invest for decades. More recently, ESG investing began to gain significant traction when many research studies showed favourable performance for these investments and the options for ESG investing expanded. There has been more than \$30 trillion (USD) invested in sustainable assets around the world as of 2018, an impressive 34% increase over the previous two years. Investments have continued to grow and this trend is expected to only continue along with investors' interest in avoiding ESG risks and finding ESG opportunities².

2. As governments are implementing stricter environmental and social regulations, making ESG compliance a legal requirement for many companies will become the norm hence adopting proactive ESG measures help companies stay ahead of regulatory changes, avoid penalties and ensure continued responsible operations.
3. A third return on investment factor we can use in approaching corporations is how companies that integrate ESG considerations into their business strategies often gain a competitive edge. They can attract and retain top talent, appeal to conscious consumers and differentiate themselves from competitors while accessing new markets that prioritize sustainable products and services.
4. Finally, companies that embrace ESG principles tend to foster more innovation and operational efficiencies while focusing on long-term value creation.

² <https://www.bmo.com/main/personal/investments/esg-investing/>

³ *ESG S G investments consider the impact of environmental, social and governance factors in addition to traditional financial factors.*

By addressing environmental and social issues, companies can contribute to the well-being of society and create lasting positive impacts, ensuring their relevance and success for years to come.

For all these aforementioned reasons, we believe the CEO Pledge has the potential to generate more value, bringing it to a new level. Not only can we ask corporations to pledge to donate IT assets but we can ask them to consider providing us with in-kind services (transportation, shipping, space, software, volunteering time and even cash contributions).

We have, therefore, taken the first steps towards the revised CEO Pledge or the Digital Legacy Program by creating the CEO Pledge Task Force who will review the possibilities of the fund and work to oversee how we, alongside the CFS+ Affiliates, can reposition the program while putting into practice how we can achieve our strategic objectives. (See Appendix C for the current Terms of Reference).

CFSC's triumphant computer waste reduction practices combined with sustainable governance are strong elements we need to showcase in our value proposition.



1.7 CONCLUSION

In conclusion, the strategic plan, as presented in the document's different sections, provides a comprehensive roadmap to steer our organization toward the realization of its long-term vision and objectives. Through a meticulous examination of our internal strengths, weaknesses, along with external opportunities and threats, we have formulated a set of actionable strategies that align with our core values and mission.

By embracing innovation, promoting operational excellence, and championing sustainability, we aim to enhance our impact within the community. As we enter the implementation phase, it is imperative to harmonize our efforts and cultivate collaboration across all organizational levels. Continuous monitoring and evaluation of our progress will enable us to make timely adjustments and remain agile in response to emerging challenges and opportunities.

We acknowledge that our success will result from collective commitment and our capacity to implement this engagement strategy. We are confident in our ability to actualize our vision and drive sustainable growth for all CFS+ Affiliates' networks while nurturing mutually beneficial partnerships with key stakeholders, including the Government of Canada, industry partners, and community groups.

Ultimately, this strategic plan is a living document, adaptable to evolving circumstances, and it will serve as our guiding compass as we move forward into the future. Together, we stand ready to embrace the challenges and opportunities that lie ahead, united by a shared purpose and a clear direction toward a more prosperous tomorrow. With the entire organization aligned behind this strategic vision, we are poised to achieve greatness and demonstrate that Canada can build a responsible digital legacy that other nations will admire. In doing so, we will position Canada as a global leader in **reducing its carbon footprint, bridging the digital divide, and fostering social inclusiveness.**



We would like to express our sincere gratitude to the individuals whose contributions have been instrumental in the various phases and delivery of this Strategic Plan. A special acknowledgment goes to CFSC's Board of Directors who ensured throughout the process that the plan reflects various points of view and who have determined the final vision and orientations of this Plan.

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May 2023 (1,116 participants from targeted low-income seniors & 15 interviews)
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Western Region

Mary-Em Waddington, ED, Reusetech BC
Kari Collier, ED, CFS Alberta
Darrell Liebercht, Co-lead, CFS SK
Jim Hoffman, Co-lead, CFS SK
Justin Menard, ED, CFS MB
Ryan Oliver, ED, Pinnguaq, NU
Julie Anne Aims, ED, Yukon Learn
Joel Templeman, ED, Internet Society Manitoba

Affiliates — Site Visits

STLR (Gatineau, QC): André Landry, ED, & Sylvain Lacasse,
CFS NB (Fredericton, NB): Roy Crawford, ED, & James McCoy,
Operations Manager
Renewed Computer Technology (Mississauga, ON): Shauna McCaffrey, ED,
& Greg Comeau, Operations Manager
OPEQ (Anjou, Quebec city): Maryse Lavoie, ED, & Jean-Philippe Simon

ISED Workshops — September 26th — Lord Elgin Ottawa

We thank ISED Senior Management for having given the opportunity to run a 2-hour workshop as part of the Annual General Meeting.

ISED Observers

Krista Campbell, Jane Rooney, Terry Vilayil, Janique Brosseau, Julie Lanoix,
James Doucet, Alexandria Birch, Alex Bulch, Robert Gagnon, Catherine
Bertrand, Daphne Chan, Cristina Irina Dinu, Nancy Ihasz, Mark Lebel.

Affiliates & Participants

Roy Crawford, ED, CFS NB
Lisa Foley, CFS NS
Jessica Mitchell, PEI
Derm Powell, ED, NL

Western Region

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Darrell Liebercht, Co-lead, CFS SK
Jay Naylor, Co-lead, CFS SK
Allan Miller – NL
Robynn Paviaa – NU
Ben Teertstra – NWT
Chris Hunt - AB
Kevan Nelson NU
Corinne Lorman – STLR
Sylvie Desormeaux – STLR
Ean MacDonald – YK
Ebere Duru -NWT
Jeremy Brown – NS
Keith Grill -SK
Amit Sharma – AB
Nancy Fung - ON
Roland J Leblanc -NB
John Brennan - PEI
Heather Ashton – YT
Jay Naylor -SK
Amrik Kanwal – NWT
Mike Dooley - NL
Jim Hoffman, CFS SK

Focus group and have been consulted

Toronto Public Library

Pam Ryan, Nan Davies

Transformation & Systems, Bell Toronto

Eva Rabiasz, Julie Russell, Diana Duncan, Bell Aliant

CEO Pledge Legacy fund

Marie de Luca – Renewed Computer Technology
Jason Hermitage, VP-Global Partnerships, Microsoft Global

YWCA — Vancouver Help Line support (CFI)

Owen Stride, Mirta Campus, Denny Chow, Sigrid Tarampi

We appreciate the collaborative efforts of every team member, employees, and external partners who played a role in shaping this strategic vision. Your commitment and hard work have been invaluable, and we look forward to continued success through our collective efforts.

CFSC will actively contribute to Canada's transition into the digital economy, while bringing solutions to reduce the carbon footprint and fostering social inclusiveness.



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