

ANNUAL REPORT

2006-2007



Community Literacy of Ontario

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REPORT FROM THE CO-CHAIRS OF
COMMUNITY LITERACY OF ONTARIO (2006-2007)



It has been a wonderful experience to serve the community-based literacy field in Ontario over the past year. CLO board, staff and members have ensured that the community-based voice is heard loudly and clearly whether we are linking with our funders, creating new partnerships, advocating for our members or sharing our expertise through research, training, newsletters, and AlphaCom discussions. It is this collaborative approach that ensures that the community-based literacy field is strong and healthy.

Our combined compassion and dedication to helping others change their lives is the root of the success of community-based literacy. For this, we owe our members a big thank you! Your responses to our surveys and requests for information and your opinions provide a clear view of our common issues. It is due to your responses that CLO is able to speak confidently on your behalf.

The members that deserve an extra thank you are those who have taken on the responsibility of directing CLO. The Directors of the Board are an inspiring group who willingly share their varied expertise. They are committed to their role of working with the staff to set CLO's direction and maintain accountability.

We have amazing staff who are dedicated to the improvement of community-based literacy. Co-Executive Directors Joanne Kaattari and Jette Cosburn, Administrative Assistant Joan Beaudry, and Project Staff Vicki Trottier, Jane Barber, Robyn Cook-Ritchie, and Karen Farrar have all helped CLO to examine its past, present and future, and to maintain a lead-role in the literacy field.

We could not exist without the support of our various funders. The Ministry of Training, Colleges and Universities (MTCU) provides CLO's core funding. MTCU also provided funding for our projects "*The ABC's of the Continuous Improvement Performance Management System*" and "*Success Indicators for Independence Goals*". MTCU's confidence in the work that we do and the service that the community-based field offers is immeasurable. We also thank our other 2006/07 project funders, the Ontario Trillium Foundation for "*Strategic Planning*" and the National Literacy Secretariat for "*Literacy Basics Plus*". CLO has already started several exciting new projects and partnerships. For details about these projects, just visit our website.

In the next few years we can all anticipate many changes and challenges, but we can also be sure that CLO will continue to provide leadership and support to the literacy field in general and community-based programs specifically. To stay in touch, make sure you bookmark the new, redesigned CLO website: www.nald.ca/clo.

It has been a pleasure to be associated with such a vibrant and healthy organization. We thank you again for this opportunity.

Respectfully submitted by Joyce Bigelow and Lindsay Kennedy

Community Literacy of Ontario ANNUAL REPORT – 2006/2007

Who We Are

Community Literacy of Ontario (CLO) is a provincial literacy network of community-based literacy agencies in Ontario.

There are currently **94** individual community literacy agencies that are paid members of CLO. These agencies are located in communities large and small in all regions of Ontario. In addition, CLO has **26** associate members.

Our office is located in Barrie, Ontario. CLO was created in 1994 and incorporated in 1997. CLO receives funding from the Ontario Ministry of Training, Colleges and Universities, the National Literacy Secretariat (HRSDC), the Ontario Trillium Foundation, and member programs.

Mission Statement

Community Literacy of Ontario exists to support, promote and provide a united voice for Anglophone community-based literacy programs in Ontario.

Organizational Structure

CLO is governed by a provincial board of directors who represent every region of Ontario.

Our Board of Directors

- Carynne Arnold, Kingston (*Treasurer*)
- Chris Benninger, Chatham
- Joyce Bigelow, Sharbot Lake (*Co-Chair*)
- Barb Duguay, Fort Frances
- Linda Conley, Picton
- Lindsay Kennedy, Wellington County (*Co-Chair*)
- Sheila Marshall, Timmins
- Barbara McFater, Toronto
- Bert Providence, Toronto
- Cheryl Reid, Toronto (*Secretary*)
- Denise Tremblay, Cochrane

CLO expresses its appreciation to our retiring directors: Heather Hufton; Shelley Lawrence; Valerie Sadler; and Johanna White.

Our Staff

- Joan Beaudry (*Administrative Assistant*)
- Jette Cosburn (*Co-Executive Director*)
- Joanne Kaattari (*Co-Executive Director*)
- Jane Barber (*Project Staff*)
- Robyn Cook-Ritchie (*Project Staff*)
- Karen Farrar (*Project Staff*)
- Vicki Trottier (*Project Staff*)

CLO in 2006-2007



Our Members

- Community Literacy of Ontario is proud to have **94** organizational members (Ontario community literacy agencies) and **26** associate members (other literacy organizations).

The CLO Board

- CLO has a regional board structure of 12 directors.
- The board conducts planning, governance and financial and human resource stewardship.

In addition, here are some of the issues the CLO board discussed in 2006/2007:

- Needs and issues in community literacy agencies
- Academic upgrading partnerships
- Essential skills and CIPMS
- The Manitoba learner certification process
- Promotion of literacy agencies
- Implementation of the Labour Market Development Agreement
- Literacy and social issues
- ACE (Academic and Career Entrance)
- Literacy and ESL
- Regional promotion of CLO
- CLO's 2007/2008 business plan
- Project planning

Business Plan Functions

MTCU gave the Regional, Sectoral and Umbrella literacy networks new core functions in our business plans for 2006/2007. Here are our new functions:

1. Support TCU-funded delivery agencies to deliver coordinated, quality, LBS services responsive to emerging needs (identified by the community and government) within an integrated employment and training system.
2. Provide support for Ministry led initiatives using a model of continuous improvement.
3. Develop and provide accessible, quality resources that support TCU-funded agencies to deliver a quality LBS Program.
4. Support professional development of TCU-funded agencies to efficiently deliver the LBS Program.
5. Support the production and integration of research and development results and products that are linked to and support the LBS Program.

CLO's Volunteers

In 2006-2007, we had 18 volunteers who contributed a total of 1,020 hours to CLO. Community Literacy of Ontario deeply appreciates all that you do!

CLO's Funders

Community Literacy of Ontario is grateful to the Ontario Ministry of Training, Colleges and Universities, the National Literacy Secretariat (HRSDC), and the Ontario Trillium Foundation for their financial support.

Strategic Planning

Thanks to funding from the Ontario Trillium Foundation, CLO has been actively involved in strategic planning.

In the past year, under the guidance of consultant Jane Barber, the CLO board and staff used the following process to develop a sound and forward-thinking strategic plan for CLO.

What do we know?

- We assessed:
 - a) CLO's internal strengths and weaknesses
 - b) Our mission, beliefs and values
 - c) Our current and future mandates
 - d) External forces and trends
 - e) Threats and opportunities

What does it mean?

- We looked at all of the information and evaluated areas where CLO is thriving and areas in key need of attention.

What will we do?

- We looked at all of the information and decided upon the strategic issues facing CLO now and in the future.
- We also did a "reality check" and assessed these strategic issues with CLO's organizational capacity in mind.

How and when?

- We developed a concrete implementation plan for each of the strategic issues identified in our plan.

How did we do?

- We have been tracking the implementation of our plan to date and discussing future steps.

External Initiatives

In 2006-2007 CLO was involved in a variety of external initiatives, including the following:



- CLO is a member of the *Employment Ontario* Provincial Service Delivery Advisory Group.
- We are a member of MTCU's *CIPMS* Provincial Working Group.
- CLO is a member of MTCU's *Learner Skill Attainment* Provincial Working Group.
- We participated in the Canadian Council on Learning's *Ontario Roundtable on Adult Learning* in January 2006.
- CLO is a Steering Committee member of the *Ontario Network of the Canada Volunteerism Initiative*.
- We gave input to MTCU on its *Academic Upgrading Partnership Initiative* in August 2006.
- CLO participated in the *Financial Vibrancy For the Non-Profit Sector Forum*, held by ONESTEP (Ontario Network of Employment Skills Training Projects) in September 2006.
- We met with the *Voluntarism Unit of the Ministry of Education* in September 2006.
- CLO links and shares information on an ongoing basis with the regional, sectoral and umbrella literacy networks in Ontario.
- We are a member of the Regions and Sectors "*Advisory Roundtable*" of the Ontario Literacy Coalition.
- CLO supported the Ontario Literacy Coalition's advocacy efforts regarding the October 2006 federal cuts to literacy programming.

Resources/Information

CLO specializes in producing top-notch resources and circulating information on topics of key interest to community literacy agencies.

NEWSLETTERS:

- We produced three issues of CLO's newsletter "*Our Voice*" (June 2006, January 2007 and April 2007).
- Our April 2007 newsletter overviewed the Academic Upgrading Partnership initiative and shared AUP success stories from around Ontario.
- To view our newsletters, please visit: www.nald.ca/litweb/province/on/clo/newslet.htm.

TRAINING:

- CLO delivered two online training sessions on Centra on *learner recruitment* in May 2006 to over 45 participants.
- In October 2006, 35 participants attended CLO's AGM and participated in a fascinating workshop on "*Engaging Learners Through Critical Thinking*".
- We delivered a "*Strategic Planning in Literacy Agencies*" workshop at the LLEO conference in May 2007.
- At its board/staff retreat in May 2007, the CLO board received training in strategic planning, learner skill attainment, and innovative marketing strategies.
- CLO delivered two workshops to a total of 30 participants on the "*ABCs of the CIPMS*" at the June 2007 conference of Laubach Literacy Ontario.

INFORMATION GATHERING:

- CLO gathers information from the community-based sector using a variety of means including: our board members, our annual program survey, our training events, and email and telephone communication.
- We surveyed CIPMS support needs and marketing needs.
- CLO also conducted a survey of human resource issues in the sector.

E-COMMUNIQUÉS:

- CLO circulates an informative E-Communiqué to its member programs six times each year. These E-Communiqués are chock full of useful information and resources.
- For copies, please see: www.nald.ca/litweb/province/on/clo/communiqué.htm.

CLO WEBSITES:

- We totally redesigned our main CLO website. Come check out our new look at: www.nald.ca/clo.htm.
- In February 2007 we launched four new modules on our highly-regarded *Literacy Basics* online training website. Visit this amazing training resource at: www.nald.ca/literacybasics.
- We maintained our "*Volunteer Management*" website: www.nald.ca/literacyvolunteers/

ALPHACOM:

- CLO moderates an active online discussion group on AlphaCom called "*Community Based Literacy*."
- It is the most active on AlphaCom.
- Information included: evaluation, policy development, curriculum design, volunteers, essential skills, fee-for-service, and so much more...

Annual General Meeting 2006



CLO held its Annual General Meeting on October 12, 2006 at Toronto's Primrose Hotel. This event featured displays and informal networking sessions led by CLO board members on topics such as the essential skills, fundraising, and Manitoba's learner certification materials. Participants also enjoyed a fascinating workshop by Garfield Gini-Newman on *"Engaging Learners Through Critical Thinking."*

CLO members elected their Board of Directors for 2006/2007. We are pleased to welcome three new directors to our board: Barbara McFater (Toronto); Bert Providence (Toronto); and Barb Duguay (Fort Frances). As well, CLO members expressed their deep gratitude to our four retiring directors: Heather Hufton; Shelley Lawrence; Valerie Sadler; and Johanna White.

In a meeting following the AGM, CLO board members elected the following executive: Co-Chairs: Joyce Bigelow and Lindsay Kennedy; Secretary: Cheryl Reid; Treasurer: Carynne Arnold.

**CLO'S AUDITED
FINANCIAL STATEMENTS
ARE AVAILABLE UPON
REQUEST. THEY WILL ALSO
BE AVAILABLE AT OUR
ANNUAL GENERAL
MEETING.**

Annual General Meeting 2007

CLO's tenth Annual General Meeting is being held on October 11, 2007 at 11:00 a.m. at the Delta Chelsea Hotel in Toronto. In conjunction with the AGM, CLO is also hosting a conference on October 11 and 12, 2007. Many memorable events will occur during the two day period.

October 11, 2007

- ❑ An informal networking session will offer participants an opportunity to share information on interesting developments in the community-based literacy sector.
- ❑ CLO's AGM where our organizational members will be asked to vote on important issues
- ❑ *"The ABC's of the CIPMS"* workshop will allow participants to become familiar with the most current details of MTCU's Continuous Improvement Performance Management System and how it relates to LBS agencies.

October 12, 2007

- ❑ A *"Strategic Planning"* workshop funded by the Trillium Foundation will provide insights, step-by-step procedures and the tools needed to take your agency through effective strategic planning.
- ❑ A *"Learner Skill Attainment"* briefing session will allow CLO the opportunity to share information about its *"Success Indicators for Independence Goals"* project funded by MTCU.

Literacy Basics Plus



Community Literacy of Ontario received project funding from the National Literacy Secretariat (HRSDC) for a project called "Literacy Basics Plus." This project ran from January to December 2006.

Online Workshops

In this project, CLO successfully delivered four online workshops on Centra. Each session had over 20 participants (for a total of 85 training seats). "Outcomes-Based Program Evaluation" was delivered in February and March 2006. "Learner Recruitment" was delivered in April and May 2006.

The anonymous evaluations from the online workshops were extremely positive: 94% of participants rated the content as either excellent or very good, and 97% rated the facilitation as either excellent or very good.

Literacy Basics Training www.nald.ca/literacybasics

Another key part of this project was adding four **NEW** training modules to CLO's Literacy Basics training website:

- Learner Retention
- Learner Recruitment
- Self-Management
- Outcomes-Based Program Evaluation

Literacy Basics is a free, self-directed online training website for Ontario literacy practitioners.

This innovative website removes many of the barriers to training. Participants can work through the modules online, or they can work offline at convenient times and locations. Participants can also return to the site as many times as they want and review as much or as little of the content as they need.

CLO's first four training modules are still available on Literacy Basics and cover the following topics:

- Assessment
- Instructional Strategies
- Learner Exit and Follow-Up
- Volunteer Management

Ontario literacy practitioners have strongly endorsed Literacy Basics as a valuable tool for providing training. Here are just two of the large number of positive comments received:

- "Thank you for developing Literacy Basics. Phenomenal job, the site is so well done".
- "Literacy Basics is a great resource! Thanks for your excellent work, CLO!"

Because of the positive response, CLO intends to submit funding proposals to research and write new modules for Literacy Basics in the coming years. In fact, through a variety of funded projects CLO will be putting four new modules on Literacy Basics in March 2008:

- *Marketing and Outreach* (National Office of Literacy and Learning)
- *Strategic Planning* (Ontario Trillium Foundation)
- *Continuous Improvement Performance Management System* (MTCU)
- *Essential Skills* (MTCU)

Strategic Planning

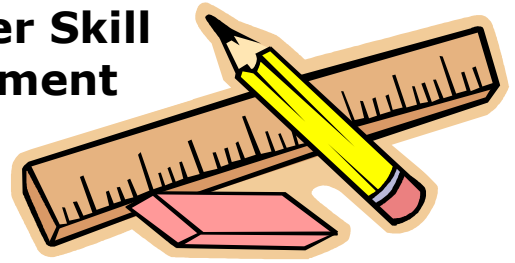
In April 2006, Community Literacy of Ontario received funding from the Ontario Trillium Foundation to create a strategic plan that will allow CLO to strengthen and increase its capacity to serve its members. In year one, CLO's board, staff and project consultant (Jane Barber) developed a concrete and forward-thinking strategic plan.

In year two, CLO will be offering training in strategic planning to Ontario's literacy practitioners. This training will overview the ABCs of strategic planning, provide step-by-step procedures, and share the tools and resources needed to take literacy agencies through effective strategic planning.

Community Literacy of Ontario will be offering this training via three different methods:

- CLO will deliver a face-to-face workshop on strategic planning at its annual general meeting and conference in Toronto on October 12, 2007.
- CLO will deliver two live, online training workshops via Centra Symposium on November 29, 2007 and December 11, 2007.
- CLO will also create a web-based, self-directed training module on strategic planning. In February 2008, this module will be launched on CLO's Literacy Basics website at www.nald.ca/literacybasics.

Learner Skill Attainment



Community Literacy of Ontario has received project funding from the Ministry of Training, Colleges and Universities for "Success Indicators for Independence Goals", one of 17 projects funded to develop a Learner Skill Attainment Framework for Literacy and Basic Skills agencies. This framework will allow programs to communicate learner gains in a reliable, valid and more transparent way. This is important as Learner Skill Attainment will be one of the draft measures of agency performance for effectiveness in the CIPMS.

CLO's project focuses on the learner pathway of Foundation Skills for Lifelong Learning and involves researching and identifying success indicators and transition markers in the domain of independence. As well, CLO will assess where independence fits within the Essential Skills and outline how the framework for identifying and measuring success in the domain of independence could be expressed / articulated to the Essential Skills scale.

CLO hired Robyn Cook-Ritchie to conduct print, Internet and field-based research, hold consultations and develop a draft independence framework. This draft framework will be first presented at our annual general meeting and conference on October 11-12, 2007.

The ABCs of the CIPMS

Community Literacy of Ontario has received funding from the Ministry of Training, Colleges and Universities for a project called: *"The ABCs of the Continuous Improvement Performance Management System."*

Through this project, CLO will provide literacy agencies with information, training and resources to help them implement MTCU's Continuous Improvement Performance Management System. Our project will run from February 2007 to March 2008.

In March 2007 CLO sent out a survey to all community literacy agencies in Ontario asking them about their level of knowledge of the CIPMS and their specific training and support needs. CLO received responses from 74 literacy agencies.

Currently, CLO staff are researching performance management, outcomes-based evaluation, agency self-assessment, success measurement and data collection. We are also conducting key informant interviews, planning for the core CIPMS training components across sectors and streams, researching examples of other organizations that use CIPMS, and locating useful resources and tools. As well, CLO staff are developing the content of the training and resource guide and we are preparing for the upcoming face-to-face, Centra and web-based training opportunities.

Community Literacy of Ontario is pleased to be linking with MTCU and the umbrella organizations that have also been funded for CIPMS training projects.



CIPMS PROJECT GOALS

- CLO conducted research to identify the needs of community literacy agencies relative to implementing CIPMS in spring 2007.
- CLO will deliver training to community-based practitioners on the CIPMS at our AGM and conference in October 2007. CLO also delivered two training sessions for Laubach Literacy Ontario in June 2007.
- CLO will moderate a CIPMS AlphaCom discussion group to share tools, ideas and resources starting on December 1, 2007. This will be an open AlphaCom discussion available to interested practitioners from any sector.
- CLO will deliver two online training workshops on Centra about the CIPMS on November 1 and 14, 2007. These training events will be open to practitioners from any sector.
- CLO will write a resource guide on the CIPMS. In March 2008 this guide will be circulated to community literacy agencies. It will also be available on our website.
- CLO will write the curriculum for a self-directed web-based training module on the CIPMS. It will be available in March 2008 on CLO's *"Literacy Basics"* website.

Marketing and Outreach

In March 2007 Community Literacy of Ontario received funding from the National Office of Literacy and Learning for a project called: *“Making the Connection: Effective Program Promotion in Literacy Agencies.”*

In this project CLO will provide tools, resources and training to help literacy agencies conduct successful marketing and outreach. Our projects goals are as follows.

- Conduct internal research to determine best practices in marketing and outreach in the Ontario literacy community by means of a provincial survey (minimum of 50 agencies).
- Conduct external research on effective practices in marketing and outreach in areas outside of literacy.
- Hold a focus group with the CLO board of directors on marketing and outreach needs and practices.
- Research and write a resource guide that summarizes best practices and innovation in marketing and outreach.
- Deliver two online training workshops on Centra on tools and strategies for effective marketing and outreach.
- Develop the curriculum for a self-directed online training module on marketing and outreach. This training module will appear on CLO’s Literacy Basics website in March 2008.

Getting Online (GO Project)

CLO is proud to be a partner in an exciting new online learning initiative called: *“Getting Online: Distance Education Promising Practices for Canadian Literacy Practitioners”.*



GO is a national project, bringing together a team of skilled literacy educators from British Columbia, Alberta, Ontario and Newfoundland. Building on existing Canadian programs and expertise, this team will research the development and application of distance and online education for literacy practitioners in Canada. The GO Project will identify emerging trends and promising practices in online learning.

The GO Project team will share these findings with Canadian literacy practitioners through interactive, online training courses and a website including independent learning modules. The GO team will also write and distribute a research report and a Promising Practices Manual for literacy practitioners.

The GO Project is hosted by Athabasca University. It brings together various project partners including Writing Out Loud (Alberta), Capilano College (British Columbia) and Community Literacy of Ontario. GO is funded by the National Office of Literacy and Learning and will run from June 1, 2007 – May 31, 2009.

Please see the GO project website at: www.nald.ca/gettingonline for more information.

Organizational Members

- Action Read Community Literacy Centre
- Adult Language and Learning (Chatham)
- Adult Literacy Council of Greater Fort Erie
- Alexandra Park Neighbourhood Learning Centre
- Alternative Learning Styles and Outlooks (Ottawa)
- Atikokan Literacy Inc.; Reading Plus
- Barrie Literacy Council
- Blind River Learning Centre
- Bruce Peninsula Adult Learning Centre
- Centre Alpha River Nord
- Centre for Community Learning and Development (Toronto)
- Community Learning Centre Napanee
- Community Learning Centre South Frontenac
- Dryden Literacy Association
- East Parry Sound Literacy Council
- East York Learning Experience
- Elliot Lake Learning Centre
- Espanola Learning Centre
- Frontier College – Beat the Street
- Georgian Literacy
- Haldimand-Norfolk Literacy Council
- Hamilton Literacy
- Iroquois Falls Adult Learning Centre
- John Howard Society of Durham Region
- John Howard Society – Victoria/ Haliburton/ Simcoe/Muskoka
- John Howard Society –Ottawa Literacy
- Kingston Literacy
- Learning Centre for Georgina
- Literacy Alliance of West Nipissing
- Literacy Council of Brantford & District
- Literacy Council of Burlington
- Literacy Council of Durham Region
- Literacy Council of North Timiskaming
- Literacy Council of South Simcoe
- Literacy Council of South Temiskaming
- Literacy Council York-Simcoe
- Literacy Council York-South
- Literacy for East Toronto
- Literacy Group of Waterloo Region
- Literacy London
- Literacy North Halton
- Literacy Plus/Renfrew County Community Upgrading Program
- Literacy Society of South Muskoka
- Massey Learning Centre
- Midland Area Reading Council
- Niagara Regional Literacy Council
- Niagara West Employment and Learning Resource Centre
- North Algoma Literacy Coalition-Focus on Learning
- North Bay Literacy Council
- North Channel Literacy Council
- Northern Connections Adult Learning Centres
- Northumberland READ Centre
- Oakville Literacy Council
- Organization for Literacy in Lambton
- Orillia and District Literacy Council
- Owen Sound Adult Literacy Centre
- Parkdale Project Read
- Peel Adult Learning Centre

- People, Words and Change (Ottawa)
- Port Cares – Literacy Plus (Port Colborne)
- Preparatory Training Programs of Toronto
- Prince Edward Learning Centre
- Program Read (Sault Ste. Marie)
- Quinte Adult Day School
- Quinte Literacy Group
- Red Lake District Adult Learning Centre
- Regent Park Learning Centre (Dixon Hall)
- St. Christopher House
- St. George’s Adult Literacy Program
- St. Mary’s Adult Learning Program
- Saugeen Shores Adult Learning Centre
- Schreiber Terrace Bay Adult Learning Association
- Skills for Employment, Life and Family (Peel)
- South Grey Adult Learning Centre
- South Essex Community Council
- Street Haven Learning Centre (Toronto)
- The Adult Literacy Council of Greater Fort Erie
- The Lake of the Woods Adult Learning Line (Kenora)
- Thunder Bay Literacy Group
- Tillsonburg and District Multi-Service Centre
- Timmins Learning Centre
- Toronto Public Library—Adult Literacy
- Trent Valley Literacy Association
- Tri-County Literacy Council (Cornwall)
- Unemployed Help Centre of Windsor
- Valley Adult Learning Centre (Fort Frances)
- Walkerton and Area Adult Learning Centre
- Wellington County Learning Centre
- Windsor Public Library—Adult Literacy
- YMCA of Hamilton/Burlington
- YWCA of St. Thomas-Elgin

Associate Members

- AlphaPlus Centre
- Centre for Family Literacy (Edmonton)
- C.E.S.B.A.
- Chappleau Learning Centre
- College Sector Committee
- GOLD (GOAL: Ontario Literacy for Deaf People)
- Laubach Literacy Ontario
- Literacy Link Eastern Ontario
- Literacy Link Niagara
- Literacy Link South Central
- Literacy Network Northeast
- Literacy Northwest
- Literacy Ontario Central South
- Metro Toronto Movement for Literacy
- Ontario Community Support Association
- Ontario Literacy Coalition
- Ontario Native Literacy Coalition
- Ottawa-Carleton Catholic School Board
- Ottawa Community Coalition for Literacy
- Peel-Halton-Dufferin Adult Learning Centre
- Project READ Literacy Network
- QUILL Learning Network
- Simcoe-Muskoka Literacy Network
- Sioux-Hudson Literacy Council
- Tri-County Literacy Network
- Western Quebec Literacy Council